

Employee Emotional Stability and Corporate Productivity of Selected Oil and Gas Firms in Rivers State

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Article History	Abstract
Original Research Article	<p><i>This study examined the relationship between employee emotional stability and corporate productivity of selected oil and gas firms in Rivers State. Self-awareness and self-management were used as dimensions of emotional intelligence while market share and effectiveness are used as measures of corporate productivity. Self-efficacy theory was used as the theoretical formulation for the study. Using survey research design a target population of 4104 workers of Nigeria Agip Oil Company and Nigeria liquefied Natural Gas (NLNG) Ltd, Port Harcourt and a sample size of 353 was determined from the population using Cochran's sample size formula for finite population. Well-structured questionnaire was designed and used to obtain responses from the respondents. Regression analysis using SPSS version 24.0 was employed to test the hypotheses at 0.05 level of significance. Findings from the study established that self-awareness and self-management enhance productivity of a firm through improved market share and operational effectiveness. Hence, organisations should be resolute in observing the culture of establishing the sound emotional stability of their employees. This will enable the organisation to achieve sustainability in employees' achievement of a given task.</i></p> <p>Keywords: employee, emotional stability, corporate, productivity, oil and gas.</p>
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<p>Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.</p> <p>Citation: Wege Lenu Goodluck, Biobele Richards Briggs, Nuel-Mark, Goody. (2025). Employee Emotional Stability and Corporate Productivity of Selected Oil and Gas Firms in Rivers State. UKR Journal of Economics, Business and Management (UKRJEBM), Volume 1(10), 70-81.</p>	

INTRODUCTION

An organization's capability to enhance its productivity is closely linked to the overall efficiency of the organization. Cocker et al. (2013) discovered a link among a firm's productivity, its operational efficiency, and various human resource strategies. A significant amount of research has been carried out to explore the elements that influence employee productivity and the methods through which it can be enhanced. This is due to the fact that the problem is pertinent in multiple ways. Research has previously demonstrated that technological advancements, changes in work environments, along with the demographics, socioeconomic status, and psychological traits of employees, all influence productivity (Kadoya, et al., 2020)

Management views emotions as manageable elements that can enhance productivity and also promotes resistance to change (Bierema, 2008). In words of Hayano et al. (2018), an emotional state consists of several elements, such as feelings, physical reactions, and behavioral expressions, which frequently take place at the same time. A worker's

performance can be negatively affected by unpleasant feelings like worry, apprehension, anxiety, sadness, and resentment. This occurs because these feelings lead the employee to respond with negative triggers, affecting the individual's capacity to perform their work responsibilities. "According to McKenzie et al. (2019), enhancing emotional regulation for oneself and others is essential for addressing current workplace issues." This belief is maintained by a significant number of professionals in the workplace. The assurance of enhanced productivity and retention has contributed to the rapid rise in the popularity of emotion in recent years (Bierema, 2008). This is in spite of the reality that it might not instantly improve workers' health.

Emotional stability is characterized by mental peace, which is free from worry and sadness. By watching how someone responds to small changes in their environment without allowing their emotions to take over, one can determine how emotionally stable they are. Today's business

environment is characterized by intense and brutal competition. Businesses constantly look for new and innovative ways to accomplish these goals in order to increase productivity and obtain a competitive edge over rivals (Chaturvedi & Chander, 2010; Dissanayake, 2015). An organization's chances of success can be influenced by a number of factors, but one of the most important ones is the quality of its workforce. As a consequence of this, businesses put forth a significant amount of effort to ensure that they hire only the brightest and most productive workers. One strategy that businesses may use to choose the most qualified applicants is to evaluate the mental health and personality attributes of potential employees. Emotional stability is a key component of a person's personality that affects how well they handle stress and pressure. The concept of stable emotional behavior, regardless of intensity, may be the source of the advantages of normal emotions. When under stress, people who are emotionally unstable are more likely to act destructively or react violently. An individual's chances of retaining emotional stability are influenced by their ability to identify stressful situations, develop efficient coping strategies, and consistently use these skills. A person who lacks emotional stability cannot accomplish this task. Emotional regulation techniques include meditation, physical activity, eating a healthy diet, and getting enough sleep (Hosker et al., 2019; Bailen et al., 2019).

