

# Emotional Intelligence, Information Acquisition and Utilization as Determinants of Creativity of Managers in Brewery Companies in Nigeria

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## Abstract

**Purpose:** This study was designed to investigate emotional intelligence, information acquisition and information utilization as determinants of creativity of managers in brewery companies in Nigeria.

**Design/ Methodology/ Approach:** The research design adopted was survey method. Total enumeration method and questionnaire was used for data collection from a population size of 360 managers in the studied companies out of which all were retrieved and found valid for analysis giving a response rate of 100 percent. Simple correlation and multiple regression analysis were used for data analysis.

**Findings:** The study found that there were significant positive correlations among emotional intelligence, information acquisition, information utilization and creativity of the respondents.

**Practical Implications:** It is established that emotional intelligence, information acquisition and utilization were significant determinants of creativity of the respondents.

**Originality/Value:** The paper recommends that the management in the studied companies should encourage their managers to acquire and utilize information to enhance their creativity. They must make frantic efforts to give emotional intelligence training to their manager and recruit people with high emotional intelligence to the managerial positions so as to improve their creativity.

**KEYWORDS:** Emotional intelligence, Information acquisition, Information utilisation, Managers, Nigeria.

## INTRODUCTION

Creativity and innovation is the soul of modern business organizations. The owners of business organizations like brewery companies need to hire creative and innovative personnel particularly managers to produce value-added products. The uncertainty permeates the business environment of managers in Nigerian brewery industry. It will be practically impossible for the brewery companies to survive the keen market competition, and unfavourable business climate in Nigeria without the services of highly skilled and innovative and creative

workforce. Creativity is fundamental to the society, challenging to grasp, connected to the arts, imagination, and intelligence (Blomberg, 2016). Creativity may also be viewed as the degree to which a person engages in novel endeavours. Creativity drives entrepreneurship at all levels anticipating profits through early product innovation. Sternberg (2011) also described creativity as the production of something original and worthwhile.

More so, creativity has become the economic edge for most business organizations like

brewery companies that want to maximize their sales volume, minimise their costs of production and achieve maximum profit in this new millennium. Creativity requires generation of multiple alternatives that are both novel and appropriate (Lubart, 1994). Creative processes provide economic benefit to organizations through new products or processes/methods that not only increase existing market shares and investment portfolios but also create new markets, thus raising profits beyond the imaginations of the managers. The three components of creativity that managers of business organizations like brewery companies in Nigeria must give careful thought to expertise, creative thinking skills and intrinsic motivation so as to improve their business performance. An employee's job-related freedom is more relevant for its creative performance (Sia & Appu, 2015). Autonomy provides better choices for the application of their work and it helps them to explore their ideas freely. Employees' work autonomy helps them to make decisions freely about their task. Freedom about process also allows people to approach problems in ways that make the most of their expertise and creative thinking skills.

Nevertheless, One of the most prominent notions concerning the interplay between intelligence and creativity is the threshold hypothesis, which assumes that above-average intelligence represents a necessary condition for high-level creativity (Jauk, Benedek, Dunst, & Neubauer, 2013). If intellectual ability of persons is associated with their creativity, one can therefore argue that emotional intelligence of managers in organizations like brewery companies in Nigeria may have serious implication for their creativity.

Emotional intelligence is the ability of a manager in business organization like brewery companies to sense, understand and effectively apply the power of emotions as a source of human energy, information, connection, and influence. Employees who have high emotional intelligence as well as a strong intelligence quotient are the ones who make the best decisions, solve complex problems, contribute the most to dynamic companies, generate creative and innovative ideas for company success, make the best executives and have the most satisfying and successful careers. The outcome of increasing changes in most organizational life in Nigeria ushered in by the information age and the necessity to deal with

increasingly brief and fast-paced interactions among employees can be successfully dealt with by leveraging emotional intelligence. Emotions are the primary source of motivation, feedback, personal power, creativity, innovation and influence for managers to succeed in the business world. Jenaabadi et al (2015) defined emotional intelligence as a set of knowledge, social and emotional skills that impact our overall capabilities in response to environmental needs creating a sense of responsibility in the face of intense emotions through using the ability to understand ourselves and others and applying self-awareness, self-management, social awareness and relationship management which enable us to adapt to changes and solve individual and social problems. Mayer, Salovey and Caruso (2004) reiterated that people with higher emotional intelligence are likely to have better social support, good interpersonal relations, more satisfied with their social networks, able to perceive emotions, use them in thought, understand their meanings and manage emotions than others; somewhat higher in verbal, social and other intelligences. Goleman (1998) posited that competency research of over two hundreds companies and organizations worldwide suggests that about one-third of this difference is due to technical skill and cognitive ability while two-thirds is due to emotional intelligence. The successful performance of employees in some organizations has been linked to emotional intelligence (Hunter, Schmidt & Judiesch, 1990; Spencer & Spencer, 1993; Petrides & Furham, 2001; McClelland, 1999). Nevertheless, positive emotions can then enhance creativity by increasing flexibility and breadth of thinking (Isen, 1999; Estrada, Isen & Young, 1994) and this may lead to higher job performance of employees in organizations.

