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Supervisors' Self Awareness and Workers' Productivity in Selected Hotels in Bayelsa State, Nigeria

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Abstract

The survival of any entity is determined by the strength of its workforce. This implies that for an organization to increase productivity, employees' welfare and their emotional status should be taken into consideration. The study therefore, seeks to examine the relationship between supervisors' self awareness and workers' productivity in the hotel industry in Bayelsa state. The study adopts the quasi-experimental research design and the stratified random sampling technique to collect the data used for the study. It also made use of the Spearman's Ranked Order Correlation Coefficient (ρ) as the statistical tool to analyze the data with the aid of SPSS version 20. The study found that supervisors self confidence in the hotel industry has given rise to workers efficiency which is influenced by respondents' levels of education. It also found that supervisors' accurate self assessment gave rise to workers effectiveness as this is influenced by good treatment of employees by supervisory staffs and hotel management. The study concludes that hotels who encourage supervisors self awareness in the industry are likely to enhanced or increase their workers efficiency and effectiveness which will in-turn lead to increased productivity for the hotels. Based on the findings, the study recommends that hotels who want to survive the turbulent business environment facing the industry should endeavour to recruit competent and more educated individuals who are capable of recognizing their emotions and those of their subordinates; hotels should also create an enabling environment for workers to express their wealth of knowledge and expertise without much interference by hotels management; and finally that workers should be treated as valuable assets by giving them motivational incentives to boost their morale and increase their commitment to service delivery.

Keywords: Self awareness, productivity, efficiency, effectiveness

1. Introduction

As the world is becoming more dynamic in nature, organizations are now seeking for ways to increase their productivity level as this will in-turn enhance economic growth, lower the rate of unemployment among the teeming population, increase societal development and improve the quality of employees work life in the organization. The case of Nigeria as a growing economy is not left out of this situation. Increased productivity is vital in any economy because it has a serious effect on the living standard of workers and the nation in general, (Amah 2010). Organizations these days think of doing what is right without sacrificing quality with minimal wastage of scarce resources within the shortest possible time with least expenditure of inputs (Telsang, 2006). Productivity enhances organizational growth if only employees who are concerned show dedication to their duty.

The productivity of every employee in an industry is the ratio to measure how well an organization or country converts its input resources into goods and services. These individual input resources are determined by the working conditions faced by such employees in the organization. This is why Ali, Abdiqaziz and Abdiqani, (2013) argue that the working conditions of employees is the determining factor to increase productivity in organizations. This simply implies that a friendly organization with safe working environment will result in increased productivity and better outcomes for the organization.

The demand for higher productivity in the hotel business activities these days is not a new phenomenon in our organizations but the fact still remains that the attitudes and management styles of managers is key to what really influences employees' productivity in the hotel businesses in Bayelsa state. In a situation where employees are exposed to stressful working conditions, productivity is negatively influenced and as such there is a negative impact on the delivery of service (Ali, et al, 2013).

1.1. Statement of the Problem

The deplorable state of hotel structures and furniture in Bayelsa state is calling for an intervention of scholars in various fields of study to carry out an intensive research on its productivity. This challenge has affected the tourism and hospitality sector of the

economy especially in Yenagoa, where managers and owners of these hotels are now facing the challenges of low productivity as a result of the dilapidating structures and as such employees are no longer putting their best as a result of poor remuneration, deteriorating work environment, poor power supply, insecurity etc. Hotels who try to surpass these challenges always inflate the prices of their services making patronizers and tourists uncomfortable in the state.

In recent times competition has increased tremendously in the hotel business activities in Bayelsa state forcing many out of the business or into rapid redevelopment of their offering yet the smart operators still have rooms for growth. An example of one trying to redevelop from personal observation is the Aritallin hotel that used to be one of the most lucrative and viable hotels in the state but due to the arrival of Ayalla, Monalisa, Aridolf resort etc, their businesses have crumbled. Customers now crave for new innovation, security, ambience environment and the like to match their taste, preference and values.

