

## Self- Efficacy and Self- Knowledge as Predictors of Workers’ Job Performance in Food and Beverage Industries in the South-West, Nigeria

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**Abstract.** This study investigated self- efficacy and self- knowledge as predictors of workers’ job performance in food and beverage industries in South-West, Nigeria. Poor job performance in Nigerian Industries has been partially attributed to low workers’ self-efficacy and poor self-knowledge. The descriptive survey design was adopted. Four factories were purposively selected from three states in South-West, Nigeria (Lagos, Ogun and Oyo States). Proportionate random sampling techniques were used in selecting 1,820 junior and supervisory cadre workers in Nestle Plc. (369), Coca-Cola Plc. (392), Cadbury Plc. (443) and Nigeria Breweries Plc. (616). The three research instruments used were: Workers’ self-efficacy ( $r=0.81$ ), Workers self-knowledge ( $r=0.78$ ) and Workers’ performance rating ( $r=0.72$ ) scales. Quantitative data were analyzed using Pearson Product Moment Correlation, Multiple Regression at 0.05 level of significance. Findings show that there were significant relationships between workers’ job performance and self-efficacy ( $r=.56$ ) and self-knowledge ( $r=.54$ ) respectively. Self-efficacy and self-knowledge, jointly predict workers’ job performance ( $F_{(4, 1815)} = 491.05$ )

accounting for 52.0% of its variance. Self-efficacy ( $B=.10$ ), self-knowledge ( $B=.11$ ) had relative predictive weights on workers’ job performance. Inadequate knowledge and training of the supervisors led to a mismatch between workers’ self-efficacy and self-knowledge thereby reducing workers’ job performance. High self-efficacy and good self-knowledge have influence on workers job performance. Based on the findings, employers of labour should provide work environment that would enhance and promote the development of these factors among the workers.

**Keywords:** Self-efficacy, Self-knowledge, Workers’ Job Performance, Food and Beverage Industries, South-West, Nigeria.

### 1. Introduction

The issue of workers’ job performance has been a great concern to many stakeholders in Nigeria. Most studies (Obasan, 2001; Ogundele, 2005; Akinlade, 2009; Adeloye, 2010; Oba, 2012; Adikwu, 2010; Ayodele, 2010; Oloyede, 2009) have submitted that evidences have shown that

there is a myth about workers job performance in Nigeria. The performance in both the public and private sectors have been up and down. Ever since the 2008 global economic recession, most industries inability to meet with the yearnings and demands of their teaming consumers, remain an issue to contend with (Adeloye, 2010). This has serious negative implications on the nation's economy as well as the workers themselves (Oba, 2012; Ayodele, 2010; Oloyede, 2009). A situation in which the food and beverage industries are not exempted.

The Nigerian food and beverage industry along with the agricultural sector bear the responsibility of feeding the nation's population, but specifically the industry alone contributes the largest portion of 42% of the economic and trading activities (Adeyemi & Salami, 2010). Regardless of the acclaimed growth of food and beverage industry, the industry's inability to still meet with the yearnings and demand of its teaming consumers, and contributes substantially to the economic and trading activities in Nigeria remains an issue to contend with.

Hassan (2005) defines performance as goal accomplishment. Performance concerns with the qualitative and quantitative measure of activities, duties and operations which a worker achieved efficiently and effectively within a defined time limit. Therefore, if affected by employee's complacency and lackadaisical attitude to work, attaining expected performance becomes an issue (Adeleke, 2010). Previous studies (Akinlade, 2009); Ogundele, 2005; Hassan, 2005; Obasan, 2001) have found that the main objective and purpose of workers 'job performance is achievement of target goals set by an organisation which is fully dependent on the performance of its workers, and that workers' job performance plays a significant role in the overall development of the organization.

Otokiti (2003) in his own submission argued that, workers' inability to hold promise in terms of their ability to create self-awareness, self-management, social awareness and relationship management and promote appropriate altruism in the workplace, consequently affects, and

reduce workers' level of job performance in food and beverage industry (Ogundele, 2005). Similarly, Steven (2007) sees workers low job performance in the industry emanating from their carelessness as a result of high rates of factory accidents, absent from work, increased cost, increased damages done to machines and tools used, increased loss recorded, and poor team spirit.

Poor performance is not a status that cannot be changed as noted by Steven (2007). Even though, changing a system is not an easy process but then evidences (Davenport, 2005; Spencer, & Spencer, 2009) have clearly shown that it is possible, given enough time, dedication, strong commitments with clarity of vision, and strong degree of cooperation and involvement of everyone in the industry. It is therefore a trite knowledge that the general performance of workers in the food and beverage industry can be positively turned around, so that the industry can maintain its rightful position in the Nigeria economy.

