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Interactive Management and Workers Self Awareness In Some Selected Manufacturing Companies In Nigeria

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ABSTRACT
The paper evaluates interactive management and workers self awareness in some selected manufacturing companies in Nigeria. Workers who are in good interactive relationship with their managers are more likely not to quit their jobs. For the purpose of this study, quasi experimental research design was adopted. The main purpose for this study were (1), to determine the relationship between interactive management and self monitoring in some selected manufacturing companies in Nigeria (2) to examine the relationship between individual coaching and workers self awareness in some selected manufacturing companies in Nigeria (3) to evaluate the relationship between interactive management and self assessment in some selected manufacturing companies in Nigeria. From thirty-four (34) registered manufacturing companies in Nigeria as obtained from Manufacturers Association of Nigeria (MAN), record was drawn from the personnel desk of each of the six selected manufacturing companies to have a total of two hundred and forty (240) managers and subordinates. The results of the study revealed that evidence of interactive management within the organization brings about increases in workers self awareness and proper and adequate understanding of a manager to relate with workers in terms of self awareness in an organization will result to positive influence on relationship of workers' interactive management and self-assessment improvement on self awareness. Based on the findings, it was recommended that workers should be self-aware of themselves as it is the most important competency associated with work place emotional intelligence, Interactive management should be prioritized by the management to inform workers about important matters related to their goals and tasks and to clarify understanding, managers should recognize workers' self awareness and their effects as it forms outstanding relationships in the work place, managers should be proactive in seeking for information and opinions from workers, reaching out to workers in this way helps build their commitment to achieving team and organizational goals.
Keywords: Interactive Management, Workers Self Awareness, Emotional Intelligent.

INTRODUCTION

Interaction management allows managers to demonstrate their true character and build trust and loyalty with their workers. Most organizations are managed or saddle with the responsibility of increasing the traditional work force by implementing various strategies. This can only work if the workers are satisfied with their jobs. In other words, if the workers are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success. The development of interactive management was based on the need of coping with complex situation. Gardner (2010) reveals that there is need for individuals and groups within the organization; knowledgeable of the situation to take together the main aspect of concern, to develop a deep understanding of the situation under analysis and to elaborate the basis for effective action. The level of interactive relationship is associated with self awareness for the workers' emotion, mood, relationship and effectiveness. Workers who are in good

interactive relationship with their managers are more likely not to quit their jobs. This allows the organization to provide more consistent service, by this, customers get the same workers to serve them and workers have more experience and better skill to serve clients. Worldwide, all organizations want to be productive, even the current environment are competing to survive in this volatile and fierce market.

Workers' performance and motivation are essential tools for the productivity of any organization in a long run. Therefore, organization irrespective of the size and market strive to enhance interactive management procedures that will significantly influence productivity within the organization. And also describe the asset of the organization that cannot deteriorate but passes on to other subordinates. The work of Mc Mahon and Arches (2010) revealed that interactive management is the motivation that managers give to workers which makes them fully committed to their job irrespective of the situation at hand. Self awareness is the most important competency associated with work place emotional intelligence. The first step to becoming emotionally intelligent is to become as self-aware as possible (Yeung 2009). Emotional intelligence is a recent construct and was made popular and brought to the realm of business by Goleman, (1998), who argues that it could be more effective for the management of business affairs than our cognitive ideas. Ever since Goleman made his celebrated publications, many researchers have emerged in the field. For example, Freedman and Everret, (2004) have observed that emotional intelligence is emerging as a critical factor for sustaining high productivity. Self awareness consists of emotional abilities that allow us to be more productive and form outstanding relationships in the work place. Self awareness is the ability for one to recognize his or her emotions and their effects.

Studies suggest that workers who are aware of their emotions are more productive in their jobs. They recognize and understand their emotions, moods and needs and can perceive and anticipate how their actions affect others (Watkin, 2002). Workers with great certainty about their feelings manage their lives well and are able to direct their positive feelings towards accomplishing tasks. Self awareness competencies include emotional self awareness, accurate self awareness and self confidence. Emotional self awareness is the first component of self-awareness. This reflects the importance of recognizing one's own feelings and how they affect one's performance. Accurate self-Assessment involves knowing one's inner resources, abilities and limits. Workers with this competency are aware of their strengths and weaknesses, reflective, learning from experience, open to candid feedback, new perspectives, continuous learning and self development. Self-confidence involves a strong sense of one's worth and capabilities. According to Goleman, (1998), workers with this competence present themselves with self assurance, have presence, can voice views that are unpopular and go out on a limb for what is right, are decisive, able to make sound decisions under pressures. Workers with self confidence typically see themselves as efficacious, able to take on challenges and to master new skills or jobs. They believe themselves to be catalysts, movers and initiators, and feel that their abilities stack up favourably in comparison to other workers (Morin, 2006).