Based on the foregoing challenges facing these hotels in Bayelsa state, the researchers have deemed it necessary to investigate the extent to which workers' productivity in hotels businesses can be enhanced within the province of supervisors' self-awareness.

2. Literature Review

2.1. Self-Awareness

Self-awareness depicts the ability to recognize one's emotions as well as its effects on those around the environment. These intense feelings an individual have should be recognized by such individual taking into cognizance its effect on the people working within the organization. Individuals working in an organization need to be aware of the strength and weakness of their abilities and that of the organization so as to be in position to effectively manage the development of their skills, (Gravill, Compeau and Marcolin, 2012). Due to the increase changes of the environment as a result of globalization, innovativeness and competitions, organizations are now seeking to rely on employees with high self-awareness. It is so because high awareness of individual self in organization brings insight that drive for greater result or productivity in the organization. Church, (2007) is of the view that high performing managers are those individuals who were able to assess more accurately their own behaviours in the workplace; and these behaviours lead to higher productivity or performance in their respective organizations. Effective supervisors as well as managers must clearly understand themselves and the people working in their organization, (Northup, 2007). They must continually develop the strength of their key people, share power among them and encourage active participation if they must stay in this competitive business environment.

2.2. Productivity

Productivity is concerned with establishment of an agreement between the desired goal of an organization and social aspiration through input relationship (Telsang, 2006). It is a measure of how well organizations make do of their limited resources to achieve their goals. Hartzell, (2006) affirms that productivity is a war against waste; meaning that for an organization to survive the turbulent business environment it must be effective and efficient in their daily activities. The growth and survival of any organization be it private or public depends largely on the level of its productivity; still the concept of productivity depends on the context of usages. Therefore, in the context of this study productivity is viewed from the point of employees putting their best in their respective organizations to get their most desired result. The measures of productivity as adopted in this study are effectiveness and efficiency.

2.3. Effectiveness

These days, organizations are facing a lot of challenges like never before as a result of globalization, innovation in technology, social responsibility, competitiveness etc. These challenges have forced many organizations to go into extinction because of the growing trend and as such organizations are now laying emphasis in supporting employees who are goal oriented. Employees who will give them their desire result or output, increase sales volume and add value to the organizational life. As Jones and George, (2008) succinctly put it that organizational effectiveness is the measure of appropriateness of the goal that managers have selected for the organization to pursue and the degree to which they achieve the goals. Alman, (2013) view effectiveness in term of doing the right things at the time, with the right quality. To him productivity measures output in terms of what is valued and expected by the organization.

2.4. Efficiency

Efficiency in the service industry is cardinal to the Nigerian economy, given the rapid pace of development among societies. Efficiency here looks at how employees input to organizations in the form of services, commitment and dedication to work has been transformed into successful outcomes in the form of performance and improvement in the industry within the shortest possible time. Pinprayong and Siengthai, (2012) affirms that organizational efficiency reflects the improvement of the internal processes of an organization which include the structure, culture and community. The structure implies the lay down rules and policies of the organization; culture signifies the values, belief, norms and expected behavior of individuals working in the organization while the community talks about the activities of the organization as a whole. For an organization to surpass the growing challenges facing them in the current turbulent business environment, it must take adequate measures to minimize waste in employees work hours by retraining them to fit-in the task assigned to them. To improve efficiency in organization, Jones & George (2008) suggested that organizations should train their workforce in the new skill and techniques needed to operate heavily computerized assembly plants. These training given to employees are important steps in the effort to improve productivity in the organization. Organizational efficiency here reflect the ways hotel management improve its internal processes by creating a conducive working environment for

employees who will in-turn shows dedication and commitment to their primary duty. From the foregoing, the following hypotheses are derived.

- Ho₁: Supervisors' self-confidence does not significantly influence Workers' efficiency in the hotel industry.
- Ho₂: Supervisors' accurate self-assessment does not significantly influence worker's effectiveness of hotels.

