

LEADERS' SOCIAL AWARENESS AND EMPLOYEE ENGAGEMENT IN MANUFACTURING COMPANIES IN PORT HARCOURT

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ABSTRACT

The study examined the relationship between leaders' social awareness and employee engagement in manufacturing companies in Port Harcourt. The contingency theory and social exchange theory were used as the base line theories to underpin the study variable. The study adopted cross sectional research design and the correlation research design. The study population was 80 managers drawn from 20 manufacturing companies in Port Harcourt. The census approach was adopted in determining the sample size; hence, the entire population element was used as the sample size. To obtain primary data for the study, closed ended structured questionnaire in five point likert scale was designed and administered after carrying out validity and reliability test, with a cronbach alpha coefficient greater than 70%. Both inferential and descriptive statistics were used to analyse the data collected, specifically, the Spearman Ranking Order correlation coefficient was used to test the hypothesis, with the aid of SPSS version 23.0. The result from the findings revealed that there is a positive and significant relationship between leader's social awareness and employee vigour of manufacturing companies in Port Harcourt; also, there is a positive and significant relationship between social awareness and employee dedication of manufacturing companies in Port Harcourt. It was concluded that there is a positive and significant relationship between leader's social awareness and employee engagement of manufacturing companies in Port Harcourt. Hence, it was recommended that management and policy makers of manufacturing firms should make deliberate efforts to improve leader's social awareness, in order to enhance employee engagement.

Key words: Leaders' social awareness, employee engagement, vigour, dedication and leader's social intelligence

INTRODUCTION

Leadership performance is said to be the leader's potential to positively influence subordinates and the rest of the stakeholders to achieve the targets of the entity (Yukl & Lepsinger, 2005) while social awareness is the ability to create and manage relationships with others and look for common point for establishing lasting relationships (Jianguanglung & Amarendra, 2017). Leadership performance is becoming very essential due to competitive working environment and globalization of the firms. The international presence of the firms creates pressure to the employees to perform and sustain it. Managers are required

to meet clients' expectations and retain the employee's performance (Dobre, 2013). These managers are required to manage and solve conflicts.

Managers should be able to identify problems, conflicts and to identify skill to resolve it (MindTools, 2020). To sustain a good environment within the organization, managers are expected to be in a position to come up with proper skills of handling their emotions and ensure harmony among employees' character and their own reactions (Barsade & O'Neill, 2016). Research has shown that good leadership has continued to be important for quickly changing entities (Yukl, 2002). This has caused concerted research efforts on leadership gaining speed of which emotional social awareness of managers has been identified as a critical potential thing required for effective leadership to be achieved. Good leadership performance entails listening to the fellow workers before one makes critical decisions, which requires putting into consideration individuals' social awareness (Stadler & Dyer, 2013). Leaders are under pressure most of the time to discover solutions to ensure outcomes-driven achievements in a quickly changing work environment. Social awareness is one of the attributes that form emotional intelligence force. Poor social awareness is one of the key issues of the dark part of management (Austin et al., 2007). For example, it is known that in a number of occasions for managers to show high sense of urgency to realize pressing targets, but, when juniors' expectations are not taken into account, the intended purpose may not be effectively realized. This is commonly found in settings where there is need for working together and inputs across the entity (Watkins *et al.*, 2017). Research has established that social awareness is very important in realizing organizational targets and excelling in dynamic settings (Eby, Adams , Russell, *et al.* 2000). Effective strategic managers have a high level of social awareness. Social awareness has become recognized as an important part of management. Several researchers have asserted that social awareness force is a very important attribute that influence leadership performance (Jasleen & Anupam, 2019).

Furthermore, studies from scholars shows that social intelligence is one of the most essential variables in a person's ability to succeed and advance in their career (Goleman,2006), is the individual's ability to

effectively relate to, understand, and engage with others (Marti, 2005). It entails noticing others' emotions, listening, caring for others' emotional states, and assisting others in managing their emotions. According to research, understanding these social intelligence features is an important aspect of good leadership and it can in large part be learned in an organization.