Use of emotions concerns the utilization of emotion as information to assist thinking and decision making. Information is the data that has been processed to add or create knowledge for the user. Information is a necessary resource for the survival and growth of business organizations like brewery companies. Managers in manufacturing companies need information to carry out their managerial functions, that is, planning, leading, organizing, budgeting, coordinating, decision making and controlling. To perform these functions successfully, managers need creativity and innovation coupled with high emotional intelligence. Adelabu and Adisa (2003) remarked that managers require

information in order to be able to make interpersonal judgements. Popoola (2006) averred that information availability and its acquisition for use give economic and political power to the managers in business organizations like manufacturing industries. Information acquisition may be viewed as the gathering of messages, facts, ideas, symbols, opinions, news, images, signals, codes, sounds, and processed data from published and unpublished sources for the purpose of improving creativity and innovation of managers in business organizations. Feldman and March (1981) posited that much of the information in an organization is gathered in a surveillance mode rather than in a decision mode.

However, previous studies revealed that company managers and executive acquired their needed information from subordinates, reports, company files, customers and suppliers (Folson, 1991; Teo & Choo, 2000; Herring, 1988; Bergeron, 2000; Raymond, 2001). Information acquisition and use are critical ingredients of managerial work. Information utilization which is one of the variables of interest in this study can be defined as the suitable application of messages, facts, opinions, ideas, images, symbols, signals, codes, sounds and processed data obtained from published and unpublished sources for the purpose of improving creativity and innovation of managers in business organizations. Previous researches indicated that managers in business organizations most often used the following sources to obtain their needed information: customers, suppliers subordinate staff, company files, reports, broadcast media (radio/television), newspapers/magazines, trade literature, internet, online databases, textbooks, and government documents (Auster & Choo, 1993; Popoola, 2003; Jain, 1984; Fadehan, Atinmo & Popoola, 2008; Popoola, 2009). More so, managers in small business have been found to capture and use financial information to monitor the market trends (David, Dunn & Boswell, 2009).

The motive behind this study is that observation revealed by the researcher that many large-scale manufacturing companies are closing shops in Nigeria due to unfavourable business climate. Despite this, the brewery companies are expanding their lines of production and introducing new products into the market. The average share price of the brewery companies in the last three years (2015-2017) was ₦49.87. This may be attributed to the creative ability of

the managers in these companies. In recent time, managers in the Nigerian manufacturing companies have placed much premium on information collection, analysis and use to improve their business performance. Positive emotions have been considered to have powerful influence on creativity and innovation of employees in organizations; and source of motivation for managerial success. Be that as it may, can one be right to conclude that emotional intelligence, information acquisition and utilization can be attributed to the creativity of managers in Nigerian brewery companies. Moreover, previous studies in the field of library and information science had failed to explain creativity of managers in manufacturing companies from the standpoint of emotional intelligence, information acquisition and utilization.

#### **PURPOSE OF STUDY**

The main purpose of this study is to find out if emotional intelligence, information acquisition and information utilization are the determinants of creativity of managers in brewery 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 emotional intelligence, information acquisition, information utilization and creativity of managers in brewery companies in Nigeria.
2. Emotional intelligence, information acquisition and information utilization will not significantly determine creativity of managers in brewery companies in Nigeria.

#### **RESEARCH QUESTION**

The question that begs for answer in this study is: What is the relative contribution of emotional intelligence, information acquisition and information utilization to the determination of creativity of managers in brewery companies in Nigeria?

#### **LITERATURE REVIEW**

The survival and growth of business organizations depend on creativity and innovation capabilities of their workforce particularly managers. Creativity is concerned

with bringing about new ideas and updating old ones (deBono, 1971). Akinboye (2001) viewed creativity as a mental process initiated by an individual or group to solve some specific problems resulting in the production of statistically infrequent solution, which are useful to the society and the creator. Elliot, David and John (2000) stated that creativity is a messy business which involves adaptability and adjustment in terms of relationships as a result of the need to make connections, see things and people in new ways with recognition of patterns and the need to take risks. The creative behaviour of hired workforce in any business organization is a critical success factor for the production of high quality products and services. Creativity is the generation of novel and suitable new ideas by the employees particularly managers necessary to improve sales and profit volumes as well as drastically reduced the production costs of their business organizations. The creativity of the managers will assist the present day manufacturing companies specifically brewery companies to survive the keen market competition and unfavourable business climate in Nigeria. Manufacturing companies like brewery companies that down play creativity and innovation in their business strategic planning will perish like a fish without water. The bedrock of the production of value-added products and services in the business world is creativity and innovation.