Statement of The Problem

The major problem facing the manufacturing sector in Nigeria is poor interactive management over the years. Although the various reforms programs introduced in the manufacturing sector were directed at improving the manufacturing companies' low interactive management, and were just concentrated on innovation of new products. But they are yet to start any reform that addresses the workers' psychological, emotional needs and as a result, the problem of the manufacturing companies' low interactive management seems to be unabated. How self awareness can be applied to the efficient and effective management of the manufacturing companies in Nigeria agitates the mind of the researchers, hence the need for this study on the relationship between interactive management and workers self awareness in some selected manufacturing companies in Nigeria

Purpose of the study

The main purpose for this study:

1. To determine the relationship between interactive management and self monitoring in some selected manufacturing companies in Nigeria

2. To examine the relationship between individual coaching and workers self awareness in some selected manufacturing companies in Nigeria

3. To evaluate the relationship between interactive management and self assessment in some selected manufacturing companies in Nigeria

Research Questions

This study is guided by the following research questions

1. What is the relationship between interactive management and self monitoring in some selected manufacturing companies in Nigeria?

2. What is the relationship between individual coaching and workers self awareness in some selected manufacturing companies in Nigeria?

3. What is the relationship between interactive management and self assessment in some selected manufacturing companies in Nigeria?

Hypotheses

The study is guided by the following hypotheses

H_{01} There is no relationship between interactive management and self monitoring in some selected manufacturing companies in Nigeria

H_{02} There is no relationship between individual coaching and workers self awareness in some selected manufacturing companies in Nigeria

H_{03} There is no relationship between interactive management and self assessment in some selected manufacturing companies in Nigeria

METHODOLOGY

For the purpose of this study, quasi experimental research design was adopted. This is due to the fact that the elements are human beings who are not under the direct control of the researcher. The review instrument was designed in such a way that meaningful results were achieved. The researcher however cannot cover all the manufacturing companies in Nigeria because of their geographical dispersion and the terrain of the area. In Nigeria, thirty-four (34) registered manufacturing companies in Nigeria as obtained from Manufacturers Association of Nigeria (MAN).The record drawn from the personnel desk of each of the selected manufacturing companies shows a total of two hundred and forty (240) managers and subordinates among six (6) companies. Based on this, the research will be narrowed down to six targeted manufacturing companies in Nigeria namely; Unilever Nigeria Plc, May & Baker Nigeria Plc, Nestle Nigeria Plc, Flour Mills of Nigeria, Cadbury Nigeria plc. The selected six manufacturing companies have a population of 600 full time staff, as obtained from the various human resource departments of the selected companies. This will serve as representative of the entire population. The total population of the staff of the manufacturing companies was grouped according to their positions and simple stratified sample was selected from each stratum. This is because the population is divided in uniform base on predetermined parameters. 240 respondents were drawn from the accessible population of 600.

The sources of data used for the study are primary and secondary. The primary resources of data collected for the study includes: Information from personal interviews and, the administration of questionnaire. While the secondary data for the study includes information from publications such as periodical journals, articles, textbooks, bulletins, and internet. The researcher used the content validity in the questionnaire to get responses from the respondents that were contacted in the selected manufacturing companies. On this premise, the instrument was confirmed reliability in ensuring attainment of the objectives of the study. Data were collected and analyzed using the spearman's rank order correlation coefficient (Rho), a non-parametric statistical test. Spearman's Rank Order Correlation Coefficient was chosen after prior test of normality, linearity and to confirm that the underlining statistical principles are not violated.

DATA PRESENTATION AND RESULTS

Hypothesis One: There is no relationship between interactive management and self monitoring in some selected manufacturing companies in Nigeria.

