

EFFECT OF SELF – AWARENESS ON THE PERFORMANCE OF HOTEL EMPLOYEES IN YOBE STATE NIGERIA

¹PROF. J.E.I. Abbah & ²BULUGBE Kayode Oluwaseyi

^{1&2}Department of Business Administration, Nasarawa State University, Keffi

Email: edacheabbah@gmail.com¹, bulugbe_kayode@yahoo.com

Abstract

The business world is becoming more dynamic and organizations are looking for ways to increase their employees productivity and it is believed that this will in turn enhance reduce unemployment, enhance economic growth, accelerate societal development and increase the quality. Self-awareness is concerned with the importance of one's feelings and emotions and their effect on the performance of employees in the organisation self-awareness is the most important competency associated with the work emotional intelligence and the first phase of becoming emotionally intelligent is becoming self-aware as much as possible. Self-awareness is concerned with the importance of one's feelings and emotions and their effect on the performance of employees in the organization. The study adopted primary method of data collection by randomly administering 270 questionnaires to hotel workers across Yobe State, the data collected was analysed using linear regression. The study found that self-awareness has significant impact on employees performance and recommends among others that hotel owners should look out for employees that are self-aware during their recruitment process and send them for routine self-awareness training.

Keywords: Employees, Hotel, Performance, Self-aware, Training

INTRODUCTION

The business world is becoming more dynamic and organizations are looking for ways to increase their employees productivity and it is believed that this will in turn enhance reduce unemployment, enhance economic growth, accelerate societal development and increase the quality. Improving employees performance has been the ultimate goal every business organization pursues at all times and therefore has resulted to the human resources department of every organization to regularly source for and adopt various strategies and diverse actions to increase their employees performance (Olusegun et al.2022). Okpara and Edwin (2015) are of the view that self-awareness is the most important competency associated with the work emotional intelligence and the first phase of becoming emotionally intelligent is becoming self-aware as much as possible. It has been observed that employees that are highly self-aware, have the tendency to promote healthy relationship with customers and colleagues at the workplace and attain the overall objectives of the business. Increased employees performance is vital in the hotel business because it has a serious effect on the hospitality and tourism sector of the economy and also the standard of living of the employees themselves; as organisations nowadays thinks of being effective through the efficient utilization of the scarce resources at its disposal within the shortest possible time.

Employees performance in an organization is the ratio used to measure how well the employee converts resources at his disposal into goods and services. The employee utilization of these resources and its final outcome are determined by the working conditions under which the employee is meant to work. Amah and Alamina (2015) are of the opinion that the state of mind and the working conditions of employees of employees are the determining factor to raise productivity in an organization. It implies that a friendly organization and a safe working environment will lead to increased productivity and a desired outcome for the organization.

Hotel employees in Yobe state plays a vital role in terms of growth and development of the sector, they make positive contribution to tourism and the economy of the state in general. Due to factors in the state such as insecurity, culture and resources at the disposal of hotel managers, they sometimes assign additional task or reassign task among its employees based on their perception of the employee credentials and capabilities while on the other hand the employees often feel that they are being overloaded with the task assigned to them and

perform their roles with grudges either intentionally or unintentionally thereby resulting into unsatisfied customers and colleagues which result to the being obnoxious and required serious action to detect this, while the implication of this performance poses serious consequence on the business survival. As a result, this research is aimed at undertaking a study on the effect of self-awareness on the performance of hotel employees in Yobe state.

Going by this, the research is set to achieve the following objectives:

1. To examine the effect of self-awareness on employee task performance of hotels in Yobe State
2. To determine the effect of self-awareness on employee efficiency in hotels in Yobe State

The following null hypothesis is set to test the data collected

Ho1. Self-awareness does not influence hotel employees task performance in Yobe state

Ho2. Self-awareness does not have any effect on hotel employee efficiency in Yobe state.

