

# Effective Leadership, Self-Efficacy, Emotional Intelligence, Information Acquisition and Utilization of Managers in Packaging Companies in Nigeria

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## ABSTRACT

This study investigated self-efficacy, emotional intelligence, information acquisition and utilization of determinants of effective leadership of managers in packaging companies in Nigeria. The survey method was used. Total enumeration technique and questionnaire was used for data gathering from a population size of 450 managers in the surveyed companies out of which 400 responded giving a response rate of 88.8 percent. Simple correlation and hierarchical regression analyses were used for data analysis.

The study established that there were significant correlations among self-efficacy, emotional intelligence, information acquisition, information utilization and effective leadership of the respondents. It was further established that self-efficacy, emotional intelligence, information acquisition and utilization were significant determinants of effective leadership of managers in the packaging companies in Nigeria. It was therefore recommended that the board of management in the studied companies should endeavour to encourage their managers to acquire and utilize information to enhance their effective leadership. They should give self-efficacy and emotional intelligence training to their managers in order for them to be effective leaders.

**KEYWORDS:** Self-efficacy, Emotional intelligence, Information acquisition, Information utilization, Managers, Nigeria.

## INTRODUCTION

Packaging companies are playing significant role in the Nigerian industrial sector by producing high quality products of varying types such as card boxes, metal and wooden boxes, twines, sacks, paper bags, and leather materials for the packaging of fragile and other industrial goods making them attractive to customers. These goods produce by the Packaging companies in Nigeria are meant for domestic and foreign markets. The Packaging companies have been able to provide income and employment opportunities for the Nigerian graduates as well as profits for their entrepreneurs.

The management of packaging companies in Nigeria has realized that the success and growth of their companies depend on effective leadership at all levels of management. Indeed, managers in business organizations like packaging companies must provide effective leadership to their subordinates in order to achieve corporate goals. Effective leadership may be defined as achieving high quantity and quality standards of job performance through people, requiring them satisfaction and commitment (Luthans, 1998). Perrella (1999) averred that for managers in organizations to be effective leaders, they must possess some skills that is, communication skills, negotiating skills, problem solving skills, managing conflict skills, initiating and managing change skills, collaborating and cooperating skills and decision making skills.

However, effective organizational leaders inspire and create an atmosphere for employees to work towards achieving goals (McShane & Von-Glinow, 2000). In fact, an effective leader in organization must assist group of people or the subordinates to define their goals and ways of attaining such goals (Miller, Ket de vries & Toulouse, Kets de Vries, 1997). For managers in business organizations like packaging companies to be effective leaders, they must use good motivational strategies such as regular staff promotion, good pay package, provision of adequate working materials, opportunities for staff training, staff recognition, flexible working hours, e.t.c. for high job satisfaction, commitment and improved job performance. Boss (1997), Mullins (1999), Haid and Sims (2012) reiterated that only managers with effective leadership can encourage greater participation of the entire workforce and influence them for better organizational performance. The current thinking in the business world is that any manager who transforms an organization through vision, communication and ability to

build commitment among subordinates is an effective leader. Previous studies had indicated some competencies that are main features of effective leadership, namely drive, leadership motivation, integrity, self-efficacy, intelligence, knowledge, critical thinking, assertiveness, communicative efficiency, emotional intelligence, problem solving, interpersonal and decision making (Kirkpatrick & Locke, 1991; Akinboye, 2002; Mcshane & Von Gilnow, 2000; Bankole & Kester, 2008; Adeyemo & Ogunyemi, 2007).

Emotional intelligence is the ability to sense, understand and effectively apply the power of emotions as a source of human energy, information, knowledge, connection and influence. Managers in business organizations like packaging companies need emotional intelligence skills to improve their work performance, that is, planning, budgeting, leading, decision making, organizing, and coordinating. Emotional intelligence refers to the ability process emotional information as it pertains to the perception, assimilation, expression, regulation and management of emotions (Ryback, 1998; Mayer, Solovey & Caruso, 2000; Goleman, 1995). Emotional intelligence is believed to encompass a variety of social and cognitive functions related to the expression of emotion (Schuttle, et. al, 1998). Emotionally intelligent people are often described as well-adjusted, warm, genuine persistent and optimistic (Mayer, Dipaolo & Solovey, 2000; Kasapiz & Mihiotis, 2014).

