

Analysis of the Impact of Self-Management on Organizational Effectiveness of Selected Commercial Banks in Delta State Nigeria

¹Edewhor, Vincent O, PhD

GSM: 08035017451

Email: vincentedewhor@yahoo.com

²Okoh Lucky Okuwa

^{1,2}Department of Enterpreueurship, Delta State University of Science and Technology, Ozoro Nigeria

GSM: 08037919609

Email : luckyokoh811@gmail.com

Abstract

This study focused on the relationship between self-management and organizational effectiveness of Commercial Banks in Delta State, Nigeria. The study is anchored on upper echelon theory. Cross-sectional survey was adopted in this study. A structured questionnaire was used to obtain primary data from the employees of the Commercial Banks in Delta State, namely, First Bank Plc, Zenith Bank Plc, Union Bank Plc, Guaranty Trust Bank Plc, Unity Bank Plc, United Bank of Nigeria, and First City monument Bank. The population of study comprised of 62 staff of 7 selected Commercial Banks in Delta State, Nigeria. The hypotheses formulated were subjected to statistical tests using the spearman's Rank order correlation Coefficient with the aid of statistical package for social sciences. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that self-management has a significant effect on the quality of service of Commercial Banks in Delta State, Nigeria, self management is significantly and positively related to attainment of goals of Commercial Banks in Delta State, Nigeria and that there is significant relationship between self-management and organizational alignment of Commercial Banks in Delta State, Nigeria, From the findings of the study, it was concluded that self management has a significant positive impact on organizational effectiveness since the majority of the stated variables are statistically significant with one another.

Journal of Policy and Development Studies (JPDS)

Vol. 17 Issue 1 (2024)

ISSN(p) 1597-9385

ISSN (e) 2814-1091

Home page

<https://www.ajol.info/index.php/jpds>

ARTICLE INFO:

Keyword:

Self-Management, Quality of Service, Goal Attainments, Organizational Alignment.

Article History

Received:

20th November 2024

Accepted:

20th December 2024

DOI:

<https://dx.doi.org/10.4314/jpds.v17i1.17>

1.Introduction

In today's competitive organizations , the principle of assigning the right individuals to appropriate roles has become paramount. Furthermore, management emphasizes not only the recruitment of key personnel but also their retention within the company. To achieve these objectives effectively, it is essential for organizational leaders to recognize and address the emotions of their employees, enabling them to perform their tasks efficiently. Various research studies indicate that emotional intelligence is a critical factor for identifying excellence and effective job performance (Laiser, 2019). Managing human resources presents unique challenges for organizations, making emotional intelligence vital for understanding and fostering relationships among employees.

Regrettably, emotional intelligence has not been prioritized in Nigerian organizations amidst globalization, competitive pressures, evolving work environments, frequent mergers and acquisitions, workforce diversity, and rising employee turnover. There is a pressing need to understand this phenomenon, especially as competent individuals leave organizations due to the lack of empathetic management. Additionally, the diversity within the workforce necessitates the incorporation of emotional intelligence to navigate these challenges effectively (Scarnati, 2018). Emotional intelligence is crucial not only for organizational success but also for individuals in their personal lives. Studies show that employees are often disengaged not because of inadequate technical skills, but due to a deficiency in emotional intelligence. It is essential to be aware of our own skills and capabilities, to manage ourselves according to specific situations, and to comprehend and effectively manage the emotions of our colleagues (Barsade, 2019).

1.2 Statement of the Problem

The organizational environment is typically composed of individuals from diverse ethnic backgrounds, beliefs, and personalities, which affects workplace dynamics and interpersonal interactions (Senyucel, 2019). Each person brings their own unique personality traits, desires, and emotional expressions. Navigating these differences requires tact and skill, making self-management crucial. Poor productivity among employees, related to both output and time management, is often linked to ineffective organizational performance and, consequently, overall failure. A well-functioning organization perceives employees as valuable contributors to quality and productivity improvements that justify capital investments (Johnson and Scholes, 2020). An organization operates efficiently and progresses when its employees meet the expected productivity goals within specified deadlines.