According to Bierema (2008), there is a long-standing taboo against expressing emotions at the workplace. Despite the fact that workers may make efforts to ignore their feelings and focus only on their job, their bodies and brains continue to react to the emotions they are experiencing at the moment. Efficiency and effectiveness of employees will be negatively impacted as a result. It is often believed that emotions in the workplace are derailing and disruptive. This is despite the fact that emotions may trigger a broad spectrum of feelings, both good and negative (Bierema, 2008).

Studies carried out in recent years have demonstrated that the mental health and psychological well-being of employees influence their productivity levels (Adi et al., 2022). Conversely, scholars have focused very little on the relationship between employees' emotional stability and their level of productivity. The degree to which employees can sustain their emotional balance at work is a crucial indicator of their ability to effectively apply the knowledge they have gained on and off the job. Emotionally stable workers are more capable of managing job-related stress, enhancing relationships with others, and sustaining resilience. They are more capable of managing high-pressure situations, resulting in improved decision-making, concentrated attention, creativity, and innovation.

Emotional stability additionally decreases unanticipated absences, enhancing attendance levels and efficiency. Emotionally stable employees attain greater job satisfaction, leading them to be more driven, committed, and concentrated on their work, which in turn enhances productivity

However, there is a dearth of research on the connection between corporate productivity and emotional stability among Rivers State oil and gas workers. In Rivers State, Nigeria, the oil and gas sector is one of the main drivers of the economy. Employees' mental health significantly deteriorates as a result of the demanding nature of the job, which is marked by tight deadlines, difficult tasks, and demanding work environments. hence, this paper examined the relationship between employee emotional stability and corporate productivity of selected oil and gas firms in Rivers state

Hypotheses

The following null hypotheses will guide this study:

H₀₁: Self-awareness has no significant effect on market share in selected oil and gas firms in Rivers state.

H₀₂: Self-management has no significant effect on market share in selected oil and gas firms in Rivers state.

H₀₃: Self-awareness has no significant effect on effectiveness in selected oil and gas firms in Rivers state.

H₀₄: Self-management has no significant effect on effectiveness in selected oil and gas firms in Rivers state.

LITERATURE REVIEW

CONCEPT OF EMOTIONAL STABILITY

Emotions significantly influence workplace interaction by acting as interpretative filters that shape daily life experiences. They serve as integrative mechanisms that align physiological and psychological functions, enabling suitable responses to external stimuli through a combination of mental and physical manifestations like thoughts, behaviours, and physiological reactions. Emotional stability, characterized by the absence of persistent sadness or anxiety, is vital in managing an individual handles environmental changes without expressing negative emotions. It is the ability for emotional self-regulation and maintaining psychological equilibrium (Li et al., 2014). Ofole (2017) views emotional stability as an internal process enhancing emotional wellness, marked by traits such as delayed gratification, situational adjustment of expectations, tolerance for discomfort, and acceptance of deferred gratification.

An employee's emotional disposition highly influences their personal attitude toward work. Emotional states are dynamic; however, Campos (2004) identifies emotions as responses rooted in interactions with people and environments, closely associated with resilience during stress. Studies suggest that emotions can arise intrinsically, not just from situations. Emotional stability reflects consistency in various life domains professional, personal, and social. Chaturvedi (2010) supports this notion by asserting that emotional stability underpins life trajectory, career performance, health, financial wellbeing, and social relationships, thereby serving as a measure of personality strength. Consistent emotional responses often indicate optimal functioning and success in occupational roles, underscoring the importance of cultivating emotional stability for individual effectiveness and wellbeing.