Moreso, emotional intelligence has been found to impact a leader's ability to be effective (Goleman, 1998). Managers who fail to develop their emotional intelligence have difficulty in building good relationships with peers, subordinates, superiors and clients (Goleman, 1998; Cooper, 1997; Miller, 1999). Arguably, one can deduce from the foregoing that there is a nexus between leadership, effective leadership and emotional intelligence of managers in organizations. Goleman, Boyatzis and Mckee (2000) support this claim when they posited that the effective use of emotion is fundamental to the function of successful leadership. Similarly, George (2006) and Bar-on (1996) submitted that leadership is an emotion-laden process, with emotion entwined with the social influence process. Past studies also revealed that emotional intelligence leads to better work performance of managers and other employees in organizations (Boyatzis, 1982; Hunter, Schmidt & Judiesch, 1990; Spencer & Spencer, 1993). Similarly, Amos, Ristow and Ristow (2004) reiterated that leaders who exhibit high emotional intelligence will create a suitable context in which their subordinates are empowered for optimal work performance.

Nonetheless, effective leadership is demonstrated by influencing and guiding the activities of the team toward achieving its goals (Judge, Colbert & Ilies, 2004). Managers in business organizations need self-efficacy skills to be effective in influencing and guiding the activities of their subordinates towards achieving the corporate goals. Bandura (1997) defines self-efficacy as a belief in one's own capabilities to organize and execute the course of action required to attain a goal. The strength of self-efficacy is measured by degree of certainty that one can perform given tasks (Zimmerman, 1995). Self-efficacy beliefs are influenced by a number of factors. According to Bandura (1986) self-knowledge about one's efficacy is based on four principal sources of information: mastery experiences (previous experience – success and failure); vicarious experiences of observing the performances-successes and failures – of others; social persuasion (verbal persuasion from peers, colleagues, relatives); and physiological and emotional states from which people partly judge their capableness, strength, and vulnerability to dysfunction.

Self-efficacy beliefs influence people's thought patterns, emotions and actions. They influence the totality of human behavior (Koul & Rubba, 1999; Cassidy & Eachus, 1998). Self-efficacy provides the basis for human motivation, psychological wellbeing being, and personal accomplishment in life. People have little incentive to act or to persevere in the face of difficulties unless they believe that their actions can produce the outcomes they desire (Pajares, 2002). Bandura (1977) also noted that people tend to avoid tasks and situations which they believe exceed their capabilities, but nevertheless they undertake and perform activities they judge themselves capable of handling. Arguably, managers with high self-efficacy may successfully guide their subordinates in business organizations to attain desired goals. Self efficacy of the managers in business organizations like packaging companies may lead to better work performance, creativity, innovation and problem solving as well as leadership effectiveness.

However, individuals with high self-efficacy perform more challenging tasks (Bandura, 2001) and are more likely to increase their effort towards the attainment of leadership goals. Moreso, past empirical studies revealed that self-efficacy was strongly correlated with leadership effectiveness (Kirkpatrick & Locke, 1981; House & Adita, 1997; Gregersen, Morrison & Black, 1998; Okurame, 2005). Self-efficacy has been found to be significantly related to leadership styles and effective leadership of managers in government parastatals in Nigeria. (Adelani, 2008). Managers in organizations need accurate, timely, complete, relevant, unbiased, reliable and sufficient information to perform their functions, that is, leading, organizing, planning, decision making and controlling. Ojedokun (2007) sees information as statements of facts, figures, ideas and creative works of the

human intellect; which are logically or by way of reasoning interrelated and have been communicated, recorded, published and distributed formally or informally or in any format.