This therefore raises the question of whether a better understanding of workers' self-efficacy, in terms of its perceived capabilities in achieving the goals and aspirations of an organisation may assist in solving the problem of low job performance among workers in the food and beverage industry. Self-knowledge which is another important behavioural construct, in terms of its intra-psychic intelligence capabilities that leads individual workers' to employ their own inner resources and discover self that need to be better studied

Regardless of their reference and importance to improved workers job performance, the study of workers' job performance in relation to self-oriented concepts such as self-efficacy, self-knowledge has received little or no attention. Even in literature, most of the constructs combined in this study are addressed separately and not jointly to determine their weight on workers job performance. Hence, the needs for a study like this.

## 2. Research Hypotheses

The following null hypotheses are formulated for the study:

**Ho<sub>1</sub>:** There is no significant relationship between self-efficacy and workers level of job performance.

**Ho<sub>2</sub>:** There is no significant relationship between self-knowledge and workers level of job performance.

### 3. Methodology

#### 3.1 Research Design

This study adopted the descriptive survey research design of the ex-post facto type. This research design was adopted because it enabled the researcher to collect and report every data collected factually without the manipulation of any of the variable.

#### 3.2 Population of the Study

The population for the study covered the entire junior and the supervisory level workers in Nestle Plc, Agbara, Coca-Cola Plc., Nigeria Brewery Plc., Ibadan and Cadbury Plc., Ikeja (located in Lagos Oyo and Ogun States) with approximate population of 4,730 workers in the Industry

#### 3.3 Sample and Sampling Techniques

The multi stage sampling procedure was adopted.

Stage one involved the use of the stratified sampling to group the industries according to the product they produced. (Confectionaries and drinks, alcohol and non-alcohol)

Stage two involved the industries selected and they are Nestle Plc., Agbara, (Confectionaries), Coca-Cola Plc., Cadbury Plc. Ikeja (non-alcohol drink) and Nigerian Brewery, Ibadan (alcohol drink).

Stage three involved the use of stratified techniques to divide the population in each of the selected organisation along the basis of supervisors and the junior workers in the selected organisations.

Stage four involved the use of proportionate random techniques to pick 40% of the population in each category of the total population within the (4) selected work organizations were chosen as sample size. In all,

a total of 1,906 respondents were used for the study.

### 3.4 Research Instruments

The instruments that were used for data collection for this study were quantitative and qualitative instruments. Three quantitative instruments were used for data collection each measuring the trait of the two independent variables and one dependable variable. The instruments are described below.

#### 3.4.1 Workers Self-efficacy Questionnaire (WSEQ)

this is a structured questionnaire that measures “perceived confidence in a worker to successfully complete several tasks, activities in such a way that his performance can be enhanced. The response format were in 4-point Likert scale format of strongly agree (4), agree (3), strongly disagree (2) and disagree (1)

The results obtained from the test re-tests was subjected to Cronbach alpha, which yielded a coefficient of 0.81.

#### 3.4.2 Employees’ Self-knowledge Questionnaire (ESKQ)

is a structured questionnaire that measures employees’ self-knowledge in his or her ability to employ the intra psychic intelligence that leads a worker to employ his or her own inner resources to enhance performance. The response format was designed on 4- point Likert scale format of Strongly Agree (4), Agree (3), Strongly Disagree (2) and Disagree (1). The results obtained from the test re-tests was subjected to Cronbach alpha, which yielded a coefficient of 0.78.

#### 3.4.3 Work performance Rating Scale’ Questionnaire (WPSQ)

is a structured questionnaire that measures the efficiency and effectiveness of workers performance in the workplace. It is designed on the 4-Likert scale format of Strongly Agree (4), Agree (3), Strongly Disagree (2), and Disagree (1). The results obtained from the test re-tests was subjected to Cronbach alpha, which yielded a coefficient of 0.72.

### 3.5 Procedure for Administration of Instruments

The instruments were administered by the researcher with the help of 4 trained research assistants in the respective industry covered by the study. A total of 1820 respondents completed and returned the questionnaires.

**4.0 Data Analysis**

For the purpose of data analysis, information collected through the questionnaire was

analyzed using correlational matrix, t-test and multiple regression.

Ho 1: There is no significant relationship between self-efficacy and workers’ performance in food and beverage industries in South-West, Nigeria.

Table 1: Relationship between self-efficacy and workers’ performance in food and beverage industries in South-West, Nigeria.