LITERATURE REVIEW

Goleman (2012) define self-awareness as the ability to monitor and understand one's own emotion, drives, strength and weakness, values and goals as well as identifying their impact on others. Singh (2015) define self-awareness as being conscious of and the ability to connect with one's personal feelings actions and thoughts. John Mayer a psychologist and one of the early researchers in the field of EI define self-awareness as being aware of both one's thought and mood. In summary, self-awareness can be described as the basic knowledge of how one feels and the reason for feeling the way one feel. It implies that the more one is aware of his feelings the easier it is to manage and direct how one will respond to others.

Hughes and Terrell (2017) explain self-awareness as the result of the following sequence such as perceiving emotion (that is, feelings), acknowledging the feelings, ascertaining more facts, admitting the feelings and reflecting on the reasons the emotion is being triggered at that time. Observing other feelings that are present or come before it and asking questions as what is the purpose of the emotions, what is it communicating, demonstrating or trying to teach. Then, the next sequence is acting, that is bringing the feelings and thought up and deciding the appropriate action if needed. And last sequence is reflecting on the importance of the response and the lessons learnt from it.

This order occurs continuously often as the feeling come to play. The significance of self-awareness is to understand better that the feelings are always coming and leaving it is essential to deal with them in the right manner.

It is also vital to have the ability to assess how this affects the mood and emotions of others. A study by Barsade (2012) shows that emotions can be contagious and passed to others even when it is not intended. There is an innate process embedded in human behaviour that makes them mimic someone's facial expressions and this can be communicated via nonverbal behaviour. They also found that humans influence one another socially.

Self-awareness is concerned with the importance of one's feelings and emotions and their effect on the performance of employees in the organisation (Boyatzis, 2012). Cote (2017) argued that when managers react emotionally to events, some may rightly realise that they are experiencing emotions and correctly spot out which emotions they are feeling while some others are unaware of becoming emotional or guess which emotion they feel incorrectly. Qadar et al. (2014) explain that self-awareness can be used to find out one's strengths and weaknesses as it is one of the preferred ways of finding ones inner feelings and emotions this go further to state that the higher the level of self-awareness will be responsible for the high level of productivity and performance of employees in the organisation. Goleman et al. (2012) argued that the foundation of self-awareness is one of self-recognition, i.e. the ability to recognise that one's own emotions will either empower or constrain their emotional response but also the emotional responses within others. Ammeter et al. (2013) pointed that the ability to maintain a level of awareness is important especially in regards to employer/employees relationship

or team related issues as this enables managers/ subordinates to identify, resolve and manage emotional issues early so as not to become protracted or deviate from the performance objectives of the organisation.

Goleman et al. (2012) illustrate the most compelling signs of self-aware people as those who take time to self-reflect and take time to make decisions while employers/ employees who are not impulsive or illogical and has the ability to reflect will be able to act with a sense of authenticity and conviction. Bradberry and Greaves (2019) are of the believe that managers/ subordinates who have a high sense of self-awareness will have a greater tendency to achieve their goals within their job or their personal life due to the understanding of their motivational trigger that drives them to accomplish a task.

Goleman (1998) listed the competencies in the self-awareness domain to be: Emotional self-awareness that is, the ability to recognise one's emotions, knowing and understanding what one feels, why and its effect on self and others. Being aware of our own emotions is important because it is a first step towards changing one's emotions if those emotions are not appropriate in a given context (Cote, 2017). Accurate self-assessment: This is a way of realising one's own strengths and weaknesses. It enables people to be aware of their abilities and limitations and also know where they need to improve and also identifying and working with others who have complementary strengths. Self-confidence: This is a belief in one's own capability to achieve a mission and select an effective approach to such a task or problem.

Process of Self-awareness Development

Bronwell et al. (2017) pointed that often, after the six months period of life, humans start to possess the ability for differentiating themselves as an autonomous objective entity via acknowledgment of self in mirrors, self-referential pointing as well as self-conscious emotions are expressed. Afterwards, there is a development of awareness within a child of their astonishing 'inner' experience of the self that others do not see as their exterior 'objective' self. This could be referred to the first notion of William James 1890 in terms of both subjective and objective self and emphasizes the point earlier made, stating that self is composed of both the psychological and physical point.