However, to succeed in the business world, managers need emotional intelligence. Salovey and Mayer (1990) defined emotional intelligence as a form of social intelligence that involves the ability to monitor one's own feelings and emotions as well as those of others, to discriminate among them and to use this information to guide one's thinking and actions. Based on this assertion, one can therefore argue that information acquisition and use can bring about good emotional intelligence in employees particularly managers in manufacturing companies like the brewery companies. Goleman (1995) averred that a leader's (manager) success at work is eighty percent dependent on emotional intelligence and the remaining twenty percent dependent on intelligence quotient. More so, it is noted that managers with high emotional intelligence can get results that are beyond expectation from employees under their supervision (Cooper, 2007; George, 2006; Goleman, 1998). Similarly, Chermis (2000) remarked that the ability to

manage feelings and handle stress is another aspect of emotional intelligence that has been found to be important for success of managers in the business world. Pahl (2008) posited that leaders/managers who can think about emotions accurately and clearly will be better able to expect, cope with and effectively manage change. Cooper and Sawaf (1997) postulated that emotional intelligence may facilitate rational decision making, effective leadership, strategic and technical breakthroughs, open communication, customer loyalty, effective team work, good interpersonal relations, creativity and innovation among employees in organizations. Goleman (2003) opined that people who are emotionally intelligent are self-confident, result-oriented with a high drive to achieve personal and corporate objectives, effective leaders, organizationally committed, team builders, and good communicators.

However, managers in business organizations must exhibit emotional intelligence ability by regulating their emotions to reduce negative or maintain positive emotions. Positive emotions can increase creativity by enhancing flexibility and breadth of thinking (Estrada, Isen & Young, 1994; Isen, 1999). Creativity has also been found to correlate with a number of emotional traits (Andreasen, 1987; Jamison, 1989; Schulberg, 1990). More so, substantial evidence supports the idea that, at least for some individuals in workplaces, negative, rather than positive moods might be correlated with enhanced creativity (Post, 1996; Davis, 2009; Baas, De Dreu & Nijstad, 2008). Emotional intelligence abilities have been divided into four areas – the capacity to accurately perceive emotions; the capacity to use emotions to facilitate thinking; the capacity to understand emotional meanings; and the capacity to manage emotions (Mayer & Salovey, 1993). These four areas of emotional intelligence may have influence on creativity of managers in business organizations.

Managers in business organizations need reliable, complete and timely information to carry out their functions – planning, organizing, leading, coordinating, decision-making, problem solving, monitoring, budgeting and controlling. Managers in manufacturing companies like brewery companies gather much information from both internal and external business environment for future and immediate use. Rohde (1986) defined information as factual data or advice or opinion, a physical object, such

as a book or journal, or the channel through which a message is conveyed. Information is the raw material of managerial work (Auster & Choo, 1994). Davenport (1997) states that managers tend to use information that is timely and rich in contextual cues. Timely acquisition and use of available and relevant information may improve creative ability of managers in business organizations like brewery companies. Previous studies in the field of business information management revealed that managers and chief executives in most business organizations acquired information on prices of goods and services, marketing strategy of competitors, sources of raw materials, state of technology, stock prices, household income, consumers' behaviour, legal matters, exchange rate, monetary and fiscal policies of government, crime rate, cultural and political matters, labour matters, and investment opportunities (Popoola, 2009; Ogunmokun, 1999; O'Sawyer, 2000; May, 2000; Raymond, 2001). Plethora of information sources are available to managers in business organizations to meet their information needs such as journals, textbooks, trade literature, internet, CD-ROM databases, indexes/abstracts, newspapers/magazines, corporate library, record office, customers, colleagues, broadcast media, etc.

Some researchers had also established that managers in their surveyed organization utilised customers, online databases, newspapers and magazines, radio/television, government documents and trade literature, colleagues, company files and internet (Benzur, 2005; Auster & Choo, 1994; Popoola, 2003; Popoola, 2000; Kobrin et. al., 1980; de-Alwis & Higgins, 2001).

It must be noted that information management is very important to the success of managerial work such as planning, organizing, leading, coordinating, decision making, problem solving, monitoring and evaluating. Indeed, the bedrock of successful performance of managerial work in organizations is creativity and innovation. Arguably, information acquisition and utilization which are part of components of information management are necessary to foster creativity and innovation in managers in business organizations.

More so, information management was determined to be a very crucial factor in Tibar's (2002) Estonian industry study, crucial for gathering both internal and external information and for the dissemination and management of

information within the company and dissemination to stakeholders (the management, customers and workforce). Crawford (2010) averred that intelligence quotient, emotional intelligence and acquisition of relevant information for use may enhance creative ability of employees in business organization. Information acquisition, sharing and utilization are very vital to the effective performance of managers in organizations (Ogunlana, 2009) and perhaps to their creativity and innovation. Akinboye (2001) reiterated that emotional intelligence and self-efficacy may affect creativity and productivity of managers in business organizations. Akinboye (2002) described emotional intelligence as the ability of a person to organize emotion driven perception, intuition, creativity and thought processes plus the behaviour interpersonally to build trust, honesty, integrity, fairness, human dignity and integrity in life and work. It is very important to note that emotional intelligence and creativity are two different psychological constructs which cannot be equated to be one. deBono (2001) stressed the relevance of information gathering and use to creativity of employees in workplace. Basadur (2002) stated that creativity is a continuous process of finding good problem to solve. One can therefore submit that information needs, information acquisition and use may be critical factors in problem solving for which creativity stands for as claimed by Basadur (2002). Nevertheless, managers are the greatest consumers of information due to their unique position in any organization. In the process of acquiring needed information for use to carry out their job functions, they face numerous problems. Prominent among these problems are uncooperative attitude of information management professionals in their workplace, poor information literacy skills, limited access to classified information, information overload, language barrier in case of information materials written in foreign language, lack of functional library, poor organizational information culture, untimely supply of information, obsolete information materials, inadequate facilities for information acquisition and analysis for use, as well as high costs of information acquisition, etc.