Self-awareness

Emotional regulation involves the ability to manage emotional responses appropriately. In healthcare, for instance, forming rapid patient rapport is crucial for establishing trust and emotional safety to facilitate effective communication, vital for treatment success (Mullakanda & Dissanayake, 2015). Self-awareness, a core element of emotional intelligence, entails recognizing one's emotions and their impacts on performance (Rangarajan & Jayamala, 2014). Accurate self-assessment drives job performance (Shahzad et al., 2011), while conscious awareness of emotional states is central to self-awareness and cognitive functionality (Issah, 2018). High achievers often exhibit elevated self-awareness, promoting self-confidence and perceived competence.

Individual differences in emotional reactions stem from varying self-awareness levels (Issah, 2018). Self-awareness, essential for meaningful relationships and a prerequisite for emotional intelligence, has been highlighted by Sunindijo and Hadikusumo (2014). Rahman and Ferdausy (2014) identify it as the most critical element within emotional intelligence, forming the basis for the exploration of three competencies: recognition of emotions' influences, honest self-evaluation of strengths and limitations, and the development of self-confidence (Suifan et al., 2015).

Self-management

According to Oriarewo et al. (2018), "self-management" is defined as the capacity of an individual to regulate and reduce emotional reactions during interactions with others. This includes selecting a suitable emotional reaction and the extent to which a person reacts emotionally. Research conducted by Gontur and Dekom (2017) posited that a key element of self-management is the capacity to understand the social and emotional indications communicated by

others. According to Gunkel et al. (2016), the ability of an individual to control their own thoughts, feelings, actions, and resources is a critical aspect of self-management. Shahzad et al. (2011) found that this is an ongoing process that affects individuals' productivity during their work. Rangarajan and Jayamala (2014) state that a self-assured employee can handle stress and anger at work in a way that enables others to understand their values and thoughts, even when feeling emotionally drained.

According to Shahzad et al. (2011), employees that practice self-management typically grow emotionally resilient, which enhances their capacity for original thought. This is because people can control their emotions through self-management. As a result, it creates room for creativity, which is a hallmark of roles and rules in an independent and flexible workplace. Self-managers are goal-oriented and actively seek information for improvement, willingly take measured risks, continuously push themselves to grow, and have a strong desire to achieve excellence in all that they do (Rangarajan & Jayamala, 2014).

CORPORATE PRODUCTIVITY

To describe productivity, it is common to utilize the ratio of an output measurement to an input metric. Bhatti and Qureshi (2007) stated that productivity is a measure of performance that includes both efficiency and effectiveness. Productivity, according to Pavlov and Bournce (2011), describes the connection between an organisation's output and its input. This nexus includes the standard of work done in connection to the emotional responses that employees experience regarding their roles. Ismael, NorAmin, and Davoud (2010) have defined productivity as the proportion of work completed within a specific duration.

Mathias and John (2003) defined productivity as the quantity and quality of work completed while taking into consideration the cost of the resources that were employed. McNamara (2003) asserts that outcomes are often the conclusion of a process and the specific outputs that are anticipated from the workplace employee. The most popular means to communicate outcomes are via the provision of goods or services to both internal and external clients. To put it another way, they may be measured in terms of time, money, quality, or quantity, and they have the potential to make an impact on a community.

Market Share

Market share is defined as the proportion of a market that each competitor controls in terms of both quantity and dollar sales, as stated by the American Marketing Association (AMA). It is possible to define the market in a number of different ways, ranging from the industry as a whole or all alternatives to it to a more specific subset of

that sector. It is possible that various markets are preferred, depending on whether or not level gives the most true depiction of the marketplace's competitive situation. The strategic goal of this term is demonstrated by the fact that it places a greater emphasis on rivals.

Market share is the most crucial metric to use when evaluating the effectiveness of marketing initiatives (Clark, 2001). According to research conducted by the Boston Consulting Group and the Profit Impact of Market Strategies (PIMS) project, businesses that prioritize growing their market share may be able to take advantage of economies of scale and achieve long-term profitability (Clark, 2001). Market share is commonly used as the primary metric to account for a firm's profitability (Kurtz and Rhoades, 1992). Furthermore, market share seems to be the most important indicator for determining market concentration.