The difference in the way others objectively see someone and the experience by the person subjectively can be intensified in public events places when one is deliberately aware that others' attention is tailored in his direction. Fenigstein (2017) proposed that self-awareness can exist in two forms: public and private. Public self-awareness is the awareness of self when other attention is drawn towards us which usually involves consciousness of obvious characteristics which could be physical look, behaviours and manners. In contrast, private self-awareness talks about the understanding of our mental states that are obvious to others which might be emotions, goals and perception, thoughts, etc. (Fenigstein, 2017). These obvious aspects are just an expression that displays our exterior identity to the world, so, we can frequently feel forced to change the way we appear before others because of the craving to adapt to seeming societal standards or of societal judgment that might be considered harsh (Craig et al., 2010). Otherwise, consciously or subconsciously, one might alter the way self is represented externally to hide an aspect of themselves which they want to be unknown; their shadows, susceptibilities and blind spots. Incongruously, protection of this form that shows one true self can be said to be counterproductive because people can frequently 'see-through it' and realize the irony with one's true self as well as the way are appear truly. Gallwey (2020) is of the opinion that feedback gotten from others can be important in delivering the information and acme the differences to different personalities that could result to change in behaviour in some way.

As humans, there is constant change experience and the change brings new experiences new people being encountered as well as some times, new jobs. These generally open us up to new grounds which encourage continuous learning and improvement in our area of strength and weakness, our attitude and emotions, beliefs, which influence our state of self-awareness as well as inform our wish of becoming a better individual and also be a more unique person. As a result of this, Roberts et al. (2016) suggest that a person's personality may change

throughout their life to show 'biologically based intrinsic maturation' of the psyche or cause a difference in the rank order consistency of traits.

Tools used in measuring self-awareness in Employees

Yammarino (2013) pointed that as a result of the intrinsic complications of self-awareness, one cannot directly scientifically quantify or measure the benefits of self-awareness. Nevertheless, one can know from knowledge that it is essential for numerous outcomes and some parameters needed to be agreed upon for the outcome rather than making use of nothing and as a result the following tools can be used for the measurement;

- Yammarino (2013) multisource assessments feedback tool which is also referred to as 360⁰ otherwise called multi-rater assessments tools are commonly used in public and private sector organisations for the purpose of staff development. Also, it is use as a way of measuring the level of self-awareness of an employee and to determine how self-aware they are. This enable the employees to score themselves and are scored by others on different competencies. The rating from others is generalized and comparisons are made about the self-score rating and the level an employee is self-aware predated on the agreement on the scores. Day et al. (2014) The responses made available by others might help understand the perception of them which might be useful in having self-view accurately as well as affect prospective behaviours and decisions.

-The personal self – awareness concept questionnaire: Goni et al. (2015) developed this questionnaire as a tool for measuring employees self-awareness in addition to several self -awareness measuring tools available. This was aimed at creating a shorter measurement that can provide accurate representation of self – awareness concept in general. As a result, a 22 statements questionnaire was formed which was divided into four subheadings as (self – fulfilment, autonomy, honesty and emotional self concept). Employees use a scale and are asked to use a scale of one to five with the first being totally disagree and last being totally agree as response to statements aimed at ascertaining how self-aware they are.

-The self – concept questionnaire (SCQ): the questionnaire was developed by Saraswat (1984) and it is one of the most popular assessment tools in measuring the level of employee self – awareness. The questionnaire contains forty-eight statements that are aimed at measuring self-concept across six various aspects of physical, social, temperamental, educational, moral and intellectual capacity of the employee. The form was designed in a way that enables employees to rate their answers to questions asked on a scale of 1 to 5, with 1 being very unlike me and 5 being very true of me. A higher score indicates a high sense of being self-aware and a lower score indicates a lower sense of self-awareness.

Research suggests that someone with a high degree of self-awareness, that is, when there is an agreement between self and others rankings then it implies a good relation as well as having boosted performance over different contexts. Worth mentioning again is the point that most of the 360 assessments are incline to concentrate on assessing the level of competence than the way others behave or their appearance at the place of work.