An increasing number of organizations are transitioning their management approaches from a control-focused strategy to one that promotes self-management. Many are encouraging employees to embrace greater responsibility and autonomy in their work (Chen and Chung, 2019). Effective self-management strategies in the workplace serve to minimize deviations from organizational standards and support employees in meeting their job responsibilities (Maiz, 2017). Implementing self-management within the work environment also fulfills employees' desires for independence in their tasks (Chen and Chung, 2019). Unproductive work behaviors can be improved through self-management techniques that encompass self-assessment, goal setting, self-monitoring, and self-reinforcement. These steps guide individuals toward achieving their various goals. This research aims to investigate the relationship between self-management and organizational effectiveness in Commercial Banks in Delta State, Nigeria.

1.3 Objectives of the Study

The primary aim of this study is to assess how self-management impacts organizational effectiveness in Commercial Banks located in Delta State, Nigeria. The specific objectives of the study are to:

- i. Evaluate how self-management influences the quality of service provided by Commercial Banks in Delta State, Nigeria.
- ii. Investigate the relationship between self-management and the achievement of goals by Commercial Banks in Delta State, Nigeria.
- iii. Analyze the connection between self-management and organizational alignment within Commercial Banks in Delta State, Nigeria.

1.4 Research Questions

In alignment with these objectives, the following research questions have been formulated:

- i. Is there a significant impact of self-management on the quality of service offered by Commercial Banks in Delta State, Nigeria?
- ii. Does self-management relate to the achievement of goals within Commercial Banks in Delta State, Nigeria?
- iii. Is there a notable relationship between self-management and organizational alignment among Commercial Banks in Delta State?

1.5 Statement of Hypotheses

Based on the specific objectives outlined, the following hypotheses are proposed:

Ho1: There is no significant relationship between self-management and the quality of service in Commercial Banks in Delta State, Nigeria.

Ho2: Self-management does not significantly influence the attainment of goals in Commercial Banks in Delta State, Nigeria.

Ho3: There is no relationship between self-management and organizational alignment within Commercial Banks in Delta State, Nigeria.

2. Review of Related Literature.

❖ Conceptual Review

Concept of self – management

Self management refers to the continuous process of managing, evaluating and reinforcing our actions, thoughts and emotions to have appropriate behaviours in performance in relation to our surroundings and environment through constantly reminding ourselves of our norms and values (Goleman 2021)”

Gerharat, Ashenbaum and Newman (2019) states that self management is a set of behavioural and cognitive strategies that assist individuals in structuring their environment at work place for elsewhere, establishing self – motivation and facilitating behaviours appropriate for obtaining performance standards. Gerhardt et al (2019) further mentions that we improve self management through the influence we exert over ourselves to help us achieve self – motivation and self – direction, we need to behave in describable ways.

Self – management implies that employee’s oversee and screen their own conduct and oversee the choice they make. It also implies that employees without any outside control settle on choices that are less appealing, yet more attractive (Mans and Sems, 2017).

Self management procedures help organizing the workplace, increase self motivation and encourage practices that add to the performance of tasks (Manz and Sims, 2017). Self management comprise of self – perception, self objective setting, self reward and self discipline (Houghto and Neck, 2017). Self management at work place is about planning, organizing and controlling the employees own work activities (Renn et al, 2018). Self management practices are beneficial in improving the behaviour that is undesirable in employee.

❖ **Usefulness of Self – Management at Work Place**

- i. Successful self – management can be very useful for organizations, as it can enhance job satisfaction, attendance, self efficacy, job performance, learning and career achievement as well as improve work behaviours such as learning, attendance and task performance (Renn, et, al. 2019).
- ii. Introducing self management practices to workplaces can prevent many crisis that organizations face these days.
- iii. Self management can be useful in improving organizations visions and values (Manz and Sims (2017)).
- iv. Undesirable work activities can be enhanced by adopting self management strategies. Numerous aspects of employees work activities are not motivating when compared to alternative activities (Chen and Chung, 2016).

