

Evaluating the Influence of Self-Regulation on Job Performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

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ABSTRACT

This study was conducted to examine the influence of self-regulation on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. Self-regulation was proxied into conscientious, transparency and optimism. Survey research design was adopted for the study. The total population of the employees working in the organization was Ninety 90 employees. 73 was arrived at as sample size, using Taro Yamene's formula for sample size determination. Both primary and secondary sources of data were employed for the study. Simple random sampling technique was adopted while the research instrument was a structure questionnaire. Descriptive and Inferential statistics were used in analyzing the study. Findings revealed that conscientious had a high correlation value of $R = 0.647$ with an Unstandardized Coefficient Beta $\beta=0.782$. Transparency showed an Unstandardized Coefficient Beta of $\beta=0.688$ while optimism had an Unstandardized Coefficient Beta of $\beta=0.646$. From the findings, it was concluded that self-regulation has a positive significant influence on employees' performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. As recommendations, management of Champion Brewery, Plc, Uyo should encourage employees to sharpen their conscientiousness and transparency skills as this will enable these employees to be in control of their emotions and ensure these emotions are effectively managed to avoid it affecting their work performance negatively. Also, optimism being a valuable psychological resource cannot be easily copied by the rivalry organisations, hence, assessing and developing optimism in employee will add to the competitive advantage of the organization, thus, it should be promoted.

Keyword: Self-awareness, Conscientious, Transparency, Optimism Job Performance.

INTRODUCTION

Work environment is usually made up of people from various ethnic backgrounds, morals, beliefs, profiles and so on. Thus, the difference between one employee and others. This also reflects on our daily work methods and lives. We all have different personalities, wants, needs, and different ways of showing our emotions. Navigating through all these takes tact and cleverness, especially if we hope to succeed in life. This is where self-regulation becomes very imperative. According to Baridula *et al*, (2018), poor employee productivity rates with regards to output and time requirement are most often precursors to poor organizational performance and eventual failure. This is because a well-managed organization usually sees an average worker as the root source of quality and productivity gains to capital investment (Johnson and Scholes, 2002). An organization is effective only to the extent that its employees are able to achieve the required output levels and within the required time frame.

Self-regulation (SR) involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances (Goleman, 2005). It involves recognizing one's own negative or disruptive emotions and impulses and controlling or redirecting them to a productive or positive purpose or

feeling. This element also includes the individual's capacity to adapt to changing circumstances. Self-regulation involves the appropriate expression of emotions. It also includes being flexible, coping with change and managing conflict. It further refers to diffusing difficult or tense situations and being aware of how one's actions affect others and take ownership of these actions. Self-regulation involves the ability of an employee to handle stress and stressful situations without overreactions. It is about employees finding a balance between mind, soul and body in order to handle emotions optimally.

According to Galina (2018), self-regulation involves the ability to regulate distressing emotions like anxiety, anger, worries, fear, depression and to inhibit emotional impulsivity, which help employees to manage internal states and resources by means of calmness. It could be discussed from the dimensions of conscientiousness, transparency, and optimism. Conscientiousness refers to a personality trait of being obedient, dutiful and self-disciplined. Transparency can also mean the disclosure, for the purpose of openness, responsibility and confidence, of timely and publicly accessible information (Schnackenberg and Tomlinson, 2014). Scheier and Carver (2016) view optimism as a generalized expectancy that good, as opposed to bad, outcomes will generally occur when confronted with problems across important life domains.

Job performance (sometimes also called work performance) is a widely used tool and metric in management. However, organisations rarely address what it really is, which dimension it includes, and in which area of work it becomes important. Kasemsap (2017) viewed job performance as the accomplishment of a given task measured against the standards of accuracy, completeness, cost and speed. It refers to the ability of workers to perform their jobs well (Ahmad, 2011). It is also described as work-related activities expected of an employee and how well those activities are executed. Kankaew and Treruttanaset (2021) defined job performance as the performance which is composed of quantity and quality of work, timeliness, economics and the result of the work. It relates to how individuals perform in their job duties in terms of expected quantity and quality of jobs and it has been defined as the overall expected value from employee's behaviour carried out over the course of a set period of time (Turanligil and Farooq, 2019).

Firms in the manufacturing sector in Nigeria is faced with increased production cost, upsurge in energy cost, deficient and inadequate public infrastructure, and increased cost of imports, especially with the fall of the value of Nigerian currency – naira (Ojo and Ololade, 2014). Another factor facing the manufacturing companies is increased turnover of skilled employees (Umoh, Amah and Wokocha, 2014). Hence, the issue on how firms could get the best performance from its employees has become challenging to most organisations.