Market share can be assessed through volume and value. Value market share reflects a company's sales proportion relative to the total sector sales, while volume market share indicates the percentage of total units sold. A product can achieve high value market share with low volume, illustrating the complex relationship between the two metrics. A product's market share indicates consumer preference compared to competitors, with larger market shares typically leading to increased sales with minimal effort. Strong market positions also deter new entrants, benefiting market leaders disproportionately as overall demand grows. Even leading companies must increase their market share to survive and thrive, emphasizing the competitive dynamics in maintaining and growing market presence.

Effectiveness

The effectiveness of an organization is defined by its success in achieving its goals or policy objectives (Zheng, 2010). Meyer and Herscovitch (2001) explored the link between organizational commitment and effectiveness. Employee commitment manifests in various forms, including the connection between leaders and staff, employee belonging, involvement in decision-making, and emotional investment in their roles. Organizational efficiency signals progress towards fulfilling purpose and goals (Herlman and Kennedy-Phillips, 2011). Enhancing performance necessitates improving the work environment, leadership, communication, and interpersonal interactions within the organization. Furthermore, human capital management plays a crucial role in effectiveness, as increasing employee maturity regarding the organization can elevate performance (Shiva and Suar, 2010). The concept of Total Productive Maintenance, introduced by Seiichi Nakajima in 1988, has been extensively applied across all divisions, from planning to maintenance (Fu-

Kwun, 2006; Muthiah and Huang, 2006), emphasizing the importance of continuous improvement.

IMPACT OF EMPLOYEE EMOTIONAL STABILITY ON CORPORATE PRODUCTIVITY

Employees that are emotionally stable are more likely to be involved in their work, which in turn increases the profitability of the firm and contributes to the accomplishment of its goals, as stated by Sheraz et al. (2014). We are now aware that a contented and emotionally stable employee is beneficial to the organisation in terms of resolving any problem. At the top of the list of priorities for businesses should be the establishment of a culture that fosters strong emotional stability among employees. As a result of this action, the organisation is able to guarantee that its employees will be able to continue to finish a particular project throughout the course of time (Oriarewo et al., 2018).

The mental health of staff members was not accorded the same level of importance as it is now. Generally speaking, those who are able to keep their emotions under control tend to perform better overall. The degree to which they are able to identify and control their feelings is a significant element in this. Because of this, they will be able to maintain their composure even while under intense pressure, which will make them good candidates for leadership roles in the future. They are able to transform negative emotions such as dissatisfaction and rage into things that are beneficial to individuals. In light of the fact that people are among the most precious assets that a company has, this will assist the organisation in expanding even further. As a consequence of this, it is essential for companies to monitor the mental health of their workplace employees.

Employees who are emotionally stable are more likely to be innovative, efficient, productive, build talent, complete tasks, sell more, provide better service, have loyal customers, be on time, be committed to their job, meet requirements, be healthy, be satisfied, and have positive client outcomes (Cherniss and Caplan, 2001). Employees who are emotionally stable are also more likely to have positive client outcomes. According to Cross and Travaglione (2003), as a result, it is not sufficient for individuals to possess intelligence and creativity; they also need to possess other human characteristics and features, such as emotional stability. Companies that provide a positive work environment for their workers are more likely to witness an increase in the amount of work they produce. According to Tsaur et al. (2015), the mental health of workers has an impact on the quality of customer service they give, which in turn has an impact on employees' levels of satisfaction and loyalty to the company.

conventional management theory and practice, which concentrated on the assumption that certain cognitive skills, such as social awareness, were stronger markers of future managerial success (Gowing, 2001), is where emotional intelligence got its start in the workplace. Emotional intelligence in the workplace has its roots in conventional management theory and practice. Because of these early psychological assessments, researchers have further verified the significance of social and emotional talents in predicting occupational success (Jordan et al., 2007). This validation was accomplished by examining the outcomes of these evaluations. Emotional intelligence has an effect on a wide range of behaviours that occur in the workplace, including creativity, devotion, timeliness, service quality, task completion, meeting deadlines, and innovation.