Managers in organizations intrude actively into their business environment to acquire needed information and use it for effective strategic planning, and decision making (Daft & Weick, 1984; Choo & Auster, 1994; Popoola 2006; Lipaj, D., & Davidavičienė, V. (2013). ) and perhaps for effective leadership. Nwanko (1985) stated that today's organizations require managers who can acquire, interpret and appropriately use information to perform their functions effectively. Mintzberg (1989) argued that managers gather information in two ways: to assist in the making of decisions, and to maintain an awareness of the environment. Most often times, managers in business organizations collect relevant and irrelevant information to coordinate the work of their subordinates for effective leadership. Choudhry and Sampler (1997) classified information acquisition of managers in organizations as either reactive or proactive. In reactive mode, they collect information in response to a specific question or problem. On the other hand, proactive information acquisition occurs when managers scan or survey their business environment for any information they may be relevant or important to the execution of their job functions. Past studies revealed that managers acquired their needed information to carry out their job functions from the web-based resources (Arnold, 1998; Bucy, 2000). Moreso, managers in organizations acquire information from both internal and external sources such as company files, annual reports, circulars/memoranda, manuals/handbooks, directories, government documents, trade literature, online databases and the Internet as well as professional associates may be to exercise power and influence their subordinates to achieve corporate goals.

Popoola (2006) reported that managers in large-scale manufacturing industries in Nigeria mostly utilized the following information sources in their decision making process: colleagues, subordinates staff, customers, company files, textbooks/journals, patents and standards and newspapers/magazines.

Similarly, Choo (1998), de-Alwis and Higgins (2001) and Du (2012) established that managers in organizations obtained their needed information from their colleagues, telephones, internet, reference books, memoranda, circulars, online databases and customers.

Correria and Wilson (1997) examined how managers in the Portuguese chemical industry scan their business environment for information and they reported that memoranda, reports and oral communication were mostly utilized by them to acquire their needed information. Manager's information needs, gathering and utilization in business organizations may be directed at their functional roles, that is, leading, organizing, budgeting, conflict resolution, planning, decision making and coordination. White (1986) supported this assertion when he reported that there was significant relationship between information needs, uses and managers' functional roles in the manufacturing firms of South Yorkshire/Derbyshire region in Britain.

More importantly, evidence abounds in the fields of industrial psychology and organizational behaviour that self-efficacy and emotional intelligence are correlates of effective leadership of managers in some organizations. There is paucity of literature in the fields of Library and Information Science providing empirical evidence, that self-efficacy, emotional intelligence, information acquisition and utilization of managers lead to their effective leadership in both public and private sector organizations.

Besides this, the average stock price of packaging companies in Nigeria between 2005 and 2010 stood at N52.85. The management of packaging companies enjoyed peaceful industrial relations may be with emotional stability and effective leaderships of the managers. Information acquisition, processing and use are very crucial to managerial success in manufacturing industries like packaging companies. Can one be right to attribute self-efficacy, emotional intelligence, information acquisition and utilization to effective leadership of managers in the packaging companies in Nigeria?

**PURPOSE OF THE STUDY:** - This study explores self-efficacy, emotional intelligence, information acquisition and utilization as determinants of effective leadership of managers in packaging companies in Nigeria.

**HYPOTHESES:-** The following hypotheses were formulated and tested at  $\alpha = 0.05$  level of significance to guide the conduct of this study:

1. There are no significant correlations among self-efficacy, emotional intelligence, information acquisition, information utilization and effective leadership of managers in the packaging companies in Nigeria.
2. Self-efficacy, emotional intelligence, information acquisition and utilization are not significant determinants of effective leadership of managers in the packaging companies in Nigeria.

## **METHOD**

The research design adopted for this study was survey method. The total enumeration technique was used to cover population size of 450 managers in a packaging companies in Lagos quoted on

the Nigerian Stock Exchange as at 2012. The questionnaire titled Effective leadership, Self-Efficacy, Emotional intelligence, Information acquisition and utilization of managers (ELSEEIAUM) Scale was used for data gathering. It was divided into six main sections. Section “A” contained demographic information of the respondents such as gender, age, marital status, educational qualifications, job tenure, and management cadre. Section “B” measured self-efficacy of the managers. It was a -10 item self-efficacy scale developed by Schwartzer and Jerusalem (1995). The typical examples of the items are: No matter what comes on my way, I am usually able to handle it, Thanks to my resourcefulness; I know how to handle unforeseen situations e.t.c. The response format ranged from Strongly Agree (SA) = 4 to Strongly Disagree (SD) = 1. The self-efficacy scale has a reliability coefficient of 0.78 using Cronbach-alpha method.

