

## **Employees' Self-Awareness and Operational Efficiency of Brewing Firms in South South Zone of Nigeria**

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### **ABSTRACT**

*This study examined employees' self-awareness and operational efficiency of brewing firms in South South Zone of Nigeria. A survey, which involved the administration of copies of a questionnaire on employees of selected brewing firms in the South South Geopolitical Zone of Nigeria, was used in the study. The population of the study was 174, while the sample size was 121, determined using Taro Yamane's sample size determination formula. The study's hypothesis was tested with simple regression. Findings of the study indicated that self-awareness significantly influenced operational efficiency of brewing firms in the South South Zone of Nigeria. It was concluded that employee self-awareness can determine the operational efficiency of brewing firms in the South South Zone of Nigeria. It was recommended that brewing firms invest in programmes that help employees develop self-skills and provide opportunities for self-reflection and feedback that can enhance their effectiveness and contribution towards their operational efficiency.*

**Keywords:** *Employees' Self-awareness, Operational Efficiency, Brewing Firms*

### **1.0 INTRODUCTION**

As a result of unending volatility in the business environment, occasioned by technological developments, political, social, and economic changes, which bring some impact on the operations and productivity of employees and organizations. This requires that individuals possess advanced intellectual and skill capabilities in addition to social and emotional capabilities that are integrated with intellectual and skill

capabilities to address the effects on the productivity of organizations. This suggests that productivity at a workplace is not only dependent on the functionality of the tools being used but may also be influenced by employees' emotional intelligence. Here lies the importance of emotional intelligence in organizational settings.

Emotional intelligence has been variously defined in the literature. For instance, it is conceptualized by Saddam and Muhammad (2019) as the ability to monitor and regulate people's feelings and emotions to discriminate among them and to use information to guide their thinking and action. Emotional intelligence is the individual's ability to manage and control emotions, together with the ability to control other people's emotions. It involves proper monitoring and management of individuals' emotions intelligibly in order not to be unduly influenced in the decision-making process (Suchitra & Sasmita, 2021). Emotional intelligence has become an important skill that people need in order to work collaboratively, increase their communication skills, and increase their professional skills and abilities (Suchitra & Sasmita, 2021).

Goldman (2001) models emotional intelligence along five constructs - self-awareness, self-regulation, motivation, empathy and social skills. However, four cognitive dimensions identified by Mayer and Salovey (1997) are the most commonly used dimensions to measure the level of emotional intelligence of individuals in organizations (Alaa et al. 2020). This study aligns with these four dimensions of emotional intelligence, namely, self-awareness, which means the individual's ability to understand his feelings and control his responses and reactions (Makker & Basu, 2019), emotional management, which is defined as an individual's ability to deal with negative problems that may have a negative impact on his professional life, his public life, and his level of performance Asrar et al. (2017) empathy indicates the ability of individuals to be aware of the needs of others, sense their feelings and fears, understand their point of view and accept them, and enhance their capabilities and expectations (Mohana & Zuhural, 2022). This study focuses on the employees' self-awareness dimension of emotional intelligence and its influence on the operational efficiency of brewing firms in the South South Zone of Nigeria.

Organizational efficiency refers to the ability of an organization to maximize output while minimizing input, ensuring optimal utilisation of resources such as time, labour, technology, and capital. It measures how effectively an organization converts available resources into desired results without unnecessary waste or duplication of efforts. According to Adeleke and Olatunji (2020), organizational efficiency focuses on achieving higher productivity levels, reducing operational costs, and improving service delivery. In highly competitive industries like brewing, efficiency is critical because firms must balance production volumes, quality control, and cost management to meet consumer demands effectively. There is little evidence of empirical research that has sought to evaluate the link between employees' self-awareness and operational efficiency within the sphere of the brewery industry in Nigeria. The general trend

among most researchers has been the analysis of emotional intelligence against some organizational outcomes, bereft of an in-depth investigation of its key elements. For instance, Desta (2020) examined the influence of emotional intelligence on organizational development. Tănăsescu and Leon (2019) in their study analysed the relationships developed among emotional intelligence, occupational stress and employee performance in the financial banking sector; Danquah (2019) verified the relationship between emotional intelligence and organizational growth in Ghanaian banks, while Supramaniam and Singaravelloo (2021) analysed the impact of emotional intelligence on organisational performance in the Malaysian public sector. The present study contributes to the literature by specifically exploring the influence of employee self-awareness on operational efficiency of brewing firms in South South Zone of Nigeria.