Preliminary review of the study on the subject matter revealed that several studies conducted in America, Europe, and in some parts of Asia have shown that self-regulation as a part of emotional intelligence leads to job performance (Baridula *et al*, 2018). However, despite these great successes recorded in these parts of the world on the usefulness of this crucial aspect of emotional intelligence, there is very little evidence to show that such studies have been carried out in Nigeria, especially in manufacturing firms.

Furthermore, it has also been observed that some employee could not regulate or control their emotions or negative impulses. This is very common especially when dealing with some difficult, stubborn, dull and recalcitrant customer or clients as well as with some unfriendly, egoistic, high-handed and domineering co-workers and leaders. It could be the case, may be as a result of lack of self-regulation competencies which is part of emotional intelligence. Unfortunately, this may pose adverse or negative influence on their job performance. As such, this study sought to bridge the gap in the literature by examining the influence of self-regulation on employees' performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

Objectives of the Study

The major objective of this study is to examine the influence of self-regulation on job performance in

Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. The specific objectives include to:

1. assess the influence of conscientious on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.
2. examine the influence of transparency on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.
3. examine the influence of optimism on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

Research Questions

1. How does conscientious influence job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria?
2. How does transparency affect job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria?
3. How does optimism influence job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria?

Hypotheses of the Study

Hypotheses for this study were formulated in alternate form as follows;

H₀₁: Conscientious does have a significant influence on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

H₀₂: Transparency does have a significant influence on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

H₀₃: Optimism does have a significant influence on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

REVIEW OF RELATED LITERATURE

Concept of Self-Regulation

People's ability to self-regulate may be their most essential asset. Self-regulation is defined by processes that enable an individual to guide his or her goal-directed activities over time and across changing circumstances, including the modulation of thought, affect, and behavior (Zimmerman, 2001). It is an element of self-management. Usually it occurs automatically, but in some situations deliberate adjustments are needed to reduce discrepancies from established reference points. It is about the ability to resist innate behavior and impulses which are not desirable at workplace or in personal life. Self-regulation is needed in all of the processes of self-management (Abele and Wiese, 2008). If employee's self-regulation fails at work, their thoughts, feelings and behavior are driven by immediate internal and external stimuli (Millikin, Hom, and Manz, 2010). Understandably, this can lead to undesirable behavior which may harm goals at workplace, such as career opportunities or social relationships. It has been found that: Proper self-management can reduce self-regulation failure by formalizing self-goal setting, self-monitoring and operating on oneself and the environment to reduce discrepancies between behavior and self-set goals. (Millikin, Hom, and Manz, 2010). This way the person becomes more aware of their goals and their progress in achieving them, and they are more capable of avoiding behavior that does not benefit in goal

pursuit.

Dimension of Self-Regulation

According to Lise *et al.*, (2011) self regulation could be discussed from the following perspective; Self consciousness, transparency and optimism.

Conscientiousness

Conscientiousness refers to a personality trait of being obedient, dutiful and self-disciplined. At the workplace, it may refer to an employee who is efficient and diligent. A person is said to be conscientious when he is efficient and organized. According to Redman and Snape (2005), conscientiousness is a discretionary behaviour that goes beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance. This is contrary to a person who is disorderly and irrational or who pretends to be dutiful when he is under supervision. It may be an important predictor of workplace behaviours because, it provides the organization the direction that are necessary to produce targeted behaviours (Gore, Kiefner and Combs, 2012). Conscientious persons are likely to be thorough and articulate. More conscientious employees will stay informed with up-to-date knowledge about products or services offered (DeYoung, Quilty and Peterson, 2007). They are mostly conformists, compulsive and goal-oriented in their behaviour. On the other hand, individuals who are low on conscientiousness find it difficult to motivate themselves to accomplish challenging tasks, even when there are benefits or rewards. Conscientiousness accounts for unique variance in citizenship behaviour targeted toward the organization (Hirsh, Deyoung, Xu and Peterson, 2010).