❖ **Dimensions of Self – Management**

i. **Self – Regulation**

Self regulation is one of the element of self – management. Self – regulation is about the ability to resist innate behaviour and impulses which are not important work-place or in personal life. Self – regulation is important in all of the processes of self – management (Abele and Wiese, 2018: Renn et al, 2019). If employees self regulation fails at work, their thoughts, feelings and behaviour are influenced by immediate internal and external stimuli (Renn et al. 2019). It has been established that adequate self – management can reduce self regulation failure through formalizing self – goal setting, self monitoring and operating on oneself and the environment to reduce discrepancies between behaviour and self set goals, (Renn et al. 2019).

ii. **Self – leadership**

Self leadership and self management are closely related with each other and to ensure self management succeeds, it requires self – leadership for it to succeed. Self leadership goes further to consider the role of the standards that self – management behaviours (Manz, 2018), self management concentrates more about what the person should do in order to achieve their goals, and how and when the person should do it. Self leadership concentrate on asking why they should provide one report per day, self leadership is about motivating one self, giving purpose for what they do and persuading oneself to do things that don’t seem appealing.

Self leadership gives the employee the responsibility for internal regulation and for developing internal incentives (Pinl – Thingvals, 2017).

Self leadership is also about evaluating individual's values and beliefs, evaluating how their values and beliefs fit to their current work activities and then molding these beliefs to fit the situation better and avoiding intrapersonal conflict (Marques-Quinteiro, and Curral, 2017).

❖ **Organizational Effectiveness**

According to Spreitzer et al (2010), organizational effectiveness is expressed in both high performance and employee quality of work life. The idea of taken from the socio-technical theory, which stated that both social and technical systems must be effectively used for an optimally well organized organization. Hackman (2019) listed three criteria for measuring organizational effectiveness. The standards of measurement are (1) productive output that meets or exceeds standards (2) Social Processes that enhance the capability of members to work together on organizational tasks, and (3) group experience that satisfies personal needs of group members (Weil, 2016).

❖ **Theoretical Framework**

This study is anchored on the upper echelon theory. The upper echelon theory is the idea behind the organizational strategies of the apex of the organization. Mintzberg (1979) clearly stated the strategic apex of the organization which include the executive officer and other top level manager. According to Mintzberg (1979) they are tasked with ensuring that organizations serve its mission and vision in an efficient way. The basic task of the upper echelon theory is about the leadership of organization. This theory is applied in leaders emotional intelligence because it has to do with leaders of an organization which is charged with the duties of ensuring effectiveness among organizations.

❖ **Empirical review**

Some studies have been carried out on the impact of self management on organizational effectiveness. Atwater and Yammarino (2020) examined if self-management of leaders using different scores to moderate the validities of selection devices to predict organizational effectiveness in an organization. Their findings has significant and positive relationship between self-management and organizational effectiveness.

A study carried out by Sosik and Megerian (2019) examined relationships between self management and managerial performance. The study found out a strong association between self management and leadership in a manager or leaders.

3. Methodology

This study adopted cross-sectional survey design for data collection and a quasi-experimental study. The population consists of 62 staff of 7 selected commercial banks in Delta State namely, First Bank Plc, Zenith Bank Plc, Union Bank Plc, United Bank Plc, Guarantee Trust Bank Plc, Unity Bank Plc and First-City Monument Bank. The target population of this study constitutes officers, branch managers and marketing managers. The taro-Yamene sample size determination formula was used to determine the sample size. The questionnaire was use as the instrument for data collection for the study. The questionnaire was subjected to reliability test to ensure the reliability of the instrument. Cronbach's alpha test was used to measure the reliability of the questionnaire with the aid of statistical packages for social science. Cronbach's alpha was a measure of internal consistency at 0.7 and above.