It is vital to maintain emotional stability in order to accomplish the goals of shaping one's perspectives, improving one's ability to appraise skills, and comprehending the truths of life. The ability to cope with difficult circumstances at work requires a strong sense of self-efficacy. The emotional stability of an individual is significantly influenced by factors such as having the support of one's colleagues and having faith in one's own capabilities, according to research. There is no correlation between the support of coworkers and the performance of human resources; nevertheless, there is a favourable correlation between self-efficacy and emotional stability (Novandalina, 2021)

THEORETICAL FRAMEWORK

Self-Efficacy Theory

"A person's capacity to execute a behaviour pattern is influenced by their surroundings and cognitive elements such as their result expectancies and self-efficacy," according to Bandura's (1978) theory of self-efficacy. This theory was developed by Bandura. Taking this idea a step further, we can see that self-efficacy beliefs are crucial to the process that regulates an individual's drive and the outcomes they generate. This is something that we can observe if we take this idea a step further. Individuals have access to four different sources of information when it comes to using self-efficacy judgement, according to self-efficacy theory. The first of these sources is performance accomplishments, which refer to an individual's personal evaluation of information based on their mastery accomplishments (that is, previous experiences with the specific tasks that are being investigated). (2) Learning by the observation of the acts of other people, often known as vicarious activity. (3) Bandura and Locke (2003) state that social persuasion is the process of encouraging other people to have faith in their own capabilities via the use of various suggestions. In conclusion, it is important to bear in mind that there are four (4) different physiological and emotional

states. The mental and physiological conditions of an individual have an impact on how they perceive their own capabilities to carry out certain tasks. There is a possibility that emotional reactions to such tasks, such as concern, might lead to a negative self-perception of one's ability to carry out such activities.

The amount of time and effort that individuals devote to a job, as well as the length of time that they continue to work on it, are both impacted by their opinions of their own capabilities. Individuals who have faith in their own capabilities are more likely to exert more effort in order to achieve their goals, while those who have doubts about their capabilities are more likely to give up or give up (Bandura, 2012). According to the findings of Bandura's meta-analysis of studies on self-efficacy, the theory is capable of explaining a wide variety of human behaviours. These behaviours include changes in coping mechanisms in response to a variety of stimuli, levels of physiological stress reactions, self-regulation, achievement striving, the development of intrinsic interests, and the pursuit of one's chosen profession. In accordance with Bandura's (1978) theory, self-efficacy is a trustworthy predictor of how well an individual or organisation would perform in any given situation.

EMPIRICAL REVIEW

According to a study conducted by Chia and Liang (2019), the emotional stability of workers in Malaysia's manufacturing sector was a significant factor in determining their job performance and their level of loyalty to the organisation within which they were employed. According to the findings of the study, employees who reported greater levels of emotional stability also tended to experience less burnout and were better able to keep their attention focused on the goals of the organisation. According to the findings of Obiora and Iwuoha's (2020) research on employees working in Nigerian banks, individuals who had a high level of emotional stability demonstrated more consistency in their job performance and made more significant contributions to the success of their organisations. During the course of their regression analysis, they discovered a positive association between emotional stability and productivity measures such as the completion of tasks and the reduction of errors.

In another empirical study, Lee et al. (2021) investigated the role of emotional stability among employees in the tech industry in South Korea. The researchers found that emotionally stable employees were better able to manage workplace stress, which translated into higher innovation, cooperation, and output efficiency. Emotional stability was also linked to reduced absenteeism and turnover intentions, further enhancing productivity metrics.

Ogunleye and Akanbi (2021) examined the influence of personality traits, including emotional stability, on employee performance in selected Nigerian SMEs. Their findings showed that emotional stability had a significant and positive impact on task performance and adaptive performance. The study suggested that emotionally stable employees are less reactive to workplace stressors and more proactive in facing challenges, which are critical behaviors for enhancing corporate productivity.