Transparency

Transparency is also taken to mean the disclosure, for the purpose of openness, responsibility and confidence, of timely and publicly accessible information (Schnackenberg and Tomlinson, 2014). Information generates knowledge and insight, provides transparency and improved behaviour (Christensen and Cheney, 2015). Accessible knowledge flows are commonly characterized as transparency (Piotrowski, 2007). Oliver (2004) suggests that the organisation's openness not only concerns the way it communicates publicly, but also the way it works within it. Florini (2000) describes openness by an agency as important for the evaluation of the organisation and in enduring disclosure of facts. Transparency in alignment with Vishwanath and Kaufmann (2001) is the enhanced flow of prompt, accurate and open fiscal, social and political knowledge to all the stakeholders concerned. All related tax details must be disclosed in a timely and comprehensive way (OECD, 2002). Otherwise, there might be a loss of openness if access to information is refused, the information provided is unrelated to the problem at hand, or the information is wrong, incomplete or inopportunistly portrayed. There must also be a working knowledge of openness, such as entry, integrity, importance, consistency and reliability (Vishwanath and Kaufmann, 2001).

Transparency is the provision and clarity of organisational practices, systems and processes to stakeholders of available and timely information (Blagescu, Casas and Lloyd, 2005). Transparency is the measure to which the company provides clients, regulators and market intermediaries with appropriate, accurate and credible information, written and verbally (Williams, 2005). Transparency is theorized as stable knowledge systems, producing trust, justice and prudence in a broad variety of fields, including public relations, management and business ethics (Pirson and Malhotra, 2011).

Optimism

Optimism serves as a powerful resource that can help employees accomplish tasks at work and overcome challenges. Optimism is a positive psychological construct popularized by Martin Seligman. An optimist

person has positive expectations and follows a positive attribution style. An individual possessing the psychological resource of optimism tends to face life with a positive view. But on the other hand, those persons who are pessimistic in nature view life events negatively. Optimism is defined as a generalized expectancy that good, as opposed to bad, outcomes will generally occur when confronted with problems across important life domains” (Scheier and Carver, 2016). In addition, optimism is related to the concept of locus of control. In fact, those with a pessimistic explanatory style generally perceive the cause of bad events to be internal, stable, and global. In contrast, people with an optimistic explanatory style will perceive bad events to be caused by external, unstable, and situation specific variables.

Concept of Job Performance

According Ebieme *et al.*, (2024), job performance is sometimes also known as work performance. It is a widely used tool and metric in management. However, organisations rarely address what it really is, which dimension it includes, and in which area of work it becomes important. Kasemsap (2017) viewed job performance as the accomplishment of a given task measured against the standards of accuracy, completeness, cost and speed. It refers to the ability of workers to perform their jobs well (Ahmad, 2011). It is also described as work-related activities expected of an employee and how well those activities are executed. Kankaew and Treruttanaset (2021) defined job performance as the performance which is composed of quantity and quality of work, timeliness, economics and the result of the work. It relates to how individuals perform in their job duties in terms of expected quantity and quality of jobs and it has been defined as the overall expected value from employee’s behaviour carried out over the course of a set period of time (Turanligil and Farooq, 2019).

Job performance relates to how individuals perform in their assigned duties. In addition to training and natural ability (like dexterity or an inherent skill with numbers, job performance is impacted by workplace environment factors including physically demanding tasks, employees’ morale, stress levels and working extended hours. Poor conditions and high stress can lead to compromising health habits like smoking and or poor diet, which then have increasing detrimental effects on job performance. On the other end of the spectrum, well designed work environments, low stress and a supportive employer can greatly increase job performance. Job performance is an important part of workplace productivity and safety.

According to Martocchio (2015) job performance is the total expected value to the organisation of the discrete behavioural episodes that an individual carries out over a standard or specified period of time. Martocchio (2015) emphasized two key issues in this definition. First, performance is an aggregated property of multiple, discrete behaviour that occur overtime. Second, the property of behaviour to which performance refers is its expected value to the organisation. Jacobs *et al.* (2013) opined that job performance relates to the act of doing a job. It is a means to reach a goal or set of goals within a job, role or organisation, but not the actual consequences of the acts performed with a job (Jacob, 2013). The scholars affirmed that job performance is not a single action but rather a “complex activity”. Performance in a job is strictly a behaviour and a separate entity from the outcomes of a particular job which relate to success and productivity.

Influence of Optimism on Job Performance

An individual possessing the psychological resource of optimism tends to face life with a positive view. But on the other hand, those persons who are pessimistic in nature view life events negatively. Optimism is defined “as a generalized expectancy that good, as opposed to bad, outcomes will generally occur when confronted with problems across important life domains” (Scheier and Carver, 2016). In addition, optimism is related to the concept of locus of control. In fact, those with a pessimistic explanatory style generally perceive the cause of bad events to be internal, stable, and global. In contrast, people with an optimistic explanatory style will perceive bad events to be caused by external, unstable, and situation specific variables.