Section “C” measured Emotional Intelligence of the managers. It was a-33 item self-report emotional intelligence test developed by Schuttle, Malouff, Hall, Haggerty, Cooper, Golden & Dumheim (1998). The typical examples of the items are: I can tell how people are feeling by listening to the tone of their voice, when I am in a positive mood, solving problems is easy for me e.t.c. The response format ranged from Strongly Agree (SA) = 4 to Strongly Disagree (SD) = 1. The self-report Emotional intelligence test has a reliability coefficient of 0.89 using Cronbach-alpha method. Section “D” measured information acquisition of the managers. It was a-10 item that dealt with types of information acquired by the managers as based on the literature review. The typical examples of the items are: Information on human resources management market information, scientific and technical information e.t.c. The response format ranged from Very Highly Acquired (VHA) = 4, highly Acquired (HA) = 3, Occasionally Acquired (OA) = 2 and Not Acquired (NA) = 1. It has a reliability coefficient of 0.72 using Cronbach-alpha method. Section “E” measured information utilization of the managers. It was a-18 item that dealt with the sources of information of the managers based on the literature review. The typical examples of the items are: customers, company files, Internet/CD-ROM databases, e.t.c. The response format are: Very Highly Utilized (VHU) = 4, Highly Utilized (HU) = 3, Occasionally Utilized (OU) = 2 and Never Utilized (NU) = 1. It has a reliability coefficient of 0.86 using Cronbach-alpha method. Section “F” measured effective leadership of the managers. It is a-14 item that dealt with effective leadership of managers in organizations based on the literature. The typical examples of the items are: I actively seek feedback and suggestions and encourage others to do the same, most often times, I involve others in decisions that affect them, e.t.c. The response format are: Very True of Me (VTM) = 4, True of Me <sup>TM</sup> = 3, Occasionally True of Me (OTM) = 2 and Not True of Me (NTM) = 1. It has a reliability coefficient of 0.84 using Cronbach-alpha method. The five hired and trained research assistants who were postgraduate students from the Faculty of Social Sciences, University of Ibadan, Ibadan, Nigeria administered the questionnaire on 450 managers from the 9 chosen packaging companies with headquarters or branch offices in Lagos, out of which 400 responded and the copies of their questionnaire was 88.8 percent. The questionnaire administration and retrieval from the respondents is presented in Table 1. Both descriptive and deductive statistics such as mean and standard deviation, correlation and hierarchical regression analysis were used in analyzing the data with the aid of Software Package for Social Sciences (SPSS).

Table 1: Questionnaire Administration and Retrieval

Packaging company	population	Number Administered	Number Retrieved	Response rate
Abplast Products	50	50	43	86.0
Avon Crowncaps & Container	60	60	48	80.0
Beta Glass	55	55	49	89.1
Creif Nigeria	45	45	40	88.9
Nampak	40	40	40	100
Nigerian Bags Manufacturing	42	42	42	100
Poly Products	55	55	45	81.8
Studio Press Nigeria	43	43	43	100
West Africa Glass industry	60	50	50	100
Total	450	450	400	88.9

## FINDINGS

### DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

The gender distribution of the respondents reveal that 278(69.5%) are males while the rest 122 (30.5%) are females. One can therefore deduce that males dominated the managerial positions in the packaging companies in Nigeria. Of the 400 respondents, 300(75%) are married and 100(25%) are single. The age distribution of the

respondents ranged between 29 and 52 years with mean age ( $\bar{x}$ =42.80, SD= 4.52) years. Out of the 400 respondents, 182 (45.5%) had Bachelor degree certificates, 110 (27.5%) had postgraduate diploma certificates, and 108(27%) had master degree certificates. The job tenure of the respondents varied between 5 and 25 years with mean job tenure of  $\bar{x}$ =12.81, SD= 3.46) years.

The means score of self-efficacy of the respondents was ( $\bar{x}$ =28.82, SD= 5.64). This mean index/score was used to classify all the 400 respondents into three distinct groups namely high self-efficacy, moderate self-efficacy and low self-efficacy. Any respondent whose index/score of ( $\bar{x}$ =28.82) was regarded as having high self-efficacy. Those whose their efficacy scores approximate to ( $\bar{x}$ =28.82) were regarded as having high self-efficacy. Of the 400 respondents, 288(72%) of them had high self-efficacy, 88(22%) had moderate self-efficacy and 24(6%) had low self-efficacy. However, the mean score of emotional intelligence of the respondents was ( $\bar{x}$ =130.44, SD= 18.24). Similarly, this mean score/index was used to classify the respondents into high emotional intelligence, moderate emotional intelligence and low emotional intelligence groups. Of the 400 respondents, 312(78%) of them had high emotional intelligence, 40(10%) had moderate emotional intelligence 48(12%) had low emotional intelligence. One can therefore infer that the greatest proportion of the respondents had high self-efficacy and emotional intelligence.