The theoretical framework underlying this study is information utility theory propounded by Stigler (2002). The theory states that consumers/users of information are rational human beings. They will continue to acquire

their needed information from the available sources as long as the maximum utility is derived there from. And that the marginal utility of information obtained and consumed from a given source must equal to the price of acquiring information from the source. This theory is borrowed from consumer theory in economics with the objective that information is a tradeable commodity that must be bought and sold in the product market. The theory is considered relevant to this study because managers in organizations like brewery companies are rational consumers of information. They will continue to acquire and use information from the available source(s) as long as they derive maximum satisfaction from it up to the point where the marginal utility of using an information source equals the price of obtaining information from the source to improve their creativity.

## METHODOLOGY

Survey research design of the correlational type was adopted for this study. The survey method allows the researcher to collect relevant information from a given population, or draw samples that are true representative of given population and make valid conclusions therefrom. Past studies equally used survey method to explore the information needs, information acquisition and use of managers in business organizations (Benzur, 2005; Jorosi, 2006; Mackenzie, 2005; Popoola, 2002). The study population consists of 360 managers in the six breweries companies quoted on the Nigerian Stock Exchange as at December 2016 except Sona brewery with 30 managers and intercontinental distillers limited, Lagos with 25 managers. The developed questionnaire titled Creativity, Emotional Intelligence, Information Acquisition and Utilization of Managers (CELLAUM) Scale was used for data collection. It was divided into five main sections. Section one tapped information on demographic profiles of the managers such as gender, age, marital status, educational qualifications, job tenure, etc. Section two deals with creativity of the managers. It is a 20 item selected from the 88 items Ibadan Creativity Assessment (ICA) Scale developed by Akinboye (1977). It was measured on a five point scale, that is, very much like me = 5, much like me = 4, somehow like me = 3, least like me = 2 and not like me = 1. The reliability coefficient of the 20 items creativity scale of the managers is 0.72 using Cronbach –

Alpha method. Section three measures Emotional intelligence of the managers. It is a 33 item self-report measure of emotional intelligence having four subscales viz (1) emotion regulation (11 items), (2) emotion facilitation of thought (9 items), (3) emotion perception/appraisal/expression (8 items) and (4) emotion understanding/knowledge (5 items) developed by Schutte, et. al. (1998). The response format range from strongly disagree (SD = 1) to strongly agree (SA = 5). The internal consistency reliabilities for the four subscales ranged from 0.61 to 0.83. Section four deals with information acquisition of the respondents. It is a 15 items possible types of information acquired by the managers developed by Popoola (2009). The response format are: very highly acquired, (VHA) = 4, highly acquired (HA) = 3, occasionally acquired (OA) = 2 and not acquired (NA) = 1. It has a cronbach's alpha reliability coefficient of 0.78. Section five deals with information utilization of the respondents. Twenty sources of information that are likely to be utilized by the managers based on the literature review were provided. The response format are: very highly utilized (VHU) = 4, highly utilized (HU) = 3, occasionally utilized (OU) = 2, and not utilized (NU) = 1. It has a cronbach's alpha reliability coefficient of 0.82. Respondents were also requested to state their barriers to information acquisition and utilization in their workplaces.

The copies of the developed questionnaire were administered on 360 managers in the Brewery companies in Nigeria through five hired research assistants who were postgraduate students from the Faculty of Education, University of Ibadan, Ibadan. All the 360 copies of the questionnaire retrieved were found valid for analysis given a response rate of 100 percent. The companies covered were: Champion brewery, Akwa Offot, Uyo – 40 managers; Guinness breweries, Lagos – 65 managers; International brewery, Ilesa – 35 managers; Jos International brewery, Jos – 45 managers; Nigerian breweries, Lagos – 74 managers; Premier breweries, Onisha – 46 managers; Sona breweries, Lagos – 30 managers; and Intercontinental distillers limited, Ota – 25 managers. The data collected were analysed using the mean and standard deviations, simple correlation analysis (Pearson Product Moment Correlation Method) and multiple regression analysis.