Mishra, Patnik and Mishra, (2016) examined on the role of optimism on employee performance and job satisfaction. This study was conducted on a sample of 346 employees from three large public sector banks situated in the Eastern part of India. Correlation, regression, and structural equation modeling (SEM) techniques were used to test the hypotheses. Results depicted that optimism is positively related to employee performance and job satisfaction.

Influence of Transparency on Job Performance

The characteristics of a transparent workplace, according to Albu and Flyverbom (2019) include clear and honest communication of corporate objectives, frequent feedback, and respect for superior perspectives. Transparency in the workplace is crucial for good interactions between managers and their staff members, according to Wehmeier and Raaz (2012). Transparency is therefore characterized to have these three main elements: real, substantial, and valuable information. Informational Transparency.

It's crucial for an employee or subordinate to be truthful, but to express thoughts in a constructive way, especially if a manager or supervisor puts out a suggestion that lacks foundation (Christensen and Cheney, 2015). Feedback must be relevant to the current problem and should not be an attack on the boss' leadership style (Wehmeier and Raaz, 2012). The characteristics of a transparent workplace, such as honesty, respect, and acknowledging mistakes, are often demanded of workers by their employers. However, as stated by Roberts (2012), the workplace won't be completely transparent until an employer likewise behaves in this way. As a result, it's critical that managers or employers act honestly in their capacities (Rawlins, 2009). The outcomes may be seen in enhanced performance, quicker problem solving, greater cooperation, wholesome working relationships, and trust (Danker, 2013). In contrast, a lack of workplace openness may have a negative impact on performance and obstruct the fulfilment of business or organisational objectives (Berggren and Bernstein, 2007).

Tantua, (2022) examined the relationship between workplace transparency and employee commitment of oil and gas companies in Rivers State. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results from analysis of data revealed that there is a significant relationship between workplace transparency and employee commitment of oil and gas companies in Rivers State.

Influence of Conscientiousness on Job Performance

According to Hackney (2012), conscientiousness could be associated affective commitment through a success-driven initiative which is usually rewarded. Ehoru, Oparanma and Konya (2019) examined the relationship between conscientiousness and employee commitment in manufacturing firms in Port Harcourt, Nigeria. The result showed that there is a significant relationship between conscientiousness and employee commitment in manufacturing firms in Port Harcourt, Nigeria. Darbanyan, Samavatyan, Oreyzi & Mousavirad (2014) conclude that conscientiousness and job performance are positively linked. Conscientious individuals have an interpersonal bond with the organisation, not just for financial benefits, but for growth and loyalty, which was positively linked to affective commitment (Cooper-Hakim & Viswesvaran, 2005). Research has shown that people can become committed to various areas in the workplace, which does not have to correspond with one another (Cooper-Hakim & Viswesvaran, 2005).

Self-regulation and Job Performance

Employee rated highly in self-management are more likely to perform very well in their tasks due to their positive attitudes, self-motivation, willingness to learn and ability to adapt and initiate in times of changes

and therefore it is paramount to focus and improve on self-management before thinking of relationships (Victoroff and Boyatzis, 2012). It is very important to know that possessing the achievement orientation and conscientiousness competences have the limitation of over concentrating or persisting on tasks with the intention of perfecting it which in turn consumes a lot of time for the mastery/perfection process while others simply to it to the adequate level (Victoroff and Boyatzis, 2012).

Employee with high conscientiousness are more likely to have better performance by improving their personal traits to suit the tasks at hand and choose the right moments for handling them as cited by (Hoffman, 2013). It is vital to note that job performance is great and improved in the early stages of a job tenure due to the need to concentrate one's focus and energy to achieve a certain level of satisfaction however, the detrimental side is that the more time spent on achieving tasks or at the same place of work, the less and less the effect of proactive personality thus care needs to be taken by employers to ensure that this issue has a solution if they are to maintain staff productivity and curb turnover rate (Hoffman, 2013).

Proactive people actively engage in self-regulation behaviors such as setting challenging but achievable goals, time management, environmental behaviors and self-regulations thus as a result, these traits have buffered their job performance to better and greater heights by making the right decisions and implementing them at the opportune time hence the need for managers to identify and recognize such employees and build them by enabling and providing them with all the space they need and encouraging them to actively participate in decision making (Hoffman, 2013). Gerhardt et al (2009) further mentions that self-management behaviors are mostly and more often used by proactive personalities and calls for managers to treat both similarly and direct these behaviors towards achieving organizational goals and objectives.