Employee engagement on the other hand, has been a major aspect in the field of management and requires urgent attention on how best to engage talented employees in a given organization. Because the super-ordinate goal of every business organization is to render services and make profit, which the manufacturing industry is no exception. And this goal cannot be successfully achieved without the contribution and support of qualified talented employees. Without employees, organizations will not be able to produce business results, achieve organization goals, or meet its financial objectives (Johanim *et al*, 2012). Employee positive engagement in an organization is very significant for the progress and success of the organization. From modern human resources perspective, human capital is the most valuable asset for the organization (Mello, 2011 & Honoye, 2009). The managers need to recognize the value and significance of employee by encouraging, motivating them to remain, in order for their resource talents to be used, by encouraging them emotionally, empathically, and innovatively to contribute towards the success of the organization. This cannot be argued as result of other sources, no matter their significance depends on the knowledge of employees to a very extent.

It is also important to note that manufacturing companies in Port Harcourt are not immune from the aforementioned challenges in their day to day operations; hence The purpose of the study was to ascertain the relationship between leaders' social awareness and employee engagement of manufacturing companies in Port Harcourt. The specific objectives were:

- i. To examine the relationship between leader's social awareness and employee vigour of the manufacturing companies in Port Harcourt.

- ii. To examine the relationship between leader's social awareness and employee dedication of the manufacturing companies in Port Harcourt.

Conceptual Framework

The conceptual framework showing the relationship between leader's social awareness and employee engagement of the manufacturing companies in Port Harcourt as in figure 1.

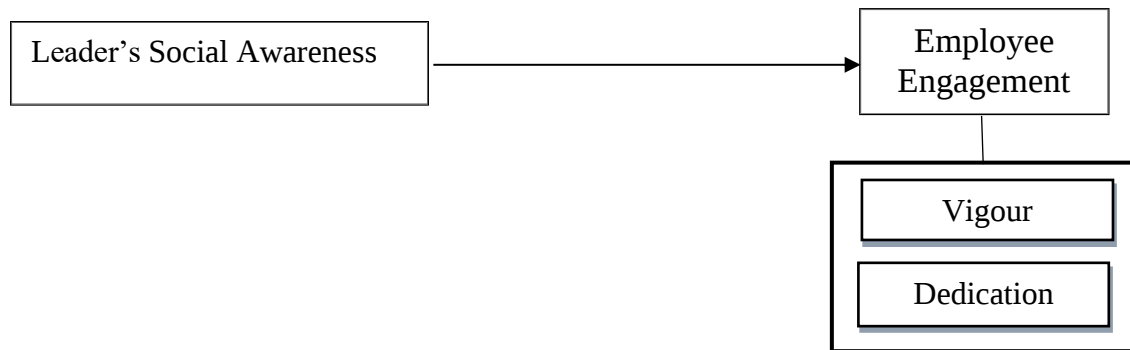


Figure 1: Relationship between leader's social awareness and employee engagement

Source: Researcher's desk (2023)

In line with the research objectives, the following research questions were raised;

- i. What is the association between leader's social awareness and employee vigour of manufacturing companies in Port Harcourt?
- ii. What is the association between leader's social awareness and employee dedication of manufacturing companies in Port Harcourt?

LITERATURE REVIEW

Theoretical Foundation

The study adopted the contingency theory and the social exchange theory as the base line theories to underpin the link between leader's social awareness and employee engagement, these theories were used because it has been used by several scholars for related study.

Contingency Theory

This model was developed by Fredlor in 1967 and it is the most extensively used by scholars in the field of research. Contingency theory is a “leader matching” the theory tries to match a right leader with the right situations. It is named contingency simply because it says that, a leader’s performance is determined by how his or her style suits the situation. Fredlor developed this theory by studying the leadership style of numerous varieties of leaders in a range of settings; the most notable among them is the military organizations. Fredlor states that, there are three key situational characteristics that seems to determine whether a particular circumstance will be helpful to a leader which includes: the leader member-connection (positive or negative), mission structure (high or low), and role strength (strong or weak). The “favourables” associated with various organizational situations are defined by these three key situational characteristics. Positive – follower connections, we map out duties, and we clearly define leader role control strength are the most desired scenarios. And the least favourable settings on the other side (opposite), include poor leader-follower relationships, unstructured work, and a lack of sound leader role control. While moderately favourable circumstances fall in between these two divides. In this approach, there are eight different combinations of these three key situational variables.