Table 1: Cronbach Reliability Coefficient

| Number of indicators | Alpha –Coefficient |
|--------------------------|--------------------|
| Self management 3 | .857 |
| Quality of services 3 | .975 |
| Attainment of goals 3 | .937 |
| Organizational alignment | .950 |

Source: Survey Data

Table 2: Correlation between self-management and organizational effectiveness

| | | | Self-Management | Quality of Services | Attainment of Goals | Organizational Alignment |
|----------------|--------------------------|--------------------------|-----------------|---------------------|---------------------|--------------------------|
| Spearman's Rho | Quality of Services | Correlation Coefficient | 1.000 | .676* | .556** | .654** |
| | | Sig.(2-Tailed) | | .000 | .000 | .000 |
| | | N | 62 | 62 | 62 | 62 |
| | Attainment of Goals | Correlation Co-efficient | .676* | 1.000** | .729** | .915** |
| | | Sig.(2 Tailed) | .000 | | .000 | .000 |
| | | N | 62 | 62 | 62 | 62 |
| | Organizational alignment | Correlation Co-efficient | .558* | .729** | 1.000 | .931** |
| | | Sig.(2 Tailed) | .000 | .000 | | .000 |
| | | N | 62 | 62 | 62 | 62 |

Source: SPSS Output

Hypothesis 1

There is no significant relationship between self management and the quality of service of Commercial Banks in Delta State, Nigeria.

The correlation coefficient (r) shows that there is a significant relationship between self management and the quality of service of Commercial Banks in Delta State. The Rho value of 0.676 indicates this relationship and it is significant at $P 0.000 < 0.05$. The correlation coefficient represent a strong correlation between the variables. Based on findings the null hypothesis is rejected and alternative accepted. Thus, there is a significant relationship between self management and the quality of service of commercial banks in Delta State.

Hypothesis 2

There is no significant relationship between self management and the attainment of goals of Commercial Banks in Delta State, Nigeria.

The correlation co-efficient (r) shows that there is a significant relationship between self management and the attainment of goals. The rho value 0.558 indicates this relationship and it is significant at $P 0.000 < 0.05$. The correlation co-efficient represents a moderate correlation between the variables. Based on the findings, the null hypothesis earlier stated is rejected and the alternative hypothesis accepted. Therefore, there is a significant relationship between self-management and the attainment of goals of Commercial Banks in Delta State, Nigeria.

Hypothesis 3

There is no significant relationship between self-management and organizational alignment of Commercial Banks in Delta State, Nigeria. The correlation coefficient (r) shows that there is a significant relationship between self management and organizational alignment. The rho value

0.654 indicates this relationship at its is significant at $P 0.000 < 0.05$. The correlation coefficient represents a strong correlation between the variables. Based on the findings the null hypothesis stated earlier is rejected and the alternative hypothesis is accepted. Thus, there is a significant relationship between self-management and organizational alignment of Commercial Banks in Delta State, Nigeria.

4. Discussion of Findings

This study investigated the relationship between self-management and organizational effectiveness of Commercial Banks in Delta State, Nigeria. The study findings reveal that there is strong significant relationship between self management and the quality of service of commercial Banks in Delta State, Nigeria. This finding is in line with the empirical study by George (2019) that found a statistically significant and positive relationship between self-management and organizational quality of service in financial institutions. Furthermore the study reveals a significant relationship between self-management and attainment of goals of Commercial Banks in Delta State, Nigeria. This finding is in agreement with the findings of Bass (2017) who established that there was a strong relationship between self-management and attainment of goals of Commercial Banks. Lastly, the findings of this study reveal that there is a significant relationship between self management and organizational alignment of Commercial Banks in Delta State, Nigeria. This findings is in support of the work of Newman (2017), who found the self management was strongly correlated with the organizational alignment of Commercial Banks in Delta State, Nigeria.

Conclusion

The study examined the analysis of the impact of self management on organizational effectiveness of selected Commercial Banks in Delta State, Nigeria. Based on the findings which indicated that self management have significant impact on the quality of service, attainment of organizational goals and organizational alignment, the study therefore concludes that self-management is positively significant to organizational effectiveness of Commercial Banks in Delta State, Nigeria.

Recommendations

Based on the findings of this study, it is therefore recommended that:

1. Commercial Banks need to educate their managers, the competency of self management.
2. Employees training and ongoing development programs can help individuals in self-management and as a result skills are enhanced and there will be improvement in attitude towards working positively to achieve organizational goals.
3. Commercial Banks should evolve very efficient self-management strategies which they will have to inculcate in their employees.
4. Commercial Banks should encourage employees to sharpen their emotional self-control and regulation which is one of the aspects of self-management that needs to be managed by management to enable employees to be on control of their emotions and ensure these emotions are effectively managed to avoid it affecting their work and persons they relate and work with daily to ensure improved output and healthy work environment relationships.