Theoretical Review

The underpinning theory for this study is the Intrapersonal and Interpersonal Intelligence theory propounded in 1982. Howard Gardner is known for his theory of multiple intelligences in which he proposed that people possess intrapersonal and interpersonal intelligence among other types of intelligences. Gardner described intrapersonal intelligence as the ability to access and understands feelings and emotions and uses this knowledge to guide and understand behaviour (Gardner, 1998). He described interpersonal intelligence as the ability to read and understand other people's moods, temperament, and motives. Using this knowledge to guide communication and decisions is also part of interpersonal intelligence (Hetherington and Parke, 2003).

Emotional intelligence is a set of competencies, which direct and control one's feelings towards work and performance at work. These set of competencies are the ability of the individual to control and manage his or her moods and impulses on the job. Knowing one's emotions and feelings as they occur, and tuning one's self to the changed situation, requires the emotional competency, emotional maturity and emotional sensitivity that are demanded on the job. In a work situation, performance of the employees depends on working with group of people with different ideas, suggestions, and opinions.

Effective use of emotional intelligence gives better team harmony. (Ashforth *et al*,1995) Leaders, in particular, need high emotional intelligence, because they represent the organization to the customers, they interact with the highest number of people within and outside the organization and they set the tone for employee morale. Leaders with high emotional intelligence are able to understand their employee's needs and provide them with constructive feedback. Success in sales requires emotional intelligence ability to understand the customer and provide service to customers. (Bridget Murray, 1998). Emotional intelligence in the organization supports in identification of employees' emotional intelligence level and its impact on employee performance on the job. This would act as an indicator for promotion of employees in the organization.

Empirical Review

Vito, Kumanwee and Cyracus (2018) focused on the relationship between self-management and employee performance of telecommunication companies in Port Harcourt. The study adopted a cross-sectional survey research design. Primary data was obtained using questionnaire as the research instrument. The study population is one hundred and seventy-eight (178) employees of the four mobile telecommunication companies in Port Harcourt. The sample size of the study was determined using the Krejcie and Morgan (1970) sample determination table, the sample size was one hundred and twenty-three (123) employees that were randomly selected. However, after data cleaning, only data for 102 respondents were suitable for data analysis. The internal reliability of the instrument was ascertained through the Cronbach Alpha coefficient with all the items scoring above .70 benchmark set by Nunnally (1970). Spearman's rank correlation was used for hypothesis testing. The study findings confirm that self-management has a significant positive relationship with employee performance. The study thus recommends that telecommunications companies should evolve very efficient self-management strategies which they will have to inculcate in their employees.

Tantua, (2022) examined the relationship between workplace transparency and employee commitment of oil and gas companies in Rivers State. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population for the study was 33 indigenous oil and gas companies in Rivers State. Since the population was small, the entire 33 indigenous oil and gas companies in Rivers State was used as a census. However, 330 respondents were used for the study. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results from analysis of data revealed that there is a significant relationship between workplace transparency and employee commitment of oil and gas companies in Rivers State. The study recommends that management of oil and gas companies should develop a plain and transparent leadership style to avoid any form of doubt and insecurity because this will go a long way to help the commitment of the employee. The study also recommends a plain and transparent leadership style to enable to help build employee commitment.

Omoankhanlen and Akhigbe (2021) examined the relationship between organisational transparency and organisational effectiveness of deposit money banks in Rivers State. The cross-sectional survey was used. A total of 159 employees from 15 banks were covered in this research. However, a sample size of 114 employees was derived and the primary data was gathered with the use of a well-structured questionnaire. The Pearson product moment correlation was utilized in analysing the data. Based on the analysis of the hypotheses, the result revealed a substantial positive link between the dimensions of organisational transparency (informational transparency and participatory transparency) with the measure of organisational effectiveness (job satisfaction and goal consensus). Thus, it was concluded that when there is upsurge in transparency, it boosts the effectiveness of the organisation. The study recommended that clear, timely and complete information relating to the organisation should be made available to employees and other stakeholders as such will enhance the effectiveness of the organisation.