Information has become currency that managers in organizations are desperate to acquire in order to influence their subordinates for better job performance. The major types of information acquired for effective leadership of the respondents are management issues ( $\bar{x}$ =3.98, SD= 0.222), legal/government regulations ( $\bar{x}$ =3.96, SD= 0.218), financial/economic matters ( $\bar{x}$ =3.96, SD= 0.222), scientific and technical matters ( $\bar{x}$ =3.93, SD= 0.206), human resources management issues ( $\bar{x}$ = 3.90, SD= 0.202), security management ( $\bar{x}$ =3.88, SD=0.198) and market related matters ( $\bar{x}$ =3.84, SD= 0.162) important information such as environmental management, political matters, and socio-cultural issues were never acquired by the respondents. It must be noted that information acquired and never put into correct use by the managers in organizations is as useless as contaminated water for drink.

The major sources of information utilized by the respondents are colleagues ( $\bar{x}$ = 3.99, SD= 0.322), customers ( $\bar{x}$ =3.98, SD=0.342), company files ( $\bar{x}$ =3.97, SD= 0.314), newspapers/magazines ( $\bar{x}$ =3.96, SD= 0.314), Internet/online databases ( $\bar{x}$ = 3.96, SD=0.316), textbooks ( $\bar{x}$ =3.94, SD= 0.298), Broadcast media ( $\bar{x}$ = 3.92, SD= 0.284) and patents and standards ( $\bar{x}$ =3.88, SD= 0.340), government document ( $\bar{x}$ =3.86, SD= 0.244). Authoritative sources of information such as library, journals, encyclopedias, conference proceedings, indexes/abstracts, and theses and dissertations were never utilized by the respondents. The overwhelming 378(94.5%) of the respondents claimed that tight work schedules, lack of corporate information centre/library, lack of information management professionals to render effective information services to them and occasional accessibility to relevant strategic information of the company were the major impediments to their information acquisition and use for effective leadership.

Nevertheless, table 2 presents summary of Test of significant correlations between effective leadership and of the respondents using Pearson's product moment correlation method.

Table 2: Summary of Test of Significant Correlations Between Effective Leadership and Independent Variables of the Respondents

Variables	Effective leadership			
	$\bar{x}$	SD	r	Sig. P
Effective leadership (EL)	96.14	9.58	1.000	-
Self efficacy (SE)	28.82	5.64	0.628	0.036
Emotional Intelligence (EI)	130.44	18.24	0.646	0.021
Information Acquisition (IA)	26.72	8.52	0.602	0.024
Information Utilization (IU)	60.22	10.36	0.724	0.032

The result of data analysis in table 2 shows that there are significant positive correlations between effective leadership and: self-efficacy ( $r$ =0.628,  $P < 0.05$ ), emotional intelligence ( $r$ = 0.646,  $P < 0.05$ ) and information utilization ( $r$ = 0.724,  $P < 0.05$ ) of the respondents. This means that self-efficacy; emotional intelligence, information acquisition and utilization have positive associations with effective leadership of the manager in the packaging companies in Nigeria.

Table 2 shows the result of hierarchical regression analysis that was conducted to test whether the self-efficacy emotional intelligence, information acquisition and information utilization are significant determinants of effective leadership of the managers in the packaging companies in Nigeria. Consistent with the procedures outlined by Cohen and Cohen (1983), self-efficacy was entered into the regression model first, then emotional intelligence, then information acquisition and finally information utilization.

Table 3: Hierarchical Regression Analysis of Effective Leadership of Respondents on their Independent Variables

Steps	Variable	Beta	R Square	R Square change	F	Sig. P
1	(SE)	0.143	0.387	0.387	5.231	0.032
2	(EI)	0.163	0.469	0.082	4.182	0.038
3	(IA)	0.178	0.520	0.051	3.820	0.022
4	(IU)	0.182	0.551	0.031	3.642	0.026

N.B. Beta= Standardized regression coefficient  
 R= adjusted multiple correlation coefficient.