Variable	Mean	Std. Dev.	N	R	P	Remark
Workers performance	26.3082	5.1403	1820	.560**	.000	Sig.
Self-efficacy	39.0379	6.7974				

\*\* Sig. at .01 level

It is shown in the table (i) above that, there was a significant relationship between self-efficacy and workers’ performance in food and beverage industries ( $r = .560^{**}$ ,  $N= 1820$ ,  $P < .01$ ). Hence, self-efficacy had influence on workers’ performance in food and beverage industries in South-West, Nigeria. Null hypothesis is therefore rejected.

Ho 2: There is no significant relationship between self-knowledge and workers’ performance in food and beverage industries in South-West, Nigeria.

Table 2: Relationship between self-knowledge and workers’ performance in food and beverage industries in South-West, Nigeria.

Variable	Mean	Std. Dev.	N	R	P	Remark
Workers performance	26.3082	5.1403	1820	.544**	.000	Sig.
Self-knowledge	28.1934	4.8188				

\*\* Sig. at .01 level

It is shown in the above table 2 that, there was a significant relationship between Self-knowledge and Workers’ performance in food and beverage industries ( $r = .544^{**}$ ,  $N= 1820$ ,  $P < .01$ ). Hence, Self-knowledge had influence on workers’ performance in food and beverage industries in South-West, Nigeria. Null hypothesis is also rejected.

Table: 3a Multiple Regression analysis showing the joint contribution of self-efficacy and self-knowledge on workers’ performance in food and beverage industries in South-West, Nigeria.

R	R Square	Adjusted R Square	Std. Error of the Estimate
.721	.520	.519	3.5662

  

Model	Sum of Squares	DF	Mean Square	F	Sig.	Remark
Regression	24979.740	2	6244.935	491.049	.000	Sig.
Residual	23082.337	1815	12.718			
Total	48062.076	1819				

Table 3a above shows the joint contribution of the two independent variables to the prediction of the dependent variable i.e. Workers’ performance. The table also shows a coefficient of multiple correlation ( $R = .721$  and a multiple  $R^2$  of .520. This means that 52.0% of the variance was accounted for by two predictor variables when taken together. The significance of the composite contribution was tested at  $P < .05$ . The table also shows that the analysis of variance for the regression yielded F-ratio of 491.049 (significant at 0.05 level). This implies that the joint contribution of the independent variables to the

dependent variable was significant and that other variables not included in this model may have accounted for the remaining variance.

Table: 3b Relative contribution of self-efficacy and self-knowledge on workers’ performance in food and beverage industries in South-West, Nigeria.

Model	Unstandardized Coefficient		Stand. Coefficient	T	Sig.
	B	Std. Error			
(Constant)	2.898	.557		5.205	.000
Self-efficacy	9.638E-02	.021	.127	4.577	.000
Self-knowledge	.108	.029	.101	3.712	.000

Table 3b reveals the relative contribution of the two independent variables to the dependent variable, expressed as beta weights, viz: self-efficacy ( $\beta = .127, P < .05$ ), self-knowledge ( $\beta = .101, P < .05$ ) respectively. Hence, self-efficacy and self-knowledge can independently and significantly predicts workers’ performance in food and beverage industries in South-West, Nigeria. The table also shows that self-efficacy is ranked first, followed by self-knowledge.

**5. Discussion**

The first hypothesis states that, there is no significant relationship between self-efficacy and workers’ job performance. It was observed that self-efficacy which refers to a person’s judgment about his or her ability to organize and execute courses of action required to accomplish a task has been found to be related to workers job performance. Self-efficacy has been found to be associated with adaptive and psychological functioning and performance. This position was supported by Locke & Latham (2002) findings which concluded that optimistic cognitive sets (self-efficacy) correlates with motivation, action, perseverance, and enhanced possibilities of goal acquisition, as well as behavioural engagement, lowered depressive symptomology and improved and sustains performance. Bandura, et al (2006) posit that rather than being task-specific, self-efficacy beliefs are related to an individual’s potential to handle complex, varied situations. Self-esteem moderates the influence of performance accomplishment on self-efficacy. The predictive power of self-efficacy illustrates that it could serve a useful function in identifying workers at risk of failure in the early

stages of a given task. Bandura & Jourden (1991) finding also shows that workers with high efficacy gain favorable outcomes through good performance, whereas those who expect poor performances of themselves conjure up negative outcomes. The simple implication of this is that, the perceived self-efficacy to fulfill occupational demands affects level of stress and physical health of employees. Such that those of low efficacy are stressed both emotionally and physiologically by perceived overload in which task demands exceed their perceived coping capabilities, whereas those who hold a high belief in their efficacy and that of their co-workers are unfazed by heavy workloads.