Moreover, Rahim and Kim (2022) conducted a longitudinal study in the U.S. hospitality industry, tracking employee behavior and organizational outcomes over two years. The study revealed that emotional stability contributed to consistent service delivery, improved customer satisfaction, and better overall company performance. The authors concluded that emotionally stable employees were more reliable, better team players, and more productive over time.

Nwankwo and Okezie (2023) studied organizations in Port Harcourt and discovered that emotionally stable employees contributed to healthier workplace dynamics, reduced interpersonal conflicts, and enhanced team collaboration. These factors collectively contributed to increased organizational productivity and performance.

In addition, a study by Zhang et al. (2024) in China employed structural equation modeling to assess the

relationship between emotional stability and employee output. The results demonstrated a strong direct effect of emotional stability on individual productivity, as well as an indirect effect mediated by job satisfaction and work engagement. This study underscores the multifaceted impact of emotional stability on corporate productivity, reinforcing the need for organizations to consider emotional factors during recruitment and employee development.

RESEARCH METHODOLOGY

This study employed a descriptive cross-sectional design, which allowed for a thorough exploration of the subject. The population consisted of 4104 employees from Nigeria Agip Oil Company and Nigeria Liquefied Natural Gas (NLNG) Ltd, Port Harcourt. The sample size for the study was calculated to be 353, using Cochran's sample size formula for finite population. Structured questionnaire was used to obtain data from the respondents. The data obtained was analyzed using multiple regression analysis on IBM SPSS Version 21.0.

4.0 RESULTS, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

4.1 Results

H₀₁: Self-awareness has no significant effect on market share in selected oil and gas firms in Rivers state

Descriptive Statistics

	Mean	Std. Deviation	N
Market share	3.4818	1.17003	330
Self-awareness	2.3636	1.60959	330

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685 ^a	.469	.467	.85414

a. Predictors: (Constant), Self-awareness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	211.096	1	211.096	289.347	.000 ^b
	Residual	239.295	328	.730		
	Total	450.391	329			

a. Dependent Variable: Market share

b. Predictors: (Constant), Self-awareness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.306	.084		27.571	.000
	Self-awareness	.498	.029	.685	17.010	.000

a. Dependent Variable: Market share

Discussion: The results from the test of hypothesis one presented above indicated that Self-awareness has effect on market share of oil and gas firms as evidenced by the mean values 3.4818 and 2.3636 in the descriptive statistics. The results of the t – statistics revealed that the coefficient was statistically significant since the P-value is 0.000 which is less than the (α – level) of 0.05. The results of the F – statistics of the regression model has a significant level of (0.000) which is less than α – level of 0.05; hence, it is an indication that our regression model is an important better fit to predict the effects of Self-awareness on reduction of market share. Also, our result showing the Pearson product moment correlation analysis (r) value of 0.469 indicated strong positive relationship between the two variables. Thus, we rejected the null hypothesis and concluded that self-awareness has significant effect on market share in selected oil and gas firms in Rivers state

H₀₂: Self-management has no significant effect on market share in selected oil and gas firms in Rivers state

Descriptive Statistics

	Mean	Std. Deviation	N
Market share	3.4818	1.17003	330
Self-management	4.3061	1.19279	330

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.317 ^a	.100	.097	1.11156

a. Predictors: (Constant), Self-management

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.125	1	45.125	36.522	.000 ^b
	Residual	405.265	328	1.236		
	Total	450.391	329			

a. Dependent Variable: Market share

b. Predictors: (Constant), Self-management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.145	.230		9.344	.000
	Self-management	.310	.051	.317	6.043	.000

a. Dependent Variable: Market share

Discussion: Test of hypothesis two indicated that Self-management has effect on the market share as shown by the mean values 3.4818 and 4.3061 from the descriptive statistics. The results of the t – statistics showed that the coefficient was statistically significant since the P-value is 0.000 which is less than the (α – level) of 0.05. Furthermore, the results of the F – statistics of the regression model has a significant level of (0.000) which is less than α – level of 0.05; hence, this is an indication that our regression model is an important better fit to predict the effect of electronic surveillance on the workgroup cohesion. Thus, we rejected the null hypothesis and concluded that self-management has significant effect on market share in selected oil and gas firms in Rivers state