Table 1.1: Relationship between interactive management and self monitoring

Correlations			Interactive management	Self monitoring
Spearman's rho	Interactive management	Correlation Coefficient	1.000	.197**
		Sig. (2-tailed)	.	.000
		N	230	230
	Self monitoring	Correlation Coefficient	.197**	1.000
		Sig. (2-tailed)	.000	.
		N	230	230

Hypothesis Two: There is no relationship between individual coaching and workers self awareness in some selected manufacturing companies in Nigeria

Table 1.2: Relationship between team building and workers self awareness

Correlations			Individual coaching	self awareness
Spearman's rho	Individual coaching	Correlation Coefficient	1.000	.072*
		Sig. (2-tailed)	.	.029
		N	230	230
	Self awareness	Correlation Coefficient	.072*	1.000
		Sig. (2-tailed)	.029	.
		N	230	230
***. Correlation is significant at the 0.05 level (2-tailed).**				

Hypothesis Three: There is no relationship between interactive management and self assessment in some selected manufacturing companies in Nigeria

Table 1.3: Relationship between interactive management and self assessment

Correlations			Interactive management	Self assessment
Spearman's rho	Interactive management	Correlation Coefficient	1.000	.090**
		Sig. (2-tailed)	.	.006
		N	230	230
	Self assessment	Correlation Coefficient	.090**	1.000
		Sig. (2-tailed)	.006	.
		N	230	230
****. Correlation is significant at the 0.01 level (2-tailed).**				

FINDINGS

From the table 1.1 above, the correlation coefficient between interactive management and self monitoring (r = 0.197,) shows moderate and positive relationship. This implies there is a positively weak relationship with 19.7% exists between interactive management and self monitoring. The significant value of ($p<0.05$) reveals a significant relationship. In view of that, the null hypothesis was rejected meaning that interactive management has a significant relationship with self monitoring. In this way, there is a remarkable

connection between interactive management and self monitoring of employees in the manufacturing companies in Nigeria.

The relationship between team building and self awareness in table 1.2 shows that team building has a significantly positive weak relationship with self awareness with correlation coefficient ($r=0.072$, $p< 0.05$). The coefficient of determination clarified that 7.2% of self awareness can be explained by the team building of workers and customers. This implies that the extent to which workers are questioned skillfully bring out the best in them ultimately affects the way they recognize and meet the need of consumers in the manufacturing companies in Nigeria. Therefore, null hypothesis is rejected.

From the result above in table 1.3, the correlation coefficient ($r = 0.090$) between interactive management and self assessment is exceptionally weak positive relationship. The coefficient of determination shows that 9% of self assessment can be clarified by quality of interactive management of the workers. The significant value ($p<0.05$) reveals a significant relationship. This implies that the extent to which workers are interactively managed bring out the best in them eventually impact their performance to meet the need of consumers in the manufacturing companies in Nigeria. In view of that, the null hypothesis is rejected.

DISCUSSION OF FINDINGS

The results of the study revealed evidence of interactive management within the organization brings about increases in workers self awareness. Based on the findings, the influence of proper and adequate understanding of a manager to relate with workers in terms of self monitoring in an organization will result to positive influence relationship of workers' interactive management and self monitoring improvement on self awareness.

Secondly, the quality interactive management approach will enhances the extent of which workers individual coaching and workers self awareness are endowed skillfully and this sooner will bring out the best in them eventually touches the way they recognize and meet the need of consumers in the manufacturing sector.

Thirdly, the influence of proper and adequate understanding of a manager to relate with workers in terms of self awareness in an organization will result to positive influence relationship of workers' interactive management and self-assessment improvement on self awareness. Self assessment occurs when workers judge their own work to improve performance as they identify discrepancies between current and desired performance. This aspect of self-assessment aligns closely with standards-based production, which provides clear targets and criteria that can facilitate workers self-assessment.

CONCLUSION

The basic idea of interaction management is that technology can help individual users to find resources, but it can also help multiple users to collaborate with each other. Interaction management requires communicating and engaging with workers. The interactive style of management makes it a priority to inform workers about important matters related to their goals and tasks and to clarify understanding. Interactive managers are proactive in seeking for information and opinions from workers. Reaching out to workers in this way helps build their commitment to achieving team and organizational goals. Workers self awareness is the most important competency associated with work place emotional intelligence. The first step to becoming emotionally intelligent is to become as self-aware as possible. Workers self awareness consists of emotional abilities that allow us to be more productive and form outstanding relationships in the work place. Workers self awareness is the ability for one to recognize his or her emotions and their effects.

RECOMMENDATIONS

Based on the findings, it is recommended that:

1. Workers should be Self-aware of themselves as it is the most important competency associated with work place emotional intelligence.

2. Interactive management should be prioritized by the management to inform workers about important matters related to their goals and tasks and to clarify understanding

3. Managers should recognize workers' self awareness and their effects as it forms outstanding relationships in the work place.

4. Managers should be proactive in seeking for information and opinions from workers, reaching out to workers in this way helps build their commitment to achieving team and organizational goals

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