3. Methodology

This study adopts the quasi-experimental design to investigate the relationship between supervisor's self-awareness and worker's productivity in the hotel industry. The study makes use of questionnaires, interviews and personal observation. The sample size for the study consists of eighty-two supervisory staffs with each supervisor issued questionnaires and interviewed by the researcher. The instrument of the research adopts a 5-point Likert scale ranging from strongly agree to strongly disagree and its analysis was done with SPSS version 20. Below are the analysis tables.

Demographics	Frequency		Percentage	Cumulative percentage
		Gender		
Male	45		59.2%	59.2%
Female	31		40.8%	100%
Total	76		100%	
		Age Bracket		
18-25yrs	7		9.2%	9.2%
26-30yrs	25		32.9%	42.1%
31-35yrs	20		26.3%	68.4%
36 & Above	24		31.6%	100%
Total	76		100%	
		Marital Status		
Single	34		44.7%	44.7%
Married	39		51.3%	96.1
Others	3		3.9%	100%
Total	76		100%	
		Academic Qualification		
SSCE	6		7.9%	7.9%
NCE/OND	13		17.1%	25.0%
HND/BSc	46		60.5%	85.5%
MSc & Above	11		14.5%	100%
Total	76		100%	
		Duration of Service		
1yr	14		18.4%	18.4%
2yrs	17		22.4%	40.8%
3yrs	11		14.5%	55.3%
4yrs	15		19.7%	75.0%
5yrs	11		14.5%	89.5%
6yrs	4		5.3%	94.7%
7yrs	2		2.6%	97.4%
10yrs	2		2.6%	100%
Total	76		100%	

Table 1: Demographic Profile of Respondents
Source: Research survey data (SPSS output), 2015.

- Gender: The above table indicates that 45 respondents (59.2%) were male while 31 respondents (40.8%) were female. This shows that supervisory staffs in the hotel industry are predominately male.
- Age bracket: The table shows 7 respondents (9.2%) fall within the age bracket of 18-25yrs; 25 respondents (32.9%) fall within the range of 26-30yrs; 20 respondents (26.3%) fall within the age bracket of 31-35yrs; 24 respondents (31.6%) fall within the age bracket of 36yrs & above. The table shows that respondents within 26-30yrs dominate the hotel industry.
- Marital status: from the table it indicates that 34 (44.7%) are single; 39 (51.3%) are married while 3(3.9%) are others.
- Academic qualification: The table indicate that 6 (7.9%) are school certificate holders; 13 (17.1%) are NCE/OND holders; 46 (60.5%) are first degree holders while 11(14.5%) are master's degree holders and above. It therefore implies that majority of the respondent are educated.

Duration of services: the table shows that 14 (18.4%) have a year experience; 17 (22.4%) had 2yrs experiences; 11 (14.5%) 3yrs experiences; 15 (19.7%) 4yrs experiences; 11(14.5%) 5yrs experiences; 4(5.3%) 6yrs experiences; 2(2.6%) had 7yrs experiences; 2(2.6%) had 10yrs experiences. The analysis indicates that those with 2yrs working experience dominate the hotel industry in Bayelsa state.

4. Research Results

The research result below shows the relationship between supervisor’s self-confidence and workers efficiency using Spearman’s Ranked Correlation Coefficient with the aid of SPSS version 20.

Correlation				
			Self confidence	Workers efficiency
Spearman's rho	SC	Correlation Coefficient	1.000	.707**
		Sig. (2-tailed)	.	.000
		N	76	76
	EFF	Correlation Coefficient	.707**	1.000
		Sig. (2-tailed)	.000	.
		N	76	76

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2

In the table above, it shows the output of bivariate analysis between supervisor’s self-confidence and workers efficiency in the hotel industry in Bayelsa state. The SPSS output on the table above shows a positive correlation value ($r = .707^{**}$, $n = 76$, $p < 0.01$). Hence, there is a significant relationship between supervisor’s self-confidence and worker’s efficiency in the hotel industry in Bayelsa state. The significant association of these variables is resulting from the fact that majority of the respondents are educated and this have a serious effect on the way individuals behave in organizations. This agrees with the argument of Jones and George, (2008) that to improve efficiency in organization, the entire workforce should be trained to acquire new skills and techniques as these are important steps towards improve productivity in organization. NG and Feldman, (2009) also support this stand by positing that educational level promotes core task performance by providing individuals with more declarative and procedural knowledge with which they can complete their tasks successfully in organizations. Also Menon, (2010) believe that higher earnings of educated workers thus reflect their superior productivity and as such increases efficiency and add value to the individual and organizational life.