Second hypothesis states that, there is no significant relationship between self-knowledge and workers’ job performance. Finding from the study has been able to establish that self-knowledge positively predict workers’ job performance. Self-efficacy and self-knowledge has been found to be highly correlated. Davenport (2005) on self-knowledge, underscores why workers performance is so important. Davenport stresses further that if our industries are going to be more profitable, if our strategies are going to be successful, if our society is going to become more advanced it will be because of the realization of one’s self capability to perform his or her work in a more productive and effective manner. The task of improving workers performance is immense, and so are the consequences of failing to do so. Lampert (2011), findings show that self-knowledge is a domain with many pathways. Historically, self-knowledge has been found to influence the understanding of workers past

experiences and influence that led to his/her current level of development which is a key to his or her performance. Simeon (2009) finding in a study conducted shows that a reasonable degree of self-understanding of task gives is required for workers to perform. This shows that having the adequate knowledge and experience required to complete a task, makes self-knowledge correlates significantly with performance.

The joint effect of how self-efficacy and self-knowledge predict workers job performance in food and beverage industries in South-West, Nigeria is provided in Table 3a above which shows the joint contribution of the two independent variables to the prediction of the dependent variable i.e. workers' job performance. The table also shows a coefficient of multiple correlation ( $R = .721$  and a multiple  $R^2$  of  $.520$ ). This means that 52.0% of the variance was accounted for by two predictor variables when taken together. The significance of the composite contribution was tested at  $P < .05$ . The table further shows that the analysis of variance for the regression yielded F-ratio of 491.049 significant at 0.05 level. This implies that the joint contribution of the independent variables to the dependent variable was significant and that other variables not included in this model may have accounted for the remaining variance.

The above supports Jackson (2002) finding which concluded that organisation that provides their workers with guided mastery experiences, conducive work environment, effective co-workers as models, and enabling performance feedback, enhance employees' emotional well-being and satisfaction, enhances their workers job performance. Thus, also is the finding of Bandura, (1997) that an individual who feels adept and proficient in his or her occupation is likely to have confidence in several of the specific tasks that are to be performed as well as feeling able to handle and use judgment in dealing with unanticipated circumstances.

The basic idea behind the positive correlation between the joint contributions of the two independent variables (self-efficacy and self-knowledge) to the dependent variable (workers job performance in food and beverage

industries) is that, either individually or collectively, workers job performance are in part determined by how effective people believe they can succeed in any given task in the workplace. This result was further corroborated with the finding of Hassan, (2005) when she emphasized on the relationship between workers' job performance and self-oriented variables as self-knowledge, empathy and psychological well-being. Despite this, it would not be out of order to conceive a logical relationship between these variables which have been found to be related to psychological behaviour.

Contrary to the finding of Hassan (2005), Anshel, (2000) finding shows that workers that are low in self-efficacy, tend not to believe they can cope effectively, they tend to dwell on deficiencies, and exaggerate difficulties. Such individual's worker tends to demonstrate more maladaptive coping strategies. While in a separate study by Gervine (2008) established that individual worker with high self-efficacy, with high expectations and a greater degree of perceived performance competence always complete assigned task without monitoring. Such individual worker also shows willingness to challenge difficulties and persist in the face of perceived obstacles.

## 6. Conclusion

This study has been able to show that the dwindling workers' job performance in the Nigeria food and beverage industry can be easily corrected and improved upon with a better understanding of the level of the existing self-efficacy and self-knowledge. The higher the employees' self-efficacy, and self-knowledge, the better will be the workers level of job performance, and the better the overall goal accomplishment of the organisations and the industry at large.

Above all is the level of job performance rate between the junior and supervisory level workers across the organisation. Besides the fact that the strength of any organisation comes from its employees' at all levels of work, yet, those at the operational (junior) and supervisory levels importance can hardly be overemphasized in view of the fact that they are directly responsible for production and supervisory work in the

organisation. Hence their efforts need be examined in terms of how their self-efficacy and self-knowledge predict their job performance.

## 7. Recommendations

Based on the above findings, the following recommendations are made:

- That employer of labour provide work environment that would enhance the development of high self-efficacy and good self-knowledge, of workers in their work organisation.
- Workers should be exposed to situations that could engender appropriate self-knowledge in line with this, workers should be sponsored to seminars and conferences that would improve and update their skill and knowledge as this would enhance their job performance.
- Opportunity should be provided for the workers to achieve at the level not significantly above their capabilities.
- Job posting should be commensurate with the qualifications and aptitude of workers.
- That irrespective of the category of worker in any organisation, job description and job allocation should be clearly spelt out to avoid structural performance problem.

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