### **Objective of the Research**

- i. To appraise the influence of employees' self-awareness on operational efficiency of brewing firms in the South South Zone of Nigeria

### **Hypotheses of the Study**

Ho<sub>1</sub>: Employees' self-awareness has no significant positive influence on operational efficiency of brewing firms in the South South Zone of Nigeria

## **2.0 Theoretical Issues**

### **Concept of self-awareness**

Self-awareness is a multifaceted concept that encompasses various aspects of an individual's psyche and behaviour. At its core, self-awareness involves the capacity to introspect and understand one's own thoughts, emotions, behaviours, and motivations. It goes beyond mere self-reflection, extending to a deep comprehension of one's identity, values, beliefs, and goals. This heightened level of consciousness enables individuals to navigate the complexities of life with greater clarity and authenticity.

One dimension of self-awareness involves understanding one's emotions. This entails being able to identify and label different emotions as they arise, discern their underlying causes, and regulate them effectively. Emotional self-awareness is a crucial component of emotional intelligence, as it allows individuals to manage stress, communicate more effectively, and form healthier relationships (Goleman, 1995).

Another aspect of self-awareness is self-perception, which involves understanding one's own strengths, weaknesses, and areas for growth. This self-assessment enables individuals to set realistic goals, capitalize on their strengths, and

address areas that need improvement (Vinchur *et al.*, 2021). Research has shown that individuals with high levels of self-awareness are more likely to achieve success in various domains of life, including academic and professional pursuits (Stankov, 2020). Self-awareness also encompasses an understanding of one's values, beliefs, and core principles. This aspect of self-awareness is essential for living authentically and aligning one's actions with their values (Kegan, 1982). When individuals are aware of their values and beliefs, they can make decisions that are congruent with their true selves, leading to greater fulfillment and satisfaction in life.

Moreover, self-awareness plays a crucial role in interpersonal relationships. By understanding their own emotions, thoughts, and behaviours, individuals can better understand the perspectives and experiences of others. This empathetic understanding fosters empathy, compassion, and cooperation, which are essential for building and maintaining healthy relationships (Davis, 1996). Furthermore, self-awareness is a cornerstone of personal development and growth. Through self-reflection, individuals can gain insights into their past experiences, patterns of behaviour, and areas for improvement. This process of self-discovery allows individuals to learn from their mistakes, adapt to new challenges, and continually evolve as individuals (Schön, 2018).

Self-awareness is a fundamental aspect of human experience that influences various domains of life, including emotional intelligence, personal development, and interpersonal relationships. By cultivating self-awareness, individuals can gain a deeper understanding of themselves, navigate life's challenges more effectively, and lead more authentic and fulfilling lives. This study is founded on Bandura's Social Cognitive Theory, developed by Bandura (1986). The Social Cognitive Theory evolved from the Social Learning Theory (Bandura, 1977), which focused on people's learning by imitating or observing others, through modelling influences.

### **3.0 METHOD**

The survey research design was adopted. The design enabled the researcher to obtain the sought information from respondents who were employees of the case brewing firms, namely, Champion Brewery Plc, Uyo and Infacto Breweries, Port Harcourt. The population was 174, and the sample size determined through the Taro Yamane formula was 121. The questionnaire was used for data collection. The instrument achieved 64.5% response rate. Data analysis was done with descriptive and inferential statistical tools. Instrument validation was done with experts in the field of Business Administration, and suggestions assisted the researchers to modify the research instrument. Furthermore, the Cronbach's Alpha reliability test was carried out on the research variables. The result indicated an Alpha coefficient of 0.78%, which was an indication that the instrument was reliable. The instrument, as designed, reflected a 4-point Likert scale. It was scored as follows; strongly Agree (SA = 4); Agreed (A = 3);

Disagree (DA = 2) and Strongly Disagree (SD =1). Descriptive analysis was used in data presentation, while regression analysis was used in testing the hypothesis.