### **THE FINDINGS**

The gender distribution of the respondents revealed that 126 (35%) were female managers and 234 (65%) were male managers. One can therefore deduce that males dominated the managerial position in the studied companies in Nigeria. The age distribution of the respondents showed that it ranged between 30 and 52 years with mean ( $\bar{X} = 4.89$ ,  $SD = 8.95$ ) years. Of the 360 respondents, 224 (62.2%) had bachelor degree certificate, 86 (23.9%) had postgraduate diploma certificate and 50 (13.9%) had master degree certificate. The job tenure of the respondents varied between 5 and 20 years with a mean score of ( $\bar{X} = 14.59$ ,  $SD = 4.26$ ) years.

Concerning the emotional intelligence of the respondents, a score of 1-55 indicates low emotional intelligence, 56-109 indicates moderate emotional intelligence and 110-165 indicates high emotional intelligence. The mean score of emotion regulation is ( $\bar{X} = 40.85$ ,  $SD =$

9.62), emotion facilitation of thought ( $\bar{X} = 35.64$ ,  $SD = 8.44$ ), emotion perception/appraisal/expression ( $\bar{X} = 30.55$ ,  $SD = 6.28$ ) and emotion understanding/knowledge ( $\bar{X} = 22.48$ ,  $SD = 5.36$ ) of the respondents. The overall mean score of emotional intelligence of the respondents is ( $\bar{X} = 129.52$ ,  $SD = 10.24$ ). One can therefore deduce that the respondents have high emotional intelligence. The reasons being that majority of the respondents claimed that: they know when to speak about their personal problems to others, when they faced with obstacles, they remember times they faced similar obstacles and overcame them; they expect that they will do well on most things they try; other people find it easy to confide in them; they find it easy to understand the non-verbal message of other people; when their mood changes, they see new possibilities etc. (See Table 1).

**Table 1: Mean and Standard Deviation of Emotional Intelligence of the Respondents**

No	Items	$\bar{X}$	SD
1.	I know when to speak about my personal problems to others	3.98	0.018
2.	When I am faced with obstacles, I remember times I faced similar obstacles and overcame them.	3.99	0.018
3.	I expect that I will do well on most things I try.	3.97	0.012
4.	Other people find it easy to confide in me.	3.20	0.014
5.	I find it hard to understand the non-verbal message of other people.	1.28	0.006
6.	Some of the major events in my life have led me to re-evaluate what is important and not important.	3.92	0.124
7.	When my mood changes, I see new possibilities.	3.98	0.138
8.	Emotions are one of the things that make my life worth living.	3.96	0.112
9.	I am aware of my emotions with others.	3.46	0.108
10.	I expect good things to happen.	2.98	0.016
11.	I like to share my emotions with others.	2.99	0.114
12.	When I experience a positive emotion, I know how to make it last.	3.96	0.110
13.	I arrange events other enjoy	2.98	0.018
14.	I seek out activities that amok me happy.	3.25	0.081
15.	I am aware of the non-verbal message I sent to others.	3.85	0.022
16.	I present myself in a way that makes a good impression on others.	3.94	0.118
17.	When I am in a positive mood, solving problems is easy to me.	3.93	0.119
18.	By looking at their facial expressions, I recognise the emotions people are experiencing.	3.92	0.106
19.	I know why my emotions change.	3.58	0.016
20.	When I am in a positive mood, I am able to come up with new ideas.	3.99	0.114
21.	I have control over my emotion.	3.87	0.101
22.	I easily recognise my emotions as I experience them.	3.90	0.108
23.	I motivate myself by imagining a good outcome to talks I take on.	3.90	0.108
24.	I compliment others when they have done something well.	3.90	0.111
25.	I am aware of the non-verbal message other people send.	3.88	0.113
26.	When another person talks, I feel as though I have experienced this even myself.	3.72	0.102
27.	When I feel a change in emotions, I tend to come up with new ideas.	3.72	0.122
28.	When I am faced with a challenge, I give up because I believe I will fail.	2.62	0.106
29.	I know what other people are feeling just by looking at them.	3.65	0.102
30.	I help other people feel better when they are down.	3.68	0.122
31.	I use good moods to help myself keep trying in the face of obstacles.	3.92	0.108
32.	I can tell how people are feeling by listening to the tone of their voice.	3.88	0.119
33.	It is difficult for me to understand why people feel the way they do.	1.46	0.008

**Table 2: Types of Information Acquired by the Respondents**

No	Types of Information	$\bar{X}$	SD
1.	Sources of raw materials.	3.99	0.324
2.	Household budget.	3.98	0.310
3.	Prices of goods and services.	3.98	0.309
4.	State of technology.	3.96	0.308
5.	Energy availability/cost.	3.96	0.306
6.	Wages and salaries.	3.96	0.306
7.	Nature of competition.	3.94	0.304
8.	Exchange rates.	3.98	0.303
9.	Tax laws.	3.92	0.301
10.	Environmental management.	3.90	0.288
11.	Trade regulations.	3.90	0.286
12.	Population and demographic data.	2.86	0.210
13.	Scientific information.	2.84	0.208
14.	Information-flow infrastructure.	2.84	0.206
15.	Life styles.	2.76	0.202
16.	Political matters.	1.24	0.101
17.	Costs of advertisements.	1.20	0.061
18.	Crime rate.	1.14	0.058
19.	Socio-cultural matters.	1.10	0.056

Table 2 presents types of information acquired by the respondents. The major types of information acquired by the respondents are sources of raw materials, household budget, prices of goods and services, state of technology, energy availability/cost, wages and salaries, nature of market competition, exchange rates,

tax laws, environmental management and trade regulations. It is very amazing that information on political matters, costs of advertisements, crime rate and socio-cultural matters are rarely acquired by the respondents. Table 3 depicts the information sources utilization of the respondents.