The research result below shows the relationship between supervisors’ accurate self-assessment and workers effectiveness using Spearman’s Ranked Correlation Coefficient with the aid of SPSS version 20.

Correlations				
			Accurate self-assessment	Workers effectiveness
Spearman's rho	ASA	Correlation Coefficient	1.000	.894**
		Sig. (2-tailed)	.	.000
		N	76	76
	WEF	Correlation Coefficient	.894**	1.000
		Sig. (2-tailed)	.000	.
		N	76	76

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3

The table above shows output of bivariate analysis between supervisors’ accurate self-assessment and workers effectiveness in the hotel industry in Bayelsa state. The SPSS output on the second hypothesis above indicate that the null hypothesis will be rejected on the basis of the insignificant level of the correlation value ($r = .894^{**}$, $n = 76$, $p < 0.01$). This implies that the alternative hypothesis will be accepted, hence it will be stated thus; there is a significant relationship between supervisors’ accurate self-assessment and worker’s effectiveness in the hotel industry in Bayelsa state. The result shows a positive relationship exist between supervisors’ accurate self-assessment and worker’s effectiveness in the hotel industry. The finding of this hypothesis is resulting from the fact that well treated employees in a safe working environment (hotel) have normative obligation to pay back in return with hard work and persistent resilient in the face of challenges. This is in line with the findings of Patterson, West, Lawthorn and Nickel, (2003) that the more satisfied workers are with their jobs; the better the company is likely to perform in terms of subsequent profitability and particularly productivity. Roelofsen (2002) also yielded indications suggesting that improving employees working environment will result in the reduction of complaints, absenteeism among workers and this will lead to increase in productivity. Sekar (2011) added that the relationship between the work, workplace and the instruments use for work at workplace must become an integral part of the work itself.

5. Findings

The following findings were drawn from the results above

- i. The study revealed that supervisor's self confidence in the hotel industry has given rise to worker's efficiency and this is influenced by the supervisor's levels of education.
- ii. The study also found that supervisors' accurate self-assessment gave rise to worker's effectiveness in the hotel industry as this is influenced by good treatment of employees by supervisory staffs and hotel management.

6. Discussion of Findings

In this study we have found out that supervisors' self confidence in the hotel industry has given rise to worker's efficiency. The significant association of these variables is resulting from the fact that majority of the respondents are educated and aware of themselves and this have a significant effect on the way employees behave and perform in organizations. This supports the findings of Church, (2007); Gravill et al, (2012); Jones and George, (2008); NG and Feldman, (2009); Menon, (2010) who revealed that educated people who are able to accurately assess their own behaviours in their various work settings can contribute immensely to the success of their organizational productivity and add value to its existence.

The second bivariate result indicates that supervisors' accurate self-assessment also give rise to worker's effectiveness in the hotel industry. We found out from this hypothesis that well treated employees in the hotel industry have normative obligation to pay back in return with hard work, commitment and total dedication to customer service delivery. This is supported by Patterson et al, (2003); Roelofsen, (2002); Gravill et al, (2012); Northup, (2007); Illona and Evelina, (2013) these scholars believed that organizations with safe working environment attracts devoted employees who will be satisfied with their jobs and as such put in their best for the organization to achieve it desired objectives.

6.1. Conclusion

Based on the results we conclude that hotels who encourages supervisor's self-awareness in the industry are likely to enhance or increase their worker's efficiency and effectiveness which will in-turn lead to increased productivity for the hotels.