Ehoro, Oparanma and Konya (2019) examined the relationship between conscientiousness and employee commitment in manufacturing firms in Port Harcourt, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population for the study was 400 employees of six (6) selected manufacturing companies in Port Harcourt. A sample size of 200 was determined using Taro Yamen's formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics with the aid of

Statistical Package for the Social Sciences (SPSS version 23.0). The result showed that there is a significant relationship between conscientiousness and employee commitment in manufacturing firms in Port Harcourt, Nigeria. The study therefore recommends that management of manufacturing companies in the process of recruiting, employers should look out for and give preference to people with conscientious traits, because, they do not just carry out their tasks well, but they also perform them well, reduce turnover and are committed to the goals of the organisation.

METHODOLOGY

The survey research design is use in this study. The choice of this design was influenced by the nature of the research problem. The target population of the study include all the permanent staff of Champion Brewery Uyo, Akwa Ibom State. From the Human Resource department of Champion Brewery Plc, Uyo Akwa Ibom State, the total population of the employees working in the organization is Ninety 90 employees. The breakdown of the population under study is as shown in table 3.1

Table: 3.1 Population of Employees in Champion Brewery Plc, Uyo, Akwa Ibom State

Employees of Champion Brewery Plc	Number of Employees	Percent
Marketing department	32	35.50%
Information and Communication Technology	13	14.40%
Production department	21	23.30%
Human Resources department	14	15.50%
Finance/Accounting Department	10	11.10%
Total	90	100%

Source: Human Resource Department of Champion Brewery Plc, Uyo Akwa Ibom State

In determining the sample size, the researcher used the Taro Yamane formula for sample size determination. This formula is given as:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = sample size

N = total number of employees

e = allowable level of error

Thus:

$$n = 90 / (1 + 90(0.05)^2)$$

$$= 90 / (1 + 90(0.0025))$$

$$= 90 / (1 + 0.225)$$

=90/1.225

n = 73

The sampling technique used in the study was simple random sampling technique. This method was chosen because it gives the subjects in the population equal chance of being selected. Data used in this study were obtained from primary and secondary sources. The primary source of data for this study was obtained through the use of a structured questionnaire. The questionnaire was a modified Likert scale rating ranging from strongly agree to strongly disagree was adopted. These are;

Strongly Agree (SA) 4

Agree (A) 3

Disagree (D) 2

Strongly Disagree (SD) 1

Undecided 0

Specification of Model

Simple linear regression analysis was used to test the influence using the Statistical Package Social Science (SPSS version 25).

Model Specification for Objective One

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots (1)$$

Whereby Y = dependent variable (Job Performance),

β_0 = Beta Coefficient

X_1 = , Conscientious

β_1 , = coefficients of determination

ε = error term.

Model Specification for Objective Two

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon \dots\dots\dots (2)$$

Whereby Y = dependent variable (Job Performance),

β_0 = Beta Coefficient

X_1 = , Transparency

β_1 , = coefficients of determination

ε = error term.

Model Specification for Objective Three

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon \dots\dots\dots (3)$$

Whereby Y = Dependent variable (Job Performance),

β_0 = Beta Coefficient

X_1 = Optimism

β_1 = coefficients of determination

ε = error term.

Presentation of Data

Table: 2: Number of copies of questionnaire administered and returned

Departments	No. of Administered	No. of Returned	% Return
Marketing department	25	20	0.8
Information and Communication Technology	10	9	0.9
Production department	18	15	0.83
Human Resources department	12	10	0.83
Finance/Accounting Department	8	8	1
Total	73	62	0.86

Source: Researcher’s Compilation (2024)

From the table 2, out of 73 questionnaires administered, 62 questionnaires representing 0.86% were successfully returned in usable form.

Test of Hypotheses

H0₁: Conscientious does have a significant influence on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

Independent Variable: Conscientious

Dependent Variable: Job performance

Table 3: Result of Linear Regression Analysis showing the influence of Conscientious on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.598 ^a	.357	.351	.26599	1.687
a. Predictors: (Constant), CONSCIENTIOUS					
b. Dependent Variable: JOB_PERF					

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.856	1	3.856	54.504	.000 b
	Residual	6.934	28	.071		
	Total	10.790	29			
a. Dependent Variable: JOB_PERF						
b. Predictors: (Constant), CONSCIENTIOUS						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.878	.343		2.561	.012
	CONSCIENTIOUS	.782	.106	.598	7.383	.000
a. Dependent Variable: JOB_PERF						