In the first step of the analysis, self-efficacy was found to be significant determinant of effective leadership of the respondents (Beta= 0.143,  $P < 0.05$ ) and that self-efficacy accounted for a significant variance in effective leadership of the respondents (R square = 0.387,  $P < 0.05$ ). When the emotional intelligence was entered into the regression model at the second step of the analysis, emotional intelligence made significant contribution to the determination of effective leadership of the respondents (Beta= 0.164, R square= 0.469, R square change = 0.082,  $F = 4.182$ ,  $P < 0.05$ ). This implies that emotional intelligence is a significant determinant of effective leadership of the respondents. In the third step of the analysis, information acquisition was entered into the regression model. Information acquisition made significant contribution to the determination of effective leadership of the respondents Beta= 0.178, R (square)= 0.520, R (square change) = 0.051,  $F = 3.820$ ,  $P < 0.05$ ). This means that information acquisition was a significant determinant of effective leadership of the respondents. In the final step of the analysis, information utilization made significant contribution to the determination of effective leadership of the respondents (Beta= 0.182, R (square)= 0.551, R (square change)= 0.031,  $F = 3.642$ ,  $P < 0.05$ ). This suggests that information utilization is a significant determinant of effective leadership of the respondents. By and large, one can therefore infer that self-efficacy; emotional intelligence, information acquisition and utilization are significant determinants of effective leadership of the managers in packaging companies in Nigeria.

#### DISCUSSION OF FINDINGS

Information is one of the critical weapons that managers in manufacturing companies need to influence their subordinates and colleagues for effective work performance. Information that managers in business organizations required are available in various sources which could be human sources (customers, colleagues, government officials, professional associations' meetings, conferences, board of directors, subordinates staff, e.t.c.) and non human sources (indexes/abstracts, textbooks, journals, reports, CD-ROM databases, library, Internet e.t.c).

This study found that the major types of information acquired by the respondents were management issues, legal/government regulations, financial/economic matters, scientific/technical matters, human resources management, security management and market related matters. Previous studies equally revealed that managers in organizations acquired economic, financial, legal, technological, market, labour matters and socio-cultural information based on their managerial functions performed (Auster & Choo, 1994, Popoola, 2009, Kourteli, 2005; de-Alwis, Majid & Chuadhry, 2005; Wood, 1997; Wheelan & Hunger, 1998).

Managers in manufacturing companies may acquire information to wield power to influence their colleagues and coordinate the job activities of their subordinate staff. This study established that the major sources of information utilized by the managers in packaging companies in Nigeria were colleagues, customers, reports, company files, newspapers/magazines, internet/online databases, textbooks, broadcast media, patents/standards, and government documents. Several past studies also established that managers in business organizations used human and non human sources of information, that is, customers, reports, colleagues, government publications, newspapers/magazines, CD-ROM databases, internet, radio/television, journals, and trade literature when carrying out their job functions (Popoola, 2003, Jorosi, 2006; Popoola, 2006; Correia & Wilson, 2001).

More importantly, this study confirmed that there were significant positive correlations among self-efficacy, emotional intelligence, information acquisition, information utilization and effective leadership of the managers in packaging companies in Nigeria. Indeed, self-efficacy, emotional intelligence, information acquisition and utilization have significant associations with effective leadership of managers in business organizations like packaging companies where managers need to efficiently and effectively coordinate and lead their subordinates for optimal job performance. Moreso, some researchers reported from their studies that self-efficacy had significant correlation with leadership effectiveness (Kirk Patrick & Locke, 1981; House & Adita, 1997; Gregersen, Morrison & Black, 1998; Okurame, 2005). Similarly, self efficacy has been reported to have a significant relationship with effective leadership of executive managers in medium scale enterprises in Lagos, Nigeria (Odebunmi, 2010). Individuals with high self-efficacy has been postulated to perform more challenging

tasks (Bandura, 2001) and are more likely to increase their effort towards the attainment of leadership goals (Gomez and Baron; 2010).