The contingency theory illustrates a paradigm shift in leadership research, shifting away from an exclusive focus on leader and towards a consideration of the situational circumstances. Its takeaway was to emphasize the need for teaching a leader’s approach to the circumstance and larger perspective. In our everyday life, we see how some leaders, managers or executives excelling at one organization may struggle in another with a distinct value, culture and operating system. Therefore, this theory is relevant to this study because the social intelligence ability of the leaders will help to know what best to do with the available important tools in their toolbox such as, initiative, empathy, adaptability and persuasiveness, given the situation on ground in order to enhance employee engagement of the organization.

Social Exchange Theory

The theory proposes that employees exhibit positive or negative behaviour as a response to the treatment they receive from their employers. According to Greenberg and Scott (1996), the central aspect of this theory is the norm of reciprocity. A strong social exchange relationship between the employer and employee will help maintain positive working relationships and would elicit positive sentiments such as satisfaction commitment and trust in employees, which in turn will move employees to engage themselves in employee productivity. Social exchange theory proposes that the relationships we choose to create and maintain are the ones that maximize our rewards and minimize our costs. According to this, we are more self-centered and not necessarily concerned with equality. The basic idea is that relationships that give us the most benefits for the least amount of effort are the ones we value the most and are likely to keep long term.

Greenberg and Scott (1996) assert that the social exchange theory is most commonly used by the studies in predicting work behaviour in the field of organizational behaviour. Employers need to treat their employees fairly such that they can reciprocate the good gesture in the form of behaviour such as organizational citizenship behaviour which contributes to organizational influence effectiveness. The social exchange theory also has its fair share of criticism. Miller (2005) argues that the theory reduces human interaction to a purely rational process that arises from economic needs. Miller (2005) further contends that the theory favors openness as it was developed in the 1970s when ideas of freedom and openness were preferred but there may be times when openness is not the best option in a relationship.

Nwodu (2016) states that, social exchange theory contends that individuals make different assessments about relationship satisfaction and make different decisions about relationship commitment based on the two values: rewards and costs. The Theory examines the interplay and balance between rewards an individual receives from a certain relationship and the cost that he or she expended in that relationship. The implication of anchoring this study on the social exchange theory is that, it forms the pivot of this

study; this study intends to examine the extent to which leader's social awareness relates with employee engagement in an organization.

Many studies have explored leaders' social awareness and employee engagement in an organization based on the social exchange perspective, but different studies in different settings have reported consistent findings. The social exchange framework was formerly introduced in the works of the sociologists George Homans (1961) and Peter Black (1964). Social exchange theory (SET), explains that individuals regulates their interactions with other individuals based on a self-interest analysis of the costs and benefits of such an interaction which simply means, people seek to maximize their benefits and minimize their costs when exchanging resources with others (Molm, 2001), while social intelligence requires a willingness to collaborate with others, which means individuals would share their initiative because of their perception of the benefits that may result from such behaviours. These benefits include future teamwork, goal attainment, collaboration and maintenance of future relationships (Zaccaro, *et al.*, 2003). For example, Kankanhall, *et al* (2005) explains that an individual's perceived benefit is one of the major factors that encourage employee to contribute knowledge to electronic knowledge repositories. Blau (1964) explains the trust is essential for the social exchange process. Therefore, the study adapted the variables perceived benefit, social interactions and trust from the social exchange theory (SET) to aid the work of this study.

Coceptual Review

Social Awareness

Social awareness has been defined as "a contextualized cognizance either of oneself or of another person" (Sheldon, 1996;). Sheldon and Johnson (1993) and Sheldon (1996) have identified eight forms of social awareness in a two-by-two-by-two matrix. According to this matrix, one could attempt to understand one's own experience (inner perceptions and evaluation) or appearance (how one looks outwardly) from the perspective of the self or another. Likewise, one could attempt to understand another's experience or appearance from the perspective of the self or another individual.