**Table 3: Information Sources Utilization of the Respondents**

No	Information Sources	$\bar{X}$	SD
1.	Customers	3.98	0.402
2.	Colleagues	3.98	0.401
3.	Internal memoranda/circulars	3.96	0.382
4.	Subordinate staff	3.96	0.380
5.	Patent/standards	3.96	0.380
6.	Company files	3.95	0.278
7.	Government publications	3.95	0.277
8.	Trade literature	3.94	0.274
9.	Textbooks/journals	3.92	0.274
10.	Business/professional associates	3.93	0.272
11.	Reports	3.92	0.270
12.	Newspapers/magazines	3.92	0.270
13.	Competitors	3.91	0.268
14.	Radio/television	3.90	0.266
15.	Internet/online databases	3.90	0.265
16.	Encyclopeadia	2.84	0.124
17.	Dictionaries	2.80	0.122
18.	Indexes/abstracts	1.30	0.068
19.	Theses/dissertations	1.26	0.056
20.	Conference proceedings	1.24	0.054

The major sources of information utilized by the respondents are customers, colleagues, internal memoranda/circular, subordinate staff, patent and standards, company files, government publications, trade literature, textbooks/journals, business/professional associates, reports, newspaper/magazines, competitors, radio/television, and internet/online databases. The information sources that are never utilized by them include indexes/abstracts, theses and dissertations and conference proceedings. It is pertinent to note that authoritative sources of information such as indexes/abstracts, theses/dissertations and conference proceedings provide high quality information for use of managers to improve their creativity and

innovation. Table 4 reflects the result of data analysis on creativity of the respondents. The test norm of the creativity scale use for data collection is a score of 1-33 low creativity, 34-66 moderate creativity and 67-100 high creativity. The overall mean score of the creativity of the respondents is ( $\bar{X} = 86.78$ ;  $SD = 8.64$ ), since this falls within 67-100, it can be deduced that the respondents have high creativity. The reasons being that the majority of the respondents claimed that they can look for new ways of doing things; easily adapt or thing for other use; can adjust easily to novel situations.

**Table 4: Creativity of the Respondents**

No	Items	$\bar{X}$	SD
1.	Look for new ways of doing things.	4.99	0.89
2.	I can easily adapt a thing for other use.	4.98	0.84
3.	I can adjust easily to novel situations.	4.98	0.83
4.	Self-sufficient in ideas generation.	4.97	0.82
5.	I can perceive details.	4.96	0.86
6.	Attracted by mysterious unclear events.	4.95	0.84
7.	Like to propose new approaches to a problem.	4.95	0.83
8.	Willing to take risks.	4.94	0.81
9.	Can perceive details.	4.94	0.81
10.	Meticulously curious.	4.94	0.80
11.	Tend to break health conventions.	4.94	0.80
12.	Accept ambiguous situations.	4.92	0.76
13.	Controlled by an inner force which does not care about what people say.	4.92	0.74
14.	Desire high competence in my endeavours.	4.90	0.72
15.	Never bored.	4.90	0.71
16.	Not hostile or aggressive on the whole.	2.66	0.56
17.	Neglect significant facts arising from a problem situation.	2.64	0.54
18.	Manifest old pattern of behaviour at times.	2.62	0.48
19.	Tend to overlook significant implications of idea.	2.55	0.32
20.	I find it difficult to start a discussion.	2.48	0.26

Self-sufficient in idea generation; can perceive details among others (See Table 4). Table 5 shows the correlation matrix for test of

significant relationships among information acquisition, information utilization, emotional intelligence and creativity of the respondents.

**Table 5: Pearson's Zero Order Correlation Matrix of the Variables of Interest**

Variable	$\bar{X}$	SD	1	2	3	4
Emotional Intelligence (EI)	129.52	13.24	1.000			
Information Acquisition (IA)	54.22	8.31	0.461* (Sig P = 0.023)	1.000		
Information Utilization (IU)	68.33	10.10	0.488* (Sig P = 0.008)	0.384* (Sig P = 0.006)	1.000	
Creativity (CR)	84.44	11.61	0.622* (Sig P = 0.001)	0.542* (Sig P = 0.002)	0.611 (Sig P = 0.004)	1.000

One can therefore infer from Table 5 that there are significant positive correlations among emotional intelligence ( $r=0.622$ ,  $p<0.05$ ), information acquisition ( $r=0.542$ ,  $p<0.05$ ), information utilization ( $r=0.611$ ,  $p<0.05$ ) and creativity of the respondents.