However, emotional intelligence is one of the critical factors that could enhance the effective leadership of managers in any organization. Goleman, Boyatzis and Mckee (2000) posited that the effective use of emotion is fundamental to the function of successful leadership. Some past studies had shown that drive, leadership motivation integrity, self-efficacy, emotional intelligence, problem solving, work knowledge, critical thinking, assertiveness, communicative efficiency, interpersonal and decision making are the e main features of effective leadership of managers in any organization (Kirkpatrick & Locke, 1991; Akinboye, 2002; Mcshane & VonGilnow, 2000; Bankole & Kester, 2008; Adeyemo & Ogunyemi, 2007). Managers in business organizations may be regarded as being effective leaders, if they can use their emotional intelligence to influence their subordinates for optimal work performance. George (2006) and Bar-on (1996) corroborated this assertion when they submitted that leadership is an emotion-laden process, with emotion entwined with the social influence process.

Nevertheless, information acquisition and use are very central to managerial work perhaps effective leadership. Leadership in business organizations like packaging companies is about monitoring and evaluation of job performance of their subordinates as well as decision-making. Be that as it may, managers need to acquire accurate, complete, current and reliable statistical information to accomplish these functions-monitoring and evaluation of job performance of their subordinates as well as decision making. Popoola (2009) reported that information acquisition and utilization had significant correlations with effective decision making of managers in corporate insurance in Nigeria. It must be pointed out at this juncture that information is a resource that managers must acquire and use for their effective leadership in business organizations like packaging companies in Nigeria. Effective leadership of managers in organizations like packaging companies has to do with cooperation and coordination; and these have a direct impact on their information acquisition and use behaviours. Kirk (2004) reiterated that information use of managers in organizations is targeted at influencing others which was intended to alter people's understanding and behaviour, so that the organizations could make significant changes to their programmes, and their delivery as well as their ways of thinking about themselves and doing things.

More importantly, the present study found that self efficacy, emotional intelligence, information acquisition and utilization were significant precursors of effective leadership in packaging companies in Nigeria. In support of this finding, self-efficacy has been equally found to be significantly related to leadership styles and effective leadership of managers in government parastatals in Nigeria (Adelani, 2008). Moreover, individuals with high self-efficacy perform more challenging tasks (Bandura, 2001) and are more likely to increase their effort towards the attainment of leadership goals. Some past studies considered self-efficacy and emotional intelligence as part of critical features of effective leadership of managers in organizations (Akinboye, 2002; Adeyemo & Ogunyemi, 2007; Bankole & Kester, 2008). Similarly, Njoroge & Yazdanifard (2014) reported that emotional intelligence had significant impact on effective leadership and employee's motivation in a multi-generational workplace.

One of the critical functions of managers in business organizations like packaging companies is leading and coordination if not decision making White (1986) also reported that there was significant relationship between information needs, uses and managers' functional roles in the manufacturing firms of South Yorkshire/Derbyshire region in Britain. Information acquisition and utilization are indispensable critical activities that managers in manufacturing companies like packaging companies have to perform to improve their effective leadership. It must be noted that managers in business organizations like packaging companies acquired their needed information from the available human, printed and electronic sources and used them to enhance their effective leadership as showcased by the present study. When high quality information is acquired and suitably utilized by the managers in packaging companies in Nigeria, it will improve their effective leadership which may in turn lead to better organizational performance.

## **CONCLUSION AND RECOMMENDATION**

Leadership plays an important role in shaping the behaviour and attitudes of the members of an organization. Effective leaders are creative and innovative managers and they take command of situations in which coordination and controlling are very critical. No business organization succeeds in this twenty-first century without placing much emphasis on effective leadership. Information management capacity and self-efficacy are equally important factors that effective leaders need to achieve organizational goals. Information is a critical asset that managers must acquire and use in the operation and management of their organizations.

However, this study established that there are significant correlations among self-efficacy, emotional intelligence, information acquisition, information utilization and effective leadership of managers in the packaging companies in Nigeria. It is further shown that self-efficacy, emotional intelligence, information acquisition and utilization are significant precursors of effective leadership of managers in the packaging companies in Nigeria. It is therefore, recommended that the management of packaging companies in Nigeria should take into the consideration the self-efficacy and emotional intelligence of their managers when promoting them into leadership positions. They should encourage the managers to acquire and use relevant information to enhance their effective leadership. They should give self-efficacy and emotional intelligence training to their managers in order for them to be effective leaders. The management should endeavour to establish library and information centre to provide information services to the managers to improve their effective leadership.

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