From the above model summary, R^2 value of 0.357 implies that about 35.7% variation in job performance was explained by the independent variable (conscientious). According to the analysis of variance (ANOVA) table, the regression model exhibits statistical significance, as indicated by a p-value of less than 0.0005, which is below the conventional threshold of 0.05. This implies that it is a suitable match. The coefficient table provides the beta coefficient, which is used to evaluate the relative significance of the independent variable on the dependent variable. Conscientious had a substantial standardised coefficient of $\beta=0.782$, with a P-value of 0.000. This finding suggests that there is a positive relationship between changes in the conscientious and changes in performance, with a coefficient of 0.78. Nevertheless, given that the calculated p-value of 0.000 is below the predetermined significance level of 0.05, we can conclude that there is sufficient evidence to accept the alternate hypothesis. The study has determined that conscientious exerts a substantial influence on job performance in champion brewery plc, Uyo, Nigeria.

Hypothesis Two

H0₂: Transparency does have a significant influence on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

Independent Variable: Transparency

Dependent Variable: job performance

Table 4: Result of Linear Regression Analysis showing the influence of transparency on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.643 ^a	.414	.408	.25405	1.751

a. Predictors: (Constant), TRANSPARENCY						
b. Dependent Variable: JOB_PERF						
<i>ANOVA^a</i>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.465	1	4.465	69.176	.000 ^b
	Residual	6.325	28	.065		
	Total	10.790	29			
a. Dependent Variable: JOB_PERF						
b. Predictors: (Constant), TRANSPARENCY						

<i>Coefficients^a</i>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.144	.272		4.199	.000
	TRANSPARENCY	.688	.083	.643	8.317	.000
a. Dependent Variable: JOB_PERF						

From the above model summary, R^2 value of 0.414 implies that about 41.4% variation in job performance was explained by the independent variable (transparency). From the analysis of variance (ANOVA) table, the regression model exhibits statistical significance, as indicated by a p-value of less than 0.0005, which is below the conventional threshold of 0.05. This implies that it is a suitable match. The coefficient table provides the beta coefficient, which is used to evaluate the relative significance of the independent variable on the dependent variable. Transparency showed a substantial standardised coefficient of $\beta=0.688$, with a P-value of 0.000. This finding suggests that there is a positive relationship between changes in the transparency and changes in performance, with a coefficient of 0.68. Nevertheless, given that the calculated p-value of 0.000 is below the predetermined significance level of 0.05, we can conclude that there is sufficient evidence to accept the alternate hypothesis. The study has determined that transparency exerts a substantial influence on job performance in champion brewery plc, Uyo, Nigeria.

Hypothesis Three

H0₃: Optimism does have a significant influence on performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria.

Independent Variable: Optimism

Dependent Variable: Job performance

Table 5: Result of Linear Regression Analysis showing the influence of optimism on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria

<i>Model Summary^b</i>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.638 ^a	.407	.400	.25563	1.542
a. Predictors: (Constant), OPTIMISM					
b. Dependent Variable: JOB_PERF					

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.386	1	4.386	67.125	.000 ^b
	Residual	6.404	28	.065		
	Total	10.790	29			
a. Dependent Variable: JOB_PERF						
b. Predictors: (Constant), OPTIMISM						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.290	.259		4.988	.000
	OPTIMISM	.646	.079	.638	8.193	.000
a. Dependent Variable: JOB_PERF						

From the above model summary, R^2 value of 0.407 implies that about 40.7% variation in job performance was explained by the independent variable (optimism). From the analysis of variance (ANOVA) table, the regression model exhibits statistical significance, as indicated by a p-value of less than 0.0005, which is below the conventional threshold of 0.05. This implies that it is a suitable match. The coefficient table provides the beta coefficient, which is used to evaluate the relative significance of the independent variable on the dependent variable. Optimism had a substantial standardised coefficient of $\beta=0.646$, with a P-value of 0.0000. This finding suggests that there is a positive relationship between changes in optimism and changes in performance, with a coefficient of 0.64. Nevertheless, given that the calculated p-value of 0.000 is below the predetermined significance level of 0.05, we can conclude that there is sufficient evidence to accept the alternate hypothesis. The study has determined that optimism exerts a substantial influence on job performance in champion brewery plc, Uyo, Nigeria.