Multiple regression analysis was reported in order to establish if emotional intelligence,

information acquisition and information utilization are the significant determinants of creativity of the respondents. Table 6 presents the summary of multiple regression analysis of creativity, emotional intelligence, information acquisition and information utilization of the respondents.

**Table 6: Summary of Multiple Regression Analysis of Creativity, Emotional Intelligence, information Acquisition and Utilization of the Respondents**

Model	Df	SS	MS	F-ratio	Sig. P
Due to Regression	3	14,260	4,753.333		
Due to Error	356	48,422	136.017	34.947	0.034
Total	359	62,682	4,889.35		

DF = Degree of Freedom  
 SS = Sum of Squares  
 MS = Mean Sum of Squares  
 $\alpha = 0.05$  level of significance  
 Adjusted R = 0.7660  
 Adjusted R Square = 0.5868  
 Standard Error of Estimate (SEE) = 11.663  
 The result of data analysis in Table 6 shows that emotional intelligence, information acquisition and information utilization are significant determinants of creativity of the respondents (F=34,947, df=3,356; p<0.05). More so that there is a significant multiple correlation between emotional intelligence, information acquisition, information utilization and creativity of the respondents (adjusted R = 0.7660, p<0.05). Further data analysis in Table 7 reveals that each of the independent variables, that is, emotional intelligence (B=0.4832; t = 7.90;

p<0.05); information acquisition (B=0.1121, t=3.61; p<0.05) and information utilization (B=0.2262, t=5.05, p<0.05) are significant determinants of creativity of the respondents. This could not have occurred due to chance because of the value of adjusted R square which is 0.5868. This implies that about 58.68 percent of the total variation in creativity of the respondents is attributed to a linear combination of their emotional intelligence, information acquisition and utilization. Going by the value of Beta, one can infer that emotional intelligence (Beta=0.3241) has relative contribution of 32.41 percent, information acquisition (Beta = 0.1260) has relative contribution of 12.6 percent, and information utilization (Beta = 0.2842) has relative contribution of 28.42 percent to the determination of creativity of the managers in brewery companies in Nigeria.

**Table 7: Relative Contribution of Independent Variable to the Determination of Creativity of the Respondents**

Variable	B	SE (B)	Beta	t	Sig. P.
Constant	1.221	0.2241	-	5.45	0.026
Emotional Intelligence (EI)	0.4832	0.0612	0.3241	7.90	0.018
Information Acquisition (AC)	0.1121	0.0311	0.1260	3.61	0.022
Information Utilization (IU)	0.2262	0.0448	0.2842	5.05	0.008

B = Unstandardised regression coefficient  
 Beta = Standardised regression coefficient  
 SE (B) = Standard Error of (B).

One can therefore submit that emotional intelligence is the most potent factor that determines the creativity of the respondents; and next to it is the information utilization and the least potent factor is the information acquisition.

**DISCUSSION OF FINDINGS**

Business organizations world-wide need creative workforce to succeed in the light of keen market competition. Creative managers in organizations have critical minds. They identify problems confronting their business operations, devices, strategies and select the best strategies using reliable information, analyse the problem and proffer the lasting solutions to the problems. Botey and Furham (2006) posit that creative person has two main attributes namely analytical

thought which analyses the existing problem; and creative thought which is a mental skill where the power of imagination and thinking creates new ideas to realise one or several solutions. Creativity and innovation is the lifeblood of modern business organizations and their engine of growth for sustainable development.

However, this study found that the managers in the brewery companies in Nigeria had high level of creativity. Ajibade (2016) also remarked that managers in the manufacturing companies in Nigeria had good creative behaviour. In actual fact, managers that exhibited high level creativity had some main features which include risk taking, high curiosity, can perceive details, self-efficiency in idea generation, accept ambiguous situations, attracted by mysterious unclear events and like to propose new methods of solving problems.

It must be noted that managers as individuals within an organization have different capability to perceive, read, analyse and manage emotional information display by themselves and that of the others. Emotional intelligence is a critical ingredient that managers need in order to succeed in their careers. People with higher emotional intelligence are somehow more successful at work and in their personal lives (Goleman, 1996). Individuals with high emotional intelligence are judged to be better able to manage stress and be generally more healthy (Bar-On, 1997; Slaski & Cartwright, 2002). It must be noted that managers with high emotional intelligence are likely to be creative persons.

This study also found that the major types of information acquired by the respondents were sources of raw materials, household budget, prices of goods and services, state of technology, energy availability/cost, wages and salaries, nature of market competition, exchange rates, tax laws, environmental management, and trade regulations. Previous studies equally established that managers and chief executives in business organisations acquired information on prices of goods and services, market competition, sources of raw materials, state of technology, exchange rates, household income/budget, tax laws, monetary and fiscal policies of government, wages and salaries, crime rate, information flow infrastructure, energy availability/cost, political matters, socio-cultural matters and environmental management (Popoola & Zaid, 2015; Popoola, 2012; Popoola, 2009; Ogunmokun, 1999; O'Sawyer, 2000; May, 2000; Raymond, 2001).