**Table 1:** Demographic Profile of Respondents

Variables	Categories	Frequency	Percentage (%)
<b>Gender</b>	Male	56	71.79
	Female	22	28.21
<b>Age</b>	Under 25	9	11.54
	25-30	19	24.56
	31-35	22	28.01
	36-40	17	21.79
	41 and above	11	14.10
<b>Education</b>	B.Sc/HND	38	48.72
	M.Sc/MBA	23	29.49
	Ph.D	6	7.69
	Others	11	14.10
<b>Work experience</b>	Less than 1 year	8	10.26
	1-4 years	20	25.64
	5- 9 years	26	33.33
	10-14 years	18	23.08
	15 years and above	6	7.69

**Source:** Field Data (2025)

Table 1 analyses the demographic characteristics of staff of brewing firms who served as respondents in the study. The gender distribution shows that out of the 78 respondents who responded to the questionnaire, 56 (71.79%) were male, while 22 (28.21%) were female. The result implied that the majority of respondents in the study were male. The table indicates the age distribution of the respondents. In terms of age, 9 respondents were under 25 years of age. This number represented 11.54%; 19 respondents fell between 25 and 30 years of age. This represented 24.56%; 22 of the respondents fell between the ages of 31 and 35 years. This represented 28.01%. Furthermore, 17 respondents were between 36 and 40 years old. This represented 21.79%, while 11 respondents were aged 41 and above, representing 14.10%. The analysis indicated that more respondents in the study belonged to the age bracket of 31-35. Also, the table presents the educational background of the respondents. With respect to level of education, 38 of the respondents possess a BSc/HND, which represented 48.72%; 23 had an MSc/MBA. This represented 29.49%, 6 respondents had Ph.D. This represented 7.69, while 11 respondents had other qualifications. This represented 14.10%. The analysis showed that most of the respondents were holders of BSC/HND. The table also presents the years of experience of respondents. It shows the number of

respondents who had work experience of less than 1 year at 8. This represented 10.26%; 20 of the respondents fall between 1 and 4 years of experience. This represented 25.64%, while 26 of them fall between 5-9 years of experience, representing 33.33%, and 18 of the respondents fall between 10-14 years of experience. This represented 23.08%, and 6 of them had work experience of 15 years and above. This represented 7.69%. The results suggest that the respondents had sufficient experience in the job.

**Table 2:** Regression Analysis Result on the influence of Employees' self-awareness on operational efficiency of brewing firms in the South South Zone of Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 <sup>a</sup>	.839	.755	0.36796

Goodness of Fit <sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	321.606	1	18663.607	163.726	.000 <sup>b</sup>
	Residual	413.391	76	117.521		
	Total	413.391	77			

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.031	.307		3.036	.021
	Employee Self-Awareness	.643	.216	.533	2.977	.000

a. Dependent Variable: Operational Efficiency

b. Predictors: (Constant), Employee Self-Awareness

**Source:** Researcher's Computation (2025)

Table 2 shows regression analysis on the influence of employee self-awareness on operational efficiency of brewing firms in the South South Zone of Nigeria. The generalized model summary showed an adjusted R<sup>2</sup> of 0.755, which implies that 75.5% of the changes in employees' self-awareness influences 75.5% of the changes in the organizational efficiency of brewing firms in the South South Zone of Nigeria. The model also showed a goodness of fit at 95 percent (p-value <0.05). Employees' self-awareness influence on organizational efficiency of brewing firms in the South South Zone of Nigeria showed a statistically significant relationship at 95% (p-value <0.05). In view of this result, the null hypothesis, which was that employees' self-awareness has no significant positive influence on operational efficiency of brewing

firms in the South South Zone of Nigeria, is therefore rejected. The study investigates the influence of employees' self-awareness on the operational efficiency of brewing firms in the South South Zone of Nigeria. The analysis carried out in the study indicated that employees' self-awareness has a significant influence on the operational efficiency of brewing firms in the South South Zone of Nigeria. The result strengthens the results of previous studies, such as Tănăsescu and Leon (2019), Masaldzhiyska (2019) and Valentine (2018), which revealed that self-awareness was central to employees' effectiveness, performance and commitment to duties. It also has the support of other literature, including Vinchur *et al.* (2021) and Alaa *et al.* (2020), who held that self-assessment enables individuals to set realistic goals, capitalize on their strengths, and address areas needing improvement.

## **CONCLUSION**

This study examined employees' self-awareness and operational efficiency of brewing firms in South South Zone of Nigeria. A survey, which involved the administration of copies of a questionnaire on employees of selected brewing firms in the South South Geopolitical Zone of Nigeria, was used in the study. The analysis carried out in the study indicated that employees' self-awareness has a significant influence on operational efficiency of brewing firms in the South South Zone of Nigeria. The implication of this result is that employee self-awareness was important to the operational efficiency of brewing firms in the South South Zone of Nigeria. Based on this result, it is concluded that employee self-awareness can determine the operational efficiency of brewing firms in the South South Zone of Nigeria. It is recommended that brewing firms should invest in programmes that help their employees develop self-awareness skills. This will help provide opportunities for self-reflection and feedback that can enhance their effectiveness and contribution towards its operational efficiency.

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