The importance of informal work relationships in getting things done in organizations has been recognized by researchers and practiced by organizational members. Thus, it's not just formal relationships that affect member's outcomes but, the set of informal net-work ties that affect one's influence, Sparrow and Liden, (2005). Research implies that our level of self-awareness and degree of accuracy is strongly influenced by the psychological state we are in at the time. And this, in turn, is largely determined by our context or situations. This is because such things as the tasks that we are engaged with, our goals for the moment and our level of arousal will affect the aspects of the self-concept that is made salient or that becomes accessible, Brown, and McConnell, (2009). For instance, if performing well in the face of difficulty is salient, our approach will be guided by different aspects of the self-system. By and large, individuals can be encouraged or discouraged from an active consideration of the self by situations cues. Moreover, the aspects of self-system so activated necessarily affect the accuracy of self-insights, assuming that we know some aspects of our self-better than others. As a generalization, any context has the potentials to stimulate self-focused attention, but most often this occurs where threat is perceived, or certain emotions are aroused. Recent research by Neiwirth, (2009) shows that, as a characteristic of human nature, social awareness affects how we relate to others and, necessarily, self-awareness, evolved early in our history because these attributes had survival value. Viewing self-awareness as a trait motivates many of our practices in family, school and work. The assumption is that, if people differ on this attribute, we might use it as a basis for choosing someone as life partner or as an employee. Further, its operation as a trait allows us to assume or predict that a person with high levels of self-awareness will exhibit this attribute on a relatively consistent basis across settings and time. Nonetheless, certain level of consistency does not imply changeableness or absolute stableness.

Self-awareness can be seen as a malleable trait. Therefore, one could invest in programs to improve its degree or accuracy in those seen as deficient. To obtain or maintain self-awareness, people need many related skills, such as self-monitoring skills, self-regulation skills, and self-assessment skill, all of which could be trained through programs with developmental purposes. Self-awareness and self-insight can be

thought of as reciprocally related insight refers to the nature of our understanding regarding important aspects of the self-system. It reflects sudden and new discoveries regarding self-awareness. While there are many potential self-relevant attributes that could be considered, the focus will be on a set of these that seem to make an important difference in how we react to social situations in particular. Self-knowledge is usually a shorthand term for the degree of completeness and accuracy of our self-insights, Wilson, (2009). Self-knowledge concerns the question of how we are, whereas self-awareness concerns the question of what we do and why. Self-awareness also implies a route to building self-insight. It is through our self-awareness that we gain insight (our feelings, thoughts, or behaviours). In a like manner, it contributes to our share of self-knowledge.

Employee Engagement

The development originated from the studies conducted in the 1920s on morale or a group's enthusiasm to achieve organizational goals, and used by the US Army scholars during World War II to forecast unity of effort and attitudinal battle, in order to get prepared before they confront their opponent (Siddhanta & Roy, 2010). Conversely, Torrington *et al.* (2014) averred that employee engagement is credited to the work of Khan (1990), who postulated the first grounded theory concerning personal engagement and disengagement at workplace. Thus, it was after this conceptualization, that employee engagement came into limelight. With respect to its definition and measurement, there has been divergence of views among scholars and practitioners. It has been defined differently by scholars and practitioners. Torrington *et al.* (2014) observed the lack of clear, precise, concise and widely agreed definition of engagement. This they attributed partly to the sheer number of different ways in which the verb „to engage“ is defined in dictionaries and commonly used in everyday speech.