6.2. Implication

The practical implication to practitioners in the field is that, the findings and recommendations of this study, if properly adhered to by managers' and owners of hotels will address the issues of low productivity among hotels in Bayelsa state. However, hotels who want to remain successful in the competitive business world should effectively apply the dimensions of self-awareness such as self-confidence and accurate self-assessment as a strategy for recruiting and retaining workforce as this will aid in the industry for better performance, commitment and growth.

The model below will aid us to explain our findings better.

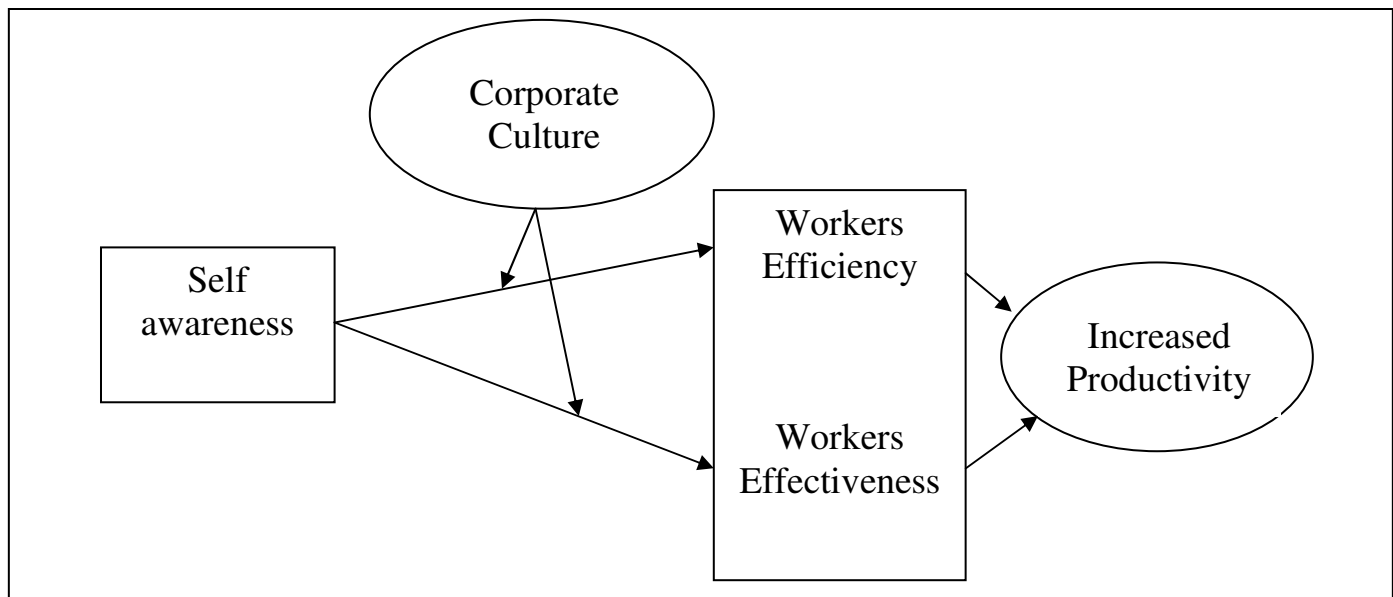


Figure 1: Heuristic Model to explain the findings of the research

The above model shows that hotels management need to have an improved self-awareness among supervisory staffs and employees with the appropriate corporate culture through worker's efficiency and effectiveness to increase their productivity level in the hotel industry.

6.3. Recommendations

Based on the findings, conclusions and the implications of this study, the following recommendations are drawn to aid policy makers and practitioners in the hotel industry;

1. Hotels that want to survive the turbulent business environment facing the industry should endeavour to recruit competent and more educated individuals who are capable of recognizing their emotions and those of their subordinates.
2. Employees working environment have potential impact to play on productivity therefore, management of hotels should create an enabling environment for employees to work freely and express their wealth of knowledge and expertise on the job without much interference by hotel management as well as owners.
3. Increased productivity in the hotel industry lies in the hands of its workforce, therefore, workers in the hotel industry should be treated as valuable assets (kings) by given them adequate motivational incentives to boost their morale and commitment to customer's services.

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