DISCUSSION OF FINDINGS

The first objective of the study was to assess the influence of conscientious on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. In line with this, it was hypothesized that Conscientious does have a significant influence on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. From the above model summary, R^2 value of 0.357 implies that about 35.7% variation in employee performance was explained by the independent variable (conscientious). The regression model appears fit with F-value of 54.504 which is significant at 5% level. Also, the Durbin-Watson statistic is 1.687 which shows the absence of auto-correlation and it is acceptable as the value lies between the acceptable range of 1.5 to 2.0. The regression model is a robust predictor of the influence of conscientious on employee job performance in Champion Brewery Plc., Uyo, Akwa Ibom State under study. Therefore, the alternate hypothesis which states that there is a significant positive influence of conscientious on employee performance in Champion Brewery Plc., Uyo, Akwa Ibom State is accepted. The value of Unstandardized Coefficient Beta of conscientious is 0.782; which implies that every conscientious will result in 78.2 % unit increases in performance of employee in Champion Brewery Plc., Uyo, Akwa Ibom State. This finding is in agreement with the findings of Ehoro, Oparanma and Konya (2019) who examined the relationship between conscientiousness and employee commitment in manufacturing firms in Port

Harcourt, Nigeria. The study adopted the cross-sectional survey in its investigation of the variables. Statistics with the aid of Statistical Package for the Social Sciences (SPSS version 23.0). The result showed that there is a significant relationship between conscientiousness and employee commitment in manufacturing firms in Port Harcourt, Nigeria.

The second objective of the study was to assess the influence of transparency on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. In line with this, it was hypothesized that transparency does have a significant influence on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. From the above model summary, R^2 value of 0.414 implies that about 41.4% variation in employee performance was explained by the independent variable (transparency). The regression model appears fit with F-value of 69.176 which is significant at 5% level. Also, the Durbin-Watson statistic is 1.757 which shows the absence of auto-correlation and it is acceptable as the value lies between the acceptable ranges of 1.5 to 2.0. The regression model is a robust predictor of the influence of transparency on employee performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria under study. Therefore, the alternate hypothesis which states that there is a significant positive influence of transparency on employee performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria is accepted.

The value of Unstandardized Coefficient Beta of transparency is 0.688; which implies that every transparency will result in 68.8 % unit increases in performance of employee in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. This finding is in agreement with the findings of Tantua, (2022) who examined the relationship between workplace transparency and employee commitment of oil and gas companies in Rivers State. Results from analysis of data revealed that there is a significant relationship between workplace transparency and employee commitment of oil and gas companies in Rivers State.

The third objective of the study was to assess the influence of optimism on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. In line with this, it was hypothesized that optimism does have a significant influence on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. From the above model summary, R^2 value of 0.407 implies that about 40.7% variation in employee performance was explained by the independent variable (optimism). The regression model appears fit with F-value of 67.125 which is significant at 5% level. Also, the Durbin-Watson statistic is 1.542 which shows the absence of auto-correlation and it is acceptable as the value lies between the acceptable ranges of 1.5 to 2.0. The regression model is a robust predictor of the influence of optimism on job performance in Champion breweries plc, Uyo, Akwa Ibom State under study. Therefore, the alternate hypothesis which states that there is a significant positive influence of office optimism on employee performance in Champion breweries plc, Uyo, Akwa Ibom State is accepted. The value of Unstandardized Coefficient Beta of optimism is 0.646; which implies that every optimism will result in 64.6 % unit increases in performance of employee in Champion breweries, Uyo, Akwa Ibom State. This finding is in agreement with the findings of Mishra, Patnik and Mishra, (2016) who examined on the role of optimism on employee performance and job satisfaction. Results depicted that optimism is positively related to employee performance and job satisfaction. This study also supported the external validity of optimism construct with relation to performance and job satisfaction.

CONCLUSION AND RECOMMENDATIONS

The major objective this study was to assess the influence of self-regulation on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. self-regulation was proxied to conscientious, transparency and optimism. Thus far, findings from the study reveals that all the variables have a positive significant influence on job performance in Champion Brewery, Plc, Uyo, Akwa Ibom State, Nigeria. With this result we can conclude that the more employee with self-regulation competencies are, the more their productivity and performance will improve. Specifically, the more employee possessed self-regulation competencies the more likely their output will be for their organization.

Based on the above facts, we recommend that; management of Champion Brewery, Plc, Uyo should encourage employees to sharpen their conscientiousness and transparency. This will aid the employees to be in control of their emotions and ensure these emotions are effectively managed to avoid it affecting their work. Equally, this will enhance their interpersonal relationship with co-workers and ensure improved output and healthy work environment relationships. Also, optimism being a valuable psychological resource cannot be easily copied by the rivalry organisations. Hence, assessing and developing optimism in employee will add to the competitive advantage of the organization, thus, it should be promoted.

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