However, information utilization is inevitable when managers in business organizations like brewery companies are carrying out their business operations, that is budgeting, leading, planning, controlling, decision making, conflict resolution, monitoring and evaluation. Managers most frequently place much emphasis on the quality of information to be obtained from the available sources. The personal and impersonal information sources are used especially for improved creativity and innovation. This study revealed that the major sources of information utilized by the respondents were customers, colleagues, internal memoranda/circulars, subordinate staff, patent and standards, company files, government publications, textbooks/journals, business/professional associates, reports, newspapers/magazines,

competitors, radio/television, and internet/online databases. Similarly, some researchers had reported that the major sources of information utilized by the managers in their studied organisations were customers, company files, colleagues, textbooks/journals, reports, government documents, newspaper/magazines, radio/television, internet/CD-ROM databases, trade literature, subordinate staff, internal memoranda and circulars (Popoola & Zaid, 2015; Popoola, 2009; Popoola, 2011; Popoola, 2003; Popoola, 2000; Benzur, 2005; Auster & Choo, 1994; Kobrin, et. al., 1980; de-Alwis & Higgins, 2001).

It is also established in this study that emotional intelligence has significant correlation with the creativity of the respondents. In support of this finding, Carmeli, McKay and Kanfman (2013) argued that emotional intelligence is linked to creativity but that it is mediated through other factors like trait generosity and vigour. Zhou and George (2003) reiterated that emotional intelligence had impact on creativity of workers in organizations. Sanchez-Rutz (2011) found emotional intelligence to have significant correlation with divergent thinking and a measure of the creative personality of workers in Spain.

It was established in this study that information acquisition and utilization had significant correlations with the creativity of the respondents. Adegbite (2017) remarked that information acquisition and utilization are critical factors input in stimulating creativity of managers and other workers in business organizations. De-bono (1998) and Akinboye (2001) stressed the importance of information acquisition and use in fostering creativity of workers in organizations. More importantly, this study found that emotional intelligence, information acquisition and information utilization were both jointly and singularly the significant determinants of creativity of the respondents. This could not have occurred due to opportunity because about 58.68 percent of the total variance in the creativity of managers in brewery companies in Nigeria is attributed to a linear combination of their emotional intelligence, information acquisition and information utilization. It must be noted that emotional intelligence had relative contribution of 32.41 percent (Beta=0.3421), information acquisition had relative contribution of 12.60 percent (Beta=0.1260) and information utilization had relative contribution of 28.42

percent (Beta = 0.2842) to the determination of creativity of managers in brewery companies in Nigeria. Previous studies also established that emotional intelligence (Adelakun, 2016; Alade, 2015) had significantly predicted creativity of workers in medium scale manufacturing companies in Lagos State, Nigeria. Anderson (2009) reiterated that information and knowledge use are essential ingredients for enhancing creativity and innovation of managers in any organization. Popoola (2009) reported that information seeking behaviour and information utilization significantly related to creativity of managers in petroleum marketing companies in Nigeria. Crawford (2010) also averred that intelligence quotient, emotional intelligence, and acquisition of information for use may enhance creative ability of employees in business organisations. deBono (2001) stressed the relevance of information acquisition/gathering and use to creativity of employees in workplace.

## CONCLUSION AND RECOMMENDATIONS

Creativity is the building block of innovation, competitive advantage and improved job performance of employees particularly managers in business organizations around the world. It is not an exaggeration to submit that no manufacturing companies can succeed nowadays without creative and innovative workforce. The creative managers in organizations have special characteristics such as flexibility, curiosity, tolerant of ambiguity, conservative and individualistic, passionate and objective, motivated by challenges, very energetic and quiet, think intuitively, perceive things differently, seriously critical, self-actualizing, non-conforming, disciplined, risk taking and very adaptable. It must be borne in mind that the essential ingredient of creativity of workers in an organization is information. Information acquisition, analysis and use are critical activities that must be undertaken by a worker before the manifestation of his/her creative behaviour in any organisation. Creative process has some distinct stages that a manager must pass through in an organization namely realization of need, gathering data or quality information on the problem, analyse the information collected, applying the information acquired, thinking, imagining solution, verifying and putting the ideas to work. Emotional intelligence has been accepted as the special

skill that workers need to succeed in their personal life, career and learning. Emotional intelligence may stimulate problem-solving skills, creativity and innovation of employees in an organization.

However, this study found that there were significant positive correlations among emotional intelligence, information acquisition, information utilization and creativity of managers in the brewery companies in Nigeria. In addition, emotional intelligence, information acquisition and information utilization were found to be significant determinants of creativity of managers in the brewery companies in Nigeria. It is therefore, recommended that the management of brewery companies in Nigeria should take cognizance of emotional intelligence, information acquisition and utilization when planning to enhance creativity of their managers. They should encourage the managers to acquire and utilize relevant information to improve their creativity. They should endeavour to give emotional intelligence training to their managers so as to stimulate their level of creativity.

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