H₀₃: Self-awareness has no significant effect on effectiveness in selected oil and gas firms in Rivers state

Descriptive Statistics

	Mean	Std. Deviation	N
Effectiveness	4.1939	1.17934	330
Self-awareness	2.3636	1.60959	330

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.232 ^a	.054	.051	1.14898

a. Predictors: (Constant), Self-awareness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.574	1	24.574	18.614	.000 ^b
	Residual	433.014	328	1.320		
	Total	457.588	329			

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), Self-awareness

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.793	.112		33.716	.000
Self-awareness	.170	.039	.232	4.314	.000

a. Dependent Variable: Effectiveness

Discussion: Results on test of hypothesis three indicated that Self-awareness has effect on effectiveness of oil and gas firms as shown by the mean values 4.1939 and 2.3636 from the descriptive statistics. The results of the t – statistics showed that the coefficient was statistically significant since the P-value is 0.000 which is less than the (α – level) of 0.05. Furthermore, the results of the F – statistics of the regression model has a significant level of (0.000) which is less than α – level of 0.05; hence, this is an indication that our regression model is an important better fit to predict the relationship between Self-awareness and effectiveness of oil and gas firms. Thus, we rejected the null hypothesis and concluded that self-awareness has significant effect on effectiveness in selected oil and gas firms in Rivers state.

H₀₄: Self-management has no significant effect on effectiveness in selected oil and gas firms in Rivers state

Descriptive Statistics

	Mean	Std. Deviation	N
Effectiveness	4.1939	1.17934	330
Self-management	4.3061	1.19279	330

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.665	.664	.68362

a. Predictors: (Constant), Self-management

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	304.302	1	304.302	651.141	.000 ^b
Residual	153.286	328	.467		
Total	457.588	329			

a. Dependent Variable: Effectiveness

b. Predictors: (Constant), Self-management

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.722	.141		5.115	.000
Self-management	.806	.032	.815	25.517	.000

a. Dependent Variable: Effectiveness

Discussion: Results on test of hypothesis three indicated that self-management has effect on Effectiveness as shown by the mean values 4.1939 and 4.3061 from the descriptive statistics. The results of the t – statistics showed that the coefficient was statistically significant since the P-value is 0.000 which is less than the (α – level) of 0.05. Furthermore, the results of the F – statistics of the regression model has a significant level of (0.000) which is less than α – level of 0.05; hence, this is an indication that our regression model is an important better fit to predict the relationship between Mobile banking and performance of SME. Thus, we rejected the null hypothesis and concluded that self-management has significant effect on effectiveness in selected oil and gas firms in Rivers state.

4.2 Summary of Findings

Results on the relationship between employee emotional stability and corporate productivity of selected oil and gas firms in Rivers state revealed that;

- i. Self-awareness has effect on market share in oil and gas firms in Rivers state.
- ii. Self-management has effect on market share in oil and gas firms in Rivers state.
- iii. Self-awareness has effect on effectiveness in oil and gas firms in Rivers state.
- iv. Self-management has effect on effectiveness in oil and gas firms in Rivers state

4.3 Conclusion and Recommendations

The results of this research indicates a strong relationship between employee emotional stability and corporate productivity in the studied oil and gas companies in Rivers State. Findings revealed that self-awareness and self-management significantly influence the measured corporate productivity (market share and effectiveness). This suggests that employees' emotional intelligence is not just a soft skill but a concrete factor influencing business results in this industry. As a result, we are able to draw the following conclusion from our investigation:

- i. Companies should implement training programs focused on self-awareness and self-

- management, including workshops on emotional regulation and stress management.
- ii. Performance appraisals must incorporate metrics for emotional stability through 360-degree feedback to foster continuous improvement.
- iii. Additionally, organizations should cultivate a supportive workplace that promotes open communication, mental health resources, and work-life balance. This environment will empower employees to effectively manage their emotions and improve their overall emotional stability.

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