

Self- Management and Employee Performance of Telecommunication Companies in Port Harcourt.

Vito, Baridula

Doctoral Candidate Department of Management,
Faculty of Management Sciences,
Rivers State University,
Nkpolu-Oroworukwo, PMB 5080,
Port Harcourt, Nigeria.
baridulavito@yahoo.com

Kumanwee, Felix Tombari

Doctoral Candidate Department of Management,
Faculty of Management Sciences,
Rivers State University,
Nkpolu-Oroworukwo, PMB 5080,
Port Harcourt, Nigeria.
felixkumanwee64@gmail.com

Cyracus, Ndukwu

Doctoral Candidate Department of Management,
Faculty of Business Studies,
Ignatius Ajuru University of Education,
Port Harcourt, Nigeria.
bigboykeen@yahoo.com

Abstract

This study focused on the relationship between self-management and employee performance of telecommunication companies in Port Harcourt. The study adopted a cross sectional survey research design. Primary data was obtained using questionnaire as the research instrument. The study population is one hundred and seventy-eight (178) employees of the four mobile telecommunication companies in Port Harcourt. The sample size of the study was determined using the Krejcie and Morgan (1970) sample determination table, the sample size was one hundred and twenty-three (123) employees that were randomly selected. However, after data cleaning, only data for 102 respondents were suitable for data analysis. The internal reliability of the instrument was ascertained through the Crombach Alpha coefficient with all the items scoring above .70 bench mark set by Nunnally (1970). Spearman's rank correlation was used for hypothesis testing. The study findings confirm that self- management has a significant positive relationship with employee performance. The study thus recommends that telecommunications companies should evolve very efficient self-management strategies which they will have to inculcate in their employees.

Key Words: *Self-Management, Employee Performance, Self-regulation, Self-Leadership, Timeliness, Innovativeness.*

Introduction

Sometimes employees are faced with very difficult and challenging situations that they have to decide how we have to handle it in an appropriate manner without hurting any parties involved

and leaving them with no regrets later on therefore they are required to go through systematic process of pondering upon the issue and analyzing it for its impacts both positive and negative on self and others who might be affected by the decisions. Hence, wise decisions that we are not sure about are a necessity in our daily dealings with several issues (Marc, Susan and Salovey, 2011).

Work environment is usually made up of people from various ethnic backgrounds, morals, beliefs, profiles and so on thus the differences between one employee and others and also reflecting on our daily work methods and lives (Senyucel, 2009). We all have different personalities, wants and needs, and different ways of showing our emotions. Navigating through this all takes tact and cleverness – especially if we hope to succeed in life. This is where self-management becomes very important. Poor employee productivity rates with regards to output and time requirement are most often precursors to poor organizational performance and eventual failure. This is because a well-managed organization usually sees an average worker as the root source of quality and productivity gains to capital investment (Johnson & Scholes, 2002). An organization is effective only to the extent that its employees are able to achieve the required output levels and within the required time frame.

An increasing amount of organizations are transforming their management strategies from control-oriented management towards self-management. Organizations are encouraging their employees to have more responsibility and to be more independent with their work activities (Renn et al., 2011). Employees might be able to make their own strategies regarding the details of task performance: making schedules independently, forming teams for projects, crafting budgets for projects, and deciding in which location they are going to work. In addition to instrumental activities, self-management is also about the cognitive process which occurs when an employee is performing work activities. At workplace, proper self-management strategies will aid the employee to reduce “deviation from standards in higher level control loops”, meaning that self-management training can assist the employee in fulfilling their job requirements (Manz, 1986). Introducing self-management at workplace will also accommodate the employee’s need for autonomy in work activities (Chen & Chung, 2014).

Self-management from organizational perspective can be divided into many aspects. Some of these are the decisions related to executing the work, planning the work hours, extent of the work and important decisions regarding the task (Phil-Thingvad, 2014). This requires actions from the management, for powering the employee to independently answer the questions why, how, and when work should be done. It can be even stated, that the external control systems that organizations provide do not affect the behavior of employees directly; they merely affect the self-management systems of each employee (Manz et al., 1980). Self-management in a broader definition accommodates employees to facilitate “behaviors that are not naturally motivating and that meet externally anchored standards” (Chen & Chung, 2014). This process is also essential in life outside the workplace, because it gives us instruments for actions that are necessary in everyday life but which are only externally motivational.

Many aspects of employee’s work activities are not naturally motivating, at least when comparing to alternative activities (Chen & Chung, 2014). Undesirable work activities can be facilitated by using self-management strategies. The basic self-management process, both in personal and work life, includes following steps: self-assessment, goal setting, self-monitoring and self-reinforcement. These steps will assist in behaviors that will lead the individual to their goals.

This study therefore seeks to examine the relationship between self-management and employee performance of telecommunication companies in Port Harcourt. It also seeks to provide answers to the following research questions:

- i. What is the relationship between self-regulation and timeliness of telecommunication companies in Port Harcourt?
- ii. What is the relationship between self-regulation and innovativeness of telecommunication companies in Port Harcourt?
- iii. What is the relationship between self-leadership and timeliness of telecommunication companies in Port Harcourt?
- iv. What is the relationship between self-leadership and innovativeness of telecommunication companies in Port Harcourt?

Literature Review

Theoretical Foundation

The underpinning theory for this study is the Intrapersonal and Interpersonal Intelligence theory. Emotional intelligence is a set of competencies, which direct and control one's feelings towards work and performance at work. These set of competencies are the ability of the individual to control and manage his or her moods and impulses on the job. Knowing one's emotions and feelings as they occur, and tuning one's self to the changed situation, requires the emotional competency, emotional maturity and emotional sensitivity that are demanded on the job. In a work situation, performance of the employees depends on working with group of people with different ideas, suggestions, and opinions.

Effective use of emotional intelligence gives better team harmony. (Ashforth et al,1995) Leaders, in particular, need high emotional intelligence, because they represent the organization to the customers, they interact with the highest number of people within and outside the organization and they set the tone for employee morale. Leaders with high emotional intelligence are able to understand their employee's needs and provide them with constructive feedback. Success in sales requires emotional intelligence ability to understand the customer and provide service to customers. (Bridget Murray, 1998). Emotional intelligence in the organization supports in identification of employees emotional intelligence level and its impact on employee performance on the job. This would act as an indicator for promotion of employees in the organization.

Howard Gardner is known for his theory of multiple intelligences in which he proposed that people possess intrapersonal and interpersonal intelligence among other types of intelligences. Gardner described intrapersonal intelligence as the ability to access and understands feelings and emotions and uses this knowledge to guide and understand behaviour (Gardner, 1998). He described interpersonal intelligence as the ability to read and understand other people's moods, temperament, and motives. Using this knowledge to guide communication and decisions is also part of interpersonal intelligence (Hetherington & Parke, 2003).

Self-Management

This refers to the continuous process of managing, evaluating and reinforcing our actions, thoughts and emotions to have appropriate behaviors or performance in relation to our surroundings and environment through constantly reminding ourselves of our norms and values (Goleman *et al*, 2002). Instead of the usual blame of others for mistakes we make or constantly defending ourselves, we should be able to take responsibility for our own behaviors, deeds, mistakes and in general emotions and how they impact our behaviors and daily lives such as the so many decisions that we have to make in our lives (McPheat, 2010).

Gerhardt, Ashenbaum and Newman (2009) states that self-management consists of a set of behavioral and cognitive strategies that assist individuals in structuring their environment (at work or elsewhere), establishing self-motivation, and facilitating behaviors appropriate for obtaining performance standards. Gerhardt *et al* (2009) 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 desirable ways.

Self-management at workplace is about planning, organizing and controlling (the employee's) own work activities (Renn et al., 2011). Self-management practices are useful in enhancing the behavior that is desirable for the employees at workplace, and controlling the behavior that is undesirable and which may arise from impulses, innate habits and behavior learned due to upbringing. Self-management differentiates from management relying on strong supervisor involvement because it is conducted without the immediate presence of external control. In this way, self-management can aid in internalizing motivation so that the motivation system of the workplace doesn't depend only on external ways of motivating. Self-management practices can be performed, when the employee has the sufficient amount of responsibility to make decisions independently (Uhl-Bien & Graen, 1998). Thus, the employees own need or will to perform self-management is not enough; the support of the organization is needed in order to do that. Successful self-management can be very beneficial for organizations, as it can "enhance job satisfaction, attendance, self-efficacy, job performance, learning and career success", as well as "improve work behaviors such as learning, attendance and task performance" (Renn et al., 2011). Thus, introducing self-management practices to workplaces can resolve many issues that organizations face nowadays. A more complex problem at the workplaces is one that might be hard to identify; organization has their visions and values, but they differ radically from their employees' counterpart systems of visions and values (Manz et al., 1980). Self-management can be useful in merging these two separate systems together, so that the employee internalizes the organization's values in their work and becomes a more productive employee.

Dimensions of Self- Management

Self- Regulation

Self-regulation is an element of self-management. Usually it occurs automatically, but in some situations deliberate adjustments are needed to reduce discrepancies from established reference points (Manz, 1986). It is about the ability to resist innate behavior and impulses which are not desirable at workplace or in personal life. Self-regulation is needed in all of the processes of self-management (Abele & Wiese, 2008; Renn et al., 2011). If employee's self-regulation fails at work, their thoughts, feelings and behavior are driven by immediate internal and external stimuli (Renn et al., 2011). Understandably, this can lead to undesirable behavior which may harm goals at workplace, such as career opportunities or social relationships. It has been found that: Proper self-management can reduce self-regulation failure by formalizing self-goal setting, self-monitoring and operating on oneself and the environment to reduce discrepancies between behavior and self-set goals. (Renn et al., 2011). This way the person becomes more aware of their goals and their progress in achieving them, and they are more capable of avoiding behavior that does not benefit in goal pursuit.

The following characteristics can be found from situations requiring self-regulation: the existence of two or more response alternatives; different consequences for the alternatives; and usually, the maintenance of self-controlling actions by longer-term external consequences (Manz et al., 1980). This means that the person needs to choose, which alternative they will take, and as they are doing this they need to consider the consequences of these alternatives

regarding to their goal pursuit. The regulatory acts use the same physical resources, no matter the target of the action (Chan & Wan, 2012). This means, that when exerting self-regulation in one task, this will temporarily reduce the capability of self-regulation in other tasks. Because of this, it is very hard to pursue a significant amount of different goals at the same time; having too many goals to pursue requires a tremendous amount of self-regulation to stick with the behavior that is beneficial for pursuing them and discarding the contradicting impulses. When having successfully resisted a harmful impulse that would have suspended progress in one goal, it is harder to resist another impulse regarding another goal.

Self- Leadership

As a concept, self-leadership differs from self-management: self-leadership is more about the cognitive processes behind the self-management strategies and actions (Millikin et al., 2010). Self-leadership and self-management are closely related with each other, and to ensure success in self-management, it requires self-leadership. Self-leadership goes further to consider the desirableness of the standards that self-management strategies are developed for achieving, and provides reasons for self-management behaviors (Manz, 1986). Self-management as a concept concentrates more on the practical questions about what the person should do in order to achieve their goals, and how and when the person should do it. Self-leadership can answer the question why people do this and give intrinsic value for the behavior. As an example, if an employee aims to finish one report per day in their work, and because of that schedules their day to enable that, as well as reward themselves for succeeding in it, this can be considered as self-management behavior. Self-leadership on the other hand, will concentrate on asking why they should provide one report per day. The reasons can vary from being the employee of the month, being a good provider for the family or developing themselves to become faster in analyzing and producing information. It can be said, that self-leadership encompasses the behavioral decisions of the self-management process (Manz, 1986). Leadership is required in successful management; this is relevant also in self-management. Self-leadership is about motivating oneself, giving purpose for what they do and persuading oneself to do things that don't seem appealing. Along with self-management, also self-leadership has been showed to have a positive relation to task performance (Hauschildt & Konradt, 2012). Self-leadership gives the employee the responsibility for internal regulation and for developing internal incentives (Pihl-Thingvad, 2014).

Self-regulation and self-motivation are integral parts of self-management and thus, performing well in self-leadership will increase the chances in succeeding in self-management processes. Internal regulation is a very effective approach for management, as well as internal incentives are very effective for employee commitment and motivation (Pihl-Thingvad, 2014). Self-leadership strategies have been found to increase job satisfaction and therefore they can predict job performance (Marques-Quinteiro & Cural, 2012; Ross, 2014).

Self-leadership incorporates intrinsic work motivation into self-management strategies (Manz, 1986). Because of the cognitive process behind self-management behavior, the person is able to discover new motivators for the tasks that might seem undesirable at first. Self-leadership emphasizes the role of the employee's need for self-actualization as a motivator (Pihl-Thingvad, 2014). Thus, with the use of self-leadership, it might be that the person motivates themselves in their work tasks, rather than the overall organizational visions and motivational systems (Pihl-Thingvad, 2014). 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 & Cural, 2012). If the person is unable to perform this kind of self-leadership

processes, they can find themselves in very stressful work situations, because of the conflicts between the person's and the organization's values and visions.

Employee Performance

Firm's performance is the measure of standard or prescribed indicators of effectiveness, efficiency and environmental responsibilities such as cycle time, productivity, waste reduction and regulatory compliance (Noum, 2007). The organizational performance construct is probably the most widely used dependent variable, in fact, it is the ultimate dependent variable of interest for any researchers concerned with just about any area of management yet it remains vague and loosely defined (Richard et al, 2009; Rodgers and Wright, 1998). The construct has acquired a central role as the deemed goal of the modern industrial activity. Performance is so common in management research that its structure and definition are rarely explicitly justified; instead, its appropriateness, in no matter what form is unquestionably assumed (March and Sutton, 1997). Performance is a recurrent theme in most branches of management, including strategic management, and it is of interest to both academic scholar and practicing managers.

Although firm performance plays a key role in strategic research, there is considerable debate on appropriateness of various approaches to the concept utilization and measurement of organization performance. The complexity of performance is perhaps the major factor contributing to the debate. Out of literature are three common approaches to organization performance measurement namely, the objective measures of performance that tend to be quantitative, the subjective measures that tend to be qualitative therefore judgemental and usually based on perception of respondent, and triangulation. Organizational performance refers to how well an organization achieves its market-oriented goals as well as its financial goals. The short-term objectives of SCM are primarily to increase productivity and reduce inventory and cycle time, while long-term objectives are to increase market share and profits for all members of the supply chain Tan, (1999).

Measures of organizational performance

Timeliness

When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Olajide, 2000). The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Banjoko, 1996). Armstrong (2006) stated that productivity is the time spent by an employee actively participating in his/her job that he or she was hired for, in order to produce the required outcomes according to the employers' job descriptions. As suggested by Bloisi (2003) the core cause of the productivity problems in the South African society are people's motivation levels and their work ethics.

Timeliness is recognized as an important component of work performance (Downs, 2008) Timeliness is a way of developing and using processes and tools for maximum efficiency, effectiveness, and productivity (Downs, 2008) It involves mastery of a set of skills like setting goals, planning and making decisions better. At the end we have better performance (Brogan, 2010). According to Thompson et al (2010), accurate and timely information about daily

operations is essential if managers are to gauge how well the strategy execution process is proceeding

Time is an essential resource since it is irrecoverable, limited and dynamic (Downs, 2008) Irrecoverable because every minute spent is gone forever, limited because only 24hours exist in a day and dynamic because it's never static (Claessens, Roe & Rutte, 2009) According to North (2004) time management is the organization of tasks or events by first estimating how much time a task will take to be completed, when it must be completed, and then adjusting events that would interfere with its completion is reached in the appropriate amount of time. Effective time management is the key to high performance levels. Effective time management not only affects the performance of employees, but also helps to cope with stress, conflicts and pressure more efficiently North (2004).

Timeliness is a method managers used by managers to increase work performance (Claessens, Roe, Rutte 2009) Performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments (Galbraith,2007) High performance in organizations is when an organization is so excellent in so many areas that it consistently outperforms most of its competitors for extended periods of time (North, 2004) Performance can be seen as the consistent ability to produce results over prolonged period of time and in a variety of assignments (Phillips, Jory and Mogford, 2007) Performance also determines the success and survival of every organization (Eruteyan, 2008).

There are various ways in which organizational timeliness is affected which include procrastination (Phillips, Jory and Mogford, 2007). Procrastination is the deferment of actions or tasks to a later time, or even to infinity (Phillips, Jory and Mogford, 2007) A wide array of studies link procrastination to personal behavioral factors, such as lack of motivation, disorganization, and poor time management (Ackerman & Gross, 2005) Timeliness is needed for all activities performed by an organization. In the absence of standards of timeliness management are not able to ascertain the performance of the staff, sales and revenue ratios (Eruteyan, 2008) Modern businesses depend upon timelines to analyze performance (Galbraith, 2007) These are derived from the overall company strategy and provide critical data and information about key processes, outputs and results (George, 2008) Timeliness can be attributed to the ratio of actual hours on the job to the total hours available. This ration is used as a primary indicator of the utilization of the total available employee hours (Eruteyan, 2008) .Ratio of hours in transit to total hours available which is used to gauge idle time lost in transit.

Innovativeness

Innovativeness of entrepreneurs is measured by the propensity by which they innovate their business (Miller and Friesen, 1982); their willingness to try new ways which are different from the existing; the enthusiasm to adopt new ideas or new methods to their business operation; and the eagerness to implement the innovation strategy in their business (Khandwalla, 1987). Innovativeness reflects a firm's tendency to engage in and support new ideas, novelty, experimentation and creative processes (Lumpkin and Dess, 1996) that may result in new products, services, or technological processes and which may take the organization to a new paradigm of success (Swieczczek and Ha, 2003). It also implies seeking creative, extraordinary or strange solutions to problems and needs. Schumpeter (1934) considered entrepreneurship to be essentially a creative activity and entrepreneur as an innovator who carries out new combinations in the field of men, money, material, machine and management. According to him, an entrepreneur is an economic man who tries to maximize his profits by making innovations in any one of the following fields: (1) new products; (2) new production methods;

(3) new markets; or (4) new forms of organization. The degree of an entrepreneur's innovativeness will decide how far and how deep the innovation will go in business in order to meet both the strategic goal formulated for the business and the requirements from the environment (Hult *et al.*, 2004). Innovativeness represents a basic willingness to depart from existing technologies or practices and venture beyond the current state-of-the-art (Covin *et al.*, 2006). An innovative strategic posture can be linked to firm performance as it increases the chances that a firm will realize first mover advantage, stay ahead of their competitors, gain a competitive advantage and capitalize on emerging market opportunities that lead to improved financial results (Kreiser *et al.*, 2002; Hult *et al.*, 2004; and Kreiser and Davis, 2010).

Innovation is therefore defined as the production, adoption and implementation of novel and useful ideas, including products or processes from outside an organization (Kanter, 1988). Innovative work behaviour is then defined as individual's behaviour aiming to achieve the initiation and intentional introduction of new and useful ideas, processes, products or procedures (Farr & Ford, 1990). Kanter (1988) postulates individual innovation as a process that begins with problem recognition and the generation of novel or adopted ideas. The innovative individual champions the idea to managers, peers and/or significant others, attempting to create support for it. Finally, these activities result in a prototype or model of the innovation that can be further assessed and adopted by the organization. More recent measures of innovative work behaviour have then captured the different stages of the innovation process, including idea generation, championing and implementation (Scott & Bruce, 1994; de Jong & den Hartog, 2010).

Self-Management and Employee Performance

Students or people rated highly in self-management are more likely to perform very well in their tasks due to their positive attitudes, self-motivation, willingness to learn and ability to adapt and initiate in times of changes and therefore it is paramount to focus and improve on self-management before thinking of relationships (Victoroff and Boyatzis, 2012). It is very important to know that possessing the achievement orientation and conscientiousness competences have the limitation of over concentrating or persisting on tasks with the intention of perfecting it which in turn consumes a lot of time for the mastery/perfection process while others simply to it to the adequate level (Victoroff and Boyatzis, 2012).

Persons with high conscientiousness are more likely to have better performance by improving their personal traits to suit the tasks at hand and choose the right moments for handling them as cited by (Hoffman, 2013). It is vital to note that job performance is great and improved in the early stages of a job tenure due to the need to concentrate one's focus and energy to achieve a certain level of satisfaction however, the detrimental side is that the more time spent on achieving tasks or at the same place of work, the less and less the effect of proactive personality thus care needs to be taken by employers to ensure that this issue has a solution if they are to maintain staff productivity and curb turnover rate (Hoffman, 2013).

We will notice that proactive people actively engage in self-management behaviors such as setting challenging but achievable goals, time management, environmental behaviors and self-regulations thus as a result, these traits have buffered their job performance to better and greater heights by making the right decisions and implementing them at the opportune time hence the need for managers to identify and recognize such employees and build them by enabling and providing them with all the space they need and encouraging them to actively participate in decision making (Hoffman, 2013). Gerhardt *et al* (2009) further mentions that self-management behaviors are mostly and more often used by proactive personalities and calls for

managers to treat both similarly and direct these behaviors towards achieving organizational goals and objectives.

Staff performance both functional and cognitive activities is constantly improved if continuous effort is exerted towards the aim of growing performance and these could be through activities such as “Functional performance activities includes physical activity, activities of daily living, social activities and interaction, role performance including work and other role related activities while cognitive performance includes activities such as concentrating, thinking, and problem-solving (Hoffman, 2013). They further state that as management, more effort should be put on how employees manage their functional and cognitive activities and guide them especial on aspects they either have little or no control over and letting them continue handling aspects they have total control over the ultimate purpose of arriving at desirable performances.

Management has the responsibility of identifying and analyzing the perceptions of staff and how they formulate their response to aspects such as feedback, criticism, and recognition and in general appraisal results since different people react and perceive differently depending on the level of self-efficacy thus the need to identify the existing gaps and find solutions to bridge the gaps (Hoffman, 2013). At the beginning of new, challenging and routine work, it is important for supervisors or superiors to guide new entrants on how to go to accomplish them in order to help them build their self-reliance and further anxiety and uncertainty could be reduce but making tasks procedural and routine so that staff constant monitoring and guidance is reduce and staff are left to fend for themselves and yet still achieve desired organizational goals and objectives (Hampshire, Butera and Bellini, 2015).

The foregoing argument gave rise to the following hypotheses:

- H01:** There is no significant relationship between self-regulation and timeliness of telecommunication companies in Port Harcourt.
- H02:** There is no significant relationship between self-leadership and innovativeness of telecommunication companies in Port Harcourt.