Moreover, the lack of agreed definition is a limitation for researchers to reach a better understanding of how to measure it. Thus, employee engagement has been defined and measured differently by researchers and consultants, however, the meaning sound like other constructs like organizational citizenship behaviour

and organizational commitment (Robinson, Perryman & Hayday, 2004). Consequently, researchers, practitioners and reviewers do not use the same components to describe employee engagement. Thus, there is no universally agreed definition and measurement, but has common elements such as: energy, involvement and an inclination to contribute to organizational success (Bakker, Albrecht & Leiter, 2011). Employee engagement is defined as “the harnessing of organization members” selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”(Kahn, 1990: 694). This is an all-encompassing definition that has three aspects of engagement: physical, cognitive and emotional. The physical aspect centers on the physical vitalities exerted by individuals to achieve their roles. The cognitive concerns the belief of the employees” about the organization, the leaders and working conditions. The emotional aspect concerns the feelings employees” have about each of the factors and its effects, which could lead to positive or negative attitudes towards the organization and its leaders. This implies that engagement entails psychological and physical presence of employees when carrying out tasks in an organization. Similarly, Schaufeli, Salanova, González-Romá and Bakker (2002:74) describe employee engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. Vigor is described by high levels of energy and mental resilience, dedication depicts feelings of importance, passion, inspiration, pride and challenges while absorption involves being dedicated and occupied with the job and not thinking of quitting the job.

According to Abraham (2012), employee engagement is the degree to which the employees are satisfied with their job. In the same vein, Mone and London (2010) see employee engagement as a situation where employees feel involved, committed, passionate, empowered and these feelings are exhibited in the work behavior. By implication, employee engagement is the level of commitment and participation an employee displays towards the organization. Also, Markos and Sridevi (2010) advanced that employee engagement has positive influence on organizational performance. They further opined that when employees are more engaged, the organization performs better and, thus has a positive impact on performance outcomes such

as productivity, profitability, employee retention, safety and customer loyalty. From the above definitions, we can deduce two elements of employee engagement as commitment and discretionary effort. Thus, this paper adopts the definition of employee engagement by Mone and London (2010), and from where the dimensions (teamwork, participation and empowerment) were derived.

Equally, there is a decrease in employee engagement, as well as heightened disengagement among employees today. Notwithstanding the numerous research and coupled with the huge number of surveys that organizations can utilize in measuring it, engagement has relatively remained unchanged. Gallup (2006) identified three levels of engagement : (i) engaged employees who are those that are full of vitality and enthusiastic about their job ;(ii) not engaged employees who are investing their effort and approaching their work with little vitality or enthusiasm, yet not meddling with others;(iii) disengaged employees and involve those individuals who are miserable about their work, and who effectively mumble and gripe about their job and the organization, as well as subvert what their engaged colleagues are attempting to accomplish. According to Reilly (2014), the survey conducted by Gallup showed that only 13% of the global employees were engaged. However, the recent report of Gallup on the condition of the worldwide workforce, granting that the outcomes improved for Hopkins University in the 2018 survey, employee engagement is still not impressive. The report of the most recent condition of the worldwide working environment shows that 85% of employees are not engaged or effectively disengaged at the workplace. Specifically, Gallup stated that 18% are effectively detached at work, while 67% are not locked in at all and they don't have any intention of leaving the organization (HR Exchange Network, 2018). This implies that organization will record low rates of employee turnover but have high level of disengagement.

Vigour

Vigor is a series of interrelated affective states experienced by employees where they work, referring to an employee's feelings related to physical strength, emotional energy and cognitive activity (Shirom & Feeling, 2010). Vigor is one aspect of employee engagement which implies high employee energy at work

and mental resilience and investment in actual work, along with a high level of persistence even when facing difficulties (Shekari, 2015). Vigor can be measured using the Utrecht Work Engagement Scale (UWES) which includes; high energy level of employees, high mental resilience at work, willingness to invest effort in work, persistence of employees even when facing difficulties (Riyanto, Ariyanto & Lukertina, 2019).

Good performance results require a person's level of awareness to carry out duties and responsibilities. Characteristics of vigor in the form of energy levels and mental resilience at work are it shows effort and perseverance even in difficulties (Sharon & Feeling, 2010).), it can spur employee performance to be more optimal and it is based on organizational expectations. Someone will tend to do useful things for the organization on their own awareness and will be driven towards positive tendencies behavior (Shirom & Feeling, 2010).). It can be concluded that vigor has a positive influence on employee performance. This logic is supported by research results which state that vigor has a significant positive effect on employee productivity, performance, contextual and task performance (Hanaysha, 2015). Schaufeli & Bakker (2004) stated that vigor is characterized by a high level of energy and mental resilience at work, a willingness to put an effort in work and even persistence in facing the problems. The enthusiasm that is shown by a person to do its personal job could be seen from the high stamina and energy while working. The willingness to take a serious effort in doing work and persistence and perseverance in facing the job difficulties.