Empirical Review

Atuma and Agwu (2015) conducted a study on self awarewness and organisational performance in the Nigerian banking sector. The study investigated the relationship that exist between self-awareness and organisational performance in the Nigerian banking industry. The study adopted the survey method while the sample for the study is made up of 210 bank managers in south-southern part of Nigeria. The data were collected in cities where they have high concentration of banks through interview and questionnaire which were found to be reliable with Cronbach Alpha values of 0.7 and above. Four hypothesis was formed and tested using the spearman rank correlation coefficient with the help of SPSS. The result showed that self-awareness is positively related to performance. The interview result also supported the findings. Therefore, they concluded that self-awareness positively influence performance.

The study was conducted in the banking industry in south- southern Nigeria, A similar study need to be carried out in the hospitality sector in north-eastern Nigeria specifically Yobe state Nigeria in order to determine whether this can be a possible way out of the problem confronting the hospitality sector in the state.

Amah and Alamina (2015) conducted a study on supervisors self-awareness and workers productivity in selected hotels in Bayelsa state, Nigeria. The study seeks to assess the relationship between supervisors self-awareness and workers productivity in the hotel industry in Bayelsa state. The study adopts experimental design and stratified random sampling technique in collecting data used for the study. The study made use of spearman's ranked order correlation coefficient while the statistical tool used to analyse the data was SPSS. The study found that supervisors self-confidence in the hotel business has led to the rise of workers efficiency. Furthermore, the study also found that supervisor's precise self-assessment gave rise to workers effectiveness which was influenced by fair treatment of employees by supervisory staff and hotels management. They concluded that hotels that encourage supervisors self - awareness in the sector are likely to enhance their workers effectiveness and efficiency which will result into productivity for the hotels.

The study above assessed supervisor's self-awareness in relation to employees productivity. This study however intends to study both supervisor and workers self-awareness having being that they are all employees of the hotel business and this will be measured against performance in the hospitality business.

Setareh and Mahshid (2015) carried out a study on the role of self-awareness in predicting job satisfaction and performance of teachers of elementary schools. The study is aimed at assessing the role of self-awareness in predicting job satisfaction and job performance of teachers. The population of the study was made up of teachers of elementary school in the city of Kerman, Iran and sample of 258 were selected using multistage cluster sampling. Questionnaire was used in obtaining data from the respondents and correlation was used to analyse the data obtained. The study found that self-awareness play a key role in predicting job satisfaction and job performance.

The above study investigated the role of self-awareness on teachers' job satisfaction and performance. A similar study is required in the hospitality sector to determine the effect of self-awareness on employee's job performance.

Theoretical review

Objective self-awareness theory

Duval and Wicklund (1972) proposed the objective self-awareness theory in their book Hypothesis of genuine mindfulness where the theory is concerned about the self-reflexive quality of the consciousness. Just as people can understand the existence of environmental stimuli, they can also be aware of their self-existence and when attention is directed inwards and the person's consciousness is focused on himself then he is the object of his consciousness. That is, at the work place, objective self-awareness enables an employee focuses on himself, compare and contrast his current behaviour with his internal rules and attributes. The theory further explained the benefits of objectively being self-aware as: being a construct that strengthens motivation, it shows that the efficacy of self-awareness is mediated by its physiological components and it is theorized to be associated to behaviour interpretation.

Alferaih (2022) pointed that self-awareness is the ability to pay attention to one self. This is achieved by reflecting on perceived and processed stimuli, many of whom will be aware in the course of discharging his duties. This can be achieved through self-awareness ability to influence behaviour through self analysis and identity formation; which enables behavioural flexibility.