References

- Abele, A.F. and Wiese, B.S. (2018). The nomological network of self-management strategies and career success. *Journal of occupational and organizational psychology* 81(4), 733-749.
- Atwater, P.O. and Yammarino, J.S. (2020): The incline of quality, *Harvard Business Review*, Vol. 60 No. 5, pp. 163-171.
- Barsade, S. (2019). The ripple effect: Emotional contagion and its influence on group behaviour. *Administrative Science, Quarterly*, 47, 644-675.
- Bass, B. (2017) *leadership and performance beyond expectation*. New York, NY: Free Press.
- Chen, I and Chung, A. (2016). Self-Managers: Social contexts personal traits and organizational commitment. *Asia, Pacific Journal of Management* 31(2), 621-642.
- Chen, I. and Chung, A. (2019) Teaching self management: The design and implementation of self management tutorials. *Journal of Education for business* 83 (1), 11-17.
- George, J.M. (2019). Emotion and leadership. The role of emotional intelligence. *Human relations* 53, (1027-1055).
- Gerhardt, C.A, Ashenbolum, D.C and Newman, K.F. (the design and implementation of self management tutorials. *Journal of education for Business* 83 (1), 11-17.
- Goleman, F.O. (2021) self-managers: Social Contexts personal traits and organizational commitment. *Asia, Pacific Journal of Management* 31 (2), 621-642.
- Hackman, B. (2019): *Emotional intelligence*. New York: Bantam Books.
- Houghton, J.D and Neck, C.P. (2017). The revised self-leadership questionnaire:- Testing a hierarchical factor structure for self leadership. *Journal of managerial psychology*, 17(8) 672-691.
- Johnson, G and Scholes, K. (2020) Self-managers: social contexts, personal traits, and organizational commitment; *Asia Pacific Journal of Management* 31 (2), 621-642.
- Lanser, E.G. (2019). Why you should care about your emotional Intelligence. *Healthcare Executive* 6-11.
- Manz C.C. (2017). Self leadership: Journal on expanded theory of self-influence processes in organizations. *Academy of Management Review* 11 (3) 585-600.
- Manz, C.C. (2018). Self-leadership, toward an expanded theory of self-influence processes in organizations. *Academy of management review* 11 (3), 585-600.
- Manz, O.A. and Sims, S.H. (2017). Self leadership: Toward and expanded theory of self-influence processes in organizations. *Academy of management review* 11(3), 585-600
- Marques-Quinteiro,, P and Curren, L.A. (2017). Goal orientation and work rate performance. Predicting adaptive and proactive work, role performance through self-leadership strategies. *Journal of Psychology* 146(6), 559-577.
- Newman, K. (2017). Interrogating service: a critical assessment of high street retail bank: *International Journal of Bank Marketing – Vol. 10 No. 3. Pp, 126-139.*

- Phil-Thingvad, S. (2017). Is self leadership the new silver bullet of leadership and organizational commitment. *Management Review*, 25(2).
- Renn, J.P., Hom, P.W. and Manz, C.C. (2019). Self management and competencies in self managing teams: Their impact on multi-team system productivity. *Leadership Quarterly* 21(5). 687-702
- Scarnati, J.T . (2018), on becoming a team player: Team performance management: An *International Journal* 7, (1/2), 5-10.
- Senyצל, S.O. (2019). *Exploring corporate strategy* (8th edition) London: Prentice, Hall.
- Sosik, J.J. and Megarian, I.O. (2019). An affair of the heart: Emotional intelligence and transformational leadership. *Journal of Leadership studies*, 3, 3-48.
- Spreitz, F.O, Peter, S.O and Mayer, J.O. (2016). Team Performance Management: An *International Journal*, 7 (2), 185-211.
- Weil, J.M. (2016) Emotion and leadership: The role of emotional intelligence, *Human relation*, 53, 1027-1055.