The vigor of each employee has a positive and significant effect on the employee performance in the organisation's result of achievement, when employees carry out their work with high vigor they will complete their work fittingly. That is why vigor is a very important tool for employee performance in an organisation which plays a significant role in terms of employee engagement that leader's social intelligence helps to boost in the workplace. According to Jaya & Dawood (2020), vigor has a positive and significant effect on employee performance in Information Technology (I.T) companies at Chennai. Likewise, with the research results from Carter *et al* (2016) stated that vigor has a positive and significant

effect of performance. Winoworld (2018) explained the same thing that vigor has a significant effect on employee performance.

Dedication

This dimension refers to being strongly involved in one's work, and experiencing a sense of importance, passion and challenge. It refers to a strong involvement which results in positive feelings like inspiration, significance, pride and enthusiasm (Gubman, 2004). Having a dedicated employee is considered an asset to the organization. Dedication is not the same thing as longevity because the fact that a certain employee is the oldest in the organization or has worked for the organization all his or her life does not make him or her dedicated staff member. Dedication involves desire, commitment; ownership and a continual strive to improve (Schaufeli & Bakker, 2003). Any employee who is dedicated to the organization will understand and support the values as well as go extra mile to protect the corporate image of the organization thereby facilitate value alignment and organizational commitment. An employer can arouse dedication according to Schaufeli and Bakker (2003), employers that show genuine interest and care for the customer and employees will create an atmosphere that encourages dedication.

According to (Rayton & Yalabik, 2014), dedication is about being inspired, enthusiastic and highly involved in your job. It is an individual deriving a sense of significance from work, feeling enthusiastic and proud about the given job, feeling inspired and challenged by the job (Song *et al.*, 2012). Mauno Kinnunen, Ruokolainen (2007) observe that employee dedication has conceptual similarities with job involvement. According to the authors, employee dedication can be described as a strong psychological involvement or the sense of identification, which the worker feels for his or her work (MacLeod & Clarke, 2009). However, Kanungo (1982) distinguishes between employee dedication and job involvement. In his distinction, he characterizes the primary difference between employee dedication and job involvement as being whereas employee dedication refers to a sense of consistency and commitment to a cause (in this case, the job), job involvement denotes an individual's psychological identification with a particular job or with work in

general. Additionally, both concepts are regarded as related and stable phenomena. The reason for this being that the difference between both concepts is not as clear-cut as it may appear and has not been clearly argued. However, employee dedication is observed to be a broader concept and to entail much more than job involvement because dedication comprises of feelings of pride, hope, inspiration and challenge whereas job involvement is more concerned with the psychological relevance of the job in the worker's life (Mauno *et al.*, 2007).

Leaders' Social Awareness and Employee Engagement

Mwania (2023) examined the relationship between manager's social awareness and leadership performance in South Eastern Kenya University, Kenya. It was conducted in South Eastern Kenya University. The researcher employed purposive and census sampling technique in selecting a sample of 71 respondents. The target population included all the 75 managers in South Eastern Kenya University. Data was collected through administration of structured questionnaires with the selected respondents. The questionnaire used a five-point range Likert scale to assess strategic managers' social awareness and leadership performance. The collected data was then processed and analyzed using both descriptive and inferential statistics with the aid of Statistical Package of Social Science (SPSS) version 28.0 for windows. The data was presented using tables. The findings of the study showed that there was a strong positive relationship ($r = 0.744$, $p=0.000$) between the managers' social awareness and leadership performance. Also, Rose, Courtney, Timothy, Carolyn and Morath (2007) examined Social Awareness and Leader Influence: A Proposed Model and Training Intervention, their results show that there is a positive and significant relationship between leader's social intelligence and employee performance.