METHODOLOGY

The study adopt descriptive survey research design; the population of study consist of all hotels employees within Yobe State. As at June 2021 there are 37 active hotels in Yobe State and 825 employees. The sample size was determined using Taro Yamane formular which gives a figure of 270 employees. The respondents were randomly selected following the number allotted to each hotel while having in mind the independent and dependent variables of the study. Primary method of data collection was adopted using structured questionnaire to solicit information from the respondents. The data collected was analysed using linear regression. The regression model is specified thus:

$$\text{Perf} = \beta_0 + \beta_1 \text{SFAW} + \varepsilon_i$$

Where:

Perf = Performance

β_0 = Intercept

SFAW = Self - awareness

ε = Random variable (Residual error term)

RESULT AND DISCUSSIONS

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.590 ^a	.425	.403	.62132

a. Predictors: (Constant), SA10, SA9, SA2, SA4, SA7, SA8, SA6, SA3, SA5, SA1

Table 1 presents the R and R² values. The R value represents the simple correlation which is 0.590 and it indicates a correlation in the test. The value of the R² indicates the level of total variation in the dependent variable (employee performance) and can be explained using the independent variable (self-awareness). As for this test 42.5% can be explained which is the average.

Table 2: ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.180	10	.818	11.223	.000 ^a
	Residual	18.878	259	.073		
	Total	27.059	269			

a. Predictors: (Constant), SA10, SA9, SA2, SA4, SA7, SA8, SA6, SA3, SA5, SA1

b. Dependent Variable: Performance

Table 2 shows that the regression model reasonably predicts the dependent variable and it can be seen from the sig. column that gives a figure of 0.0005 which is lesser than 0.05 and shows that the regression model is a good fit for the data and statistically significant to predict the outcome variable.

Table 3: Correlations

		Performance	Selfawareness
Performance	Pearson Correlation	1	.482**
	Sig. (2-tailed)		.000
	N	262	262
Selfawareness	Pearson Correlation	.482**	1
	Sig. (2-tailed)	.000	
	N	262	262

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

Table 3 shows the correlation of the independent variables (self-awareness) and dependent variable (performance) using two tailed Pearson correlation test. The proxy used to represents self-awareness are; knowing which emotion one is feeling at a time, realizing the links between one's feeling, thinking, doing and saying, recognizing how one's feeling affects performance, being reflective and trying to trying to learn from experience etc. The result shows that a significant correlation exit between self-awareness and hotel employees performance in Yobe state.

Discussion of Findings

The study found that there exist a correlation between self-awareness and employees performance of hotels within Yobe state indicating that an employee that is self-aware has the chances of performing better on the job and it implies that self-awareness can be a determinate in predicting the performance outcome of an employee. The result further revealed that employees that has the capability of knowing which emotion they are feeling and why, being able to recognize how their feelings affect performance, being aware of their strengths and weaknesses, reflective and try to learn from experience, openness to candid feedback, new perspectives, continuous learning and self-development has a strong tendency of performing better on the job. On the other hand, the study also found that realizing the links between how employees feels, think do and say, having a guiding awareness of their feeling and goals, being able to show a sense of humour and perspective about oneself, being decisive and able to make sound decision despite uncertainties and pressure and ability to voice views that are unpopular or stand alone for what is right does not necessarily affect performance but are idea skill combination that will help an employee cope with assigned work task.

CONCLUSION AND RECOMMENDATIONS

Going by the findings of the study, it can be concluded that being self-aware has a significant role it plays on the job performance of an employee; especially those that possess self-awareness capabilities as knowing which emotion they feeling and why, recognizing how their feelings affect performance, being aware of their strength and weaknesses, being reflective and ability to learn from experience, openness to frank feedback and new perspective about oneself.

On the other hand, there are some self-awareness capabilities that are ideal for employees to possess which may not necessarily affect their performance but will help them look composed and well behaved at work and also create a good impression about them to anybody they interact with. Thess include being able to show a sense of humour and perspective about oneself, being decisive and able to make sound decision despite uncertainties and pressure and ability to voice views that are unpopular or stand alone for what is right.

It is therefore recommended that employee hotel owners should look out for employees that are self-aware when recruiting new staff, recommend routine training for their employees on self-awareness capabilities and deployment at work, constant appraisal of their employees to determine most self-aware employee which will

translate into desired performance. Also, increased productivity in the hotel sector depends on its employees and as a result, employees in hotel should be treated as valuable asset by encouraging them through awarding prize and bonuses to them in a way to facilitate their desire to be recognized.

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