Sparrow and Liden, (2005). Research implies that our level of self-awareness and degree of accuracy is strongly influenced by the psychological state we are in at the time. And this, in turn, is largely determined by our context or situations. This is because such things as the tasks that we are engaged with, our goals for the moment and our level of arousal will affect the aspects of the self-concept that is made salient or that

becomes accessible, Brown, and McConnell, (2009). For instance, if performing well in the face of difficulty is salient, our approach will be guided by different aspects of the self-system. By and large, individuals can be encouraged or discouraged from an active consideration of the self by situations cues. Moreover, the aspects of self-system so activated necessarily affect the accuracy of self-insights, assuming that we know some aspects of our self-better than others. As a generalization, any context has the potentials to stimulates self-focused attention, but most often this occurs where threat is perceived, or certain emotions are aroused.

Recent research by Neiworth, (2009) shows that, as a characteristic of human nature, social awareness affects how we relate to others and, necessarily, self-awareness, evolved early in our history because these attributes had survival value. Viewing self-awareness as a trait motivates many of our practice in family, school and work. The assumption is that, if people differ on this attribute, we might use it as a basis for choosing someone as life partner or as an employee. Further, its operation as a trait allows us to assume or predict that a person with high levels of self- awareness will exhibit this attribute on a relatively consistent basis across settings and time. Nonetheless, certain level of consistently does not imply changeableness or absolute stableness. Self-awareness can be seen as a malleable trait. Therefore, one could invest in programs to improve its degree or accuracy in those seen as deficient. To obtain or maintain self-awareness, people need many related skills, such as self-monitoring skills, self-regulation skills, and self-assessment skill, all of which could be trained through programs with developmental purposes. Self-awareness and self-insight can be thought of as reciprocally related insight refers to the nature of our understanding regarding important aspects of the self-system. It reflects sudden and new discoveries regarding self-awareness. While there are many potential self-relevant attributes that could be considered, the focus will be on a set of these that seem to make an important difference in how we react to social situations in particular. Self-knowledge is usually a shorthand term for the degree of completeness and accuracy of our self-insights, Wilson, (2009). Self-knowledge concerns the question of how we are, whereas self-awareness concerns the question of what we do and why. Self-awareness also implies a route to building self-insight. It is through our self-awareness

that we gain insight (our feelings, thoughts, or behaviours). In a like manner, it contributes to our share of self-knowledge. From the foregoing, it was hypothesized that:

Ho₁: There is no significant relationship between leader's social awareness and employee Vigour of manufacturing companies in Port Harcourt.

Ho₂: There is no significant relationship between leader's social awareness and employee dedication of manufacturing companies in Port Harcourt.

METHODOLOGY

This study adopted the cross sectional and correlational research design, while the target population of this paper comprised of 80 managers drawn from twenty manufacturing companies in Rivers State. The study adopted the census approach, hence, the entire population size was also the sample size. Primary data were collected using a self-administered questionnaire that featured closed- ended questions on a five point Likert scale ranging from strongly disagree to strongly agree. The research questionnaire was validated using the content validity technique while reliability was tested with the use of Cronbach's Alpha Correlation Coefficient with coefficients of Leader's Social Awareness, vigour and dedication as 0.971, 0.986 and 0.974 respectively. The study applied both descriptive and inferential statistical analysis. The Spearman Rank-Order Correlation Coefficient was used to test the hypotheses with the aid of Statistical Package for Social Sciences (SPSS).

DATA ANALYSIS AND RESULTS

Univariate Results

Table 1: Descriptive Statistics for Leader's Social Awareness

	N	Minimum	Maximum	Mean	Std. Deviation
Leader's Social Awareness	73	1.00	5.00	3.7232	1.26916
Valid N (listwise)	73				

Source: Research Data 2023, (SPSS output version 25.0)

Table 1 illustrates the descriptive statistics for leader's social awareness which has a mean score of 3.7232 and standard deviation of 1.26916. This result therefore portrays respondents indicating very strong Leader's Social Awareness in the companies examined.

Table 2: Descriptive Statistics for Employee Engagement

	N	Minimum	Maximum	Mean	Std. Deviation
Vigour	73	1.00	5.00	3.9732	1.28766
Dedication	73	1.00	5.00	3.7143	1.21545
Valid N (listwise)	73				

Source: Research Data 2023, (SPSS output version 25.0)

Table 2 illustrates the descriptive statistics for employee engagement, which are vigour and dedication, with mean scores of 3.9732 and 3.7143 respectively, which implies that most of the respondents were in the agree range of the measurement scale.

Relationship between Leader's Social Awareness and Employee Vigour

Table 3: Correlation Matrix for Leader's Social Awareness and Employee Vigour.

Correlations			Leader's Social Awareness	Vigour
Spearman's rho	Leader's Social Awareness	Correlation Coefficient	1.000	.563**
		Sig. (2-tailed)	.	.000
		N	73	73
	Vigour	Correlation Coefficient	.563**	1.000
		Sig. (2-tailed)	.000	.
		N	73	73

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 25.0. Output based on 2023. Field survey data

Hypothesis 1

Ho₁: There is no significant relationship between leader's social awareness and vigor of manufacturing companies in Rivers State

From the result in the table 3, the correlation coefficient shows that there is a moderate, positive and significant relationship between leader's social awareness and vigor. The correlation coefficient of 0.563

confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between leader's social awareness and vigor of manufacturing companies in Rivers State.

Relationship between Leader's Social Awareness and Employee Dedication

Table 4: Correlation Matrix for Leader's Social Awareness and Employee Dedication

Correlations			Leader's Social Awareness	Dedication
Spearman's rho	Leader's Social Awareness	Correlation Coefficient	1.000	.790**
		Sig. (2-tailed)	.	.000
		N	73	73
	Dedication	Correlation Coefficient	.790**	1.000
		Sig. (2-tailed)	.000	.
		N	73	73

**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 25.0 Output based on 2023. Field survey data

Hypothesis 2

H₀₂: There is no significant relationship between leader's social awareness and dedication of manufacturing companies in Rivers State.

From the result in the table 4.16, the correlation coefficient shows that there is a strong positive and significant relationship between leader's social awareness and dedication. The *correlation coefficient* 0.790 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between leader's social awareness and dedication of manufacturing companies in Rivers State.

DISCUSSION OF FINDINGS

From table 3 and 4, it was found out that the relationship between leader's social awareness and vigor is statistically significant at $p\ 0.000 < 0.05$ and have a moderate positive correlation of 0.563, which implies that there is a moderate positive and significant relationship between leader's social awareness and vigor of manufacturing companies in Rivers State. And also, there is a relationship between leader's social awareness and dedication is statistically significant at $p\ 0.000 < 0.05$ and have a strong positive correlation of 0.790, which implies that there is a strong positive and significant relationship between leader's social awareness and dedication of manufacturing companies in Rivers State. These findings are in line with Mark, (2014) also assert that social awareness is crucial for product and process innovativeness, and it facilitates management innovativeness, especially with the changes in the business environment, and that social awareness drive innovativeness in organizations. it will enhance the building of social and purposive relationships that could bring out the best from the workforce and make them to be more innovative. In line with this, Goleman (2006) posit that social awareness helps to understanding employees' feelings and social needs to enable effective relationship and utilize employees' skills to employee engagement.

CONCLUSION AND RECOMMENDATION

The main object of this study was to examine the relationship between leader's social awareness and employee engagement of manufacturing companies. From the results of the findings, it was revealed that there is a significant relationship between leader's social awareness and vigour of manufacturing companies in Rivers State, and also there is a significant relationship between leader's social awareness and dedication of manufacturing companies in Rivers State. Hence, the study concluded that there is a positive and significant relationship between leader's social awareness and employee engagement of manufacturing companies in Rivers State, Based on the conclusion, it was recommended that managers should improve on their social awareness level to be able to engage fruitfully with the employees, management should pay more close attention to their sub ordinates in order to create an environment that will enhance their social

awareness, and managers should use the information from within their business to enhance employee vigour and dedication in the manufacturing companies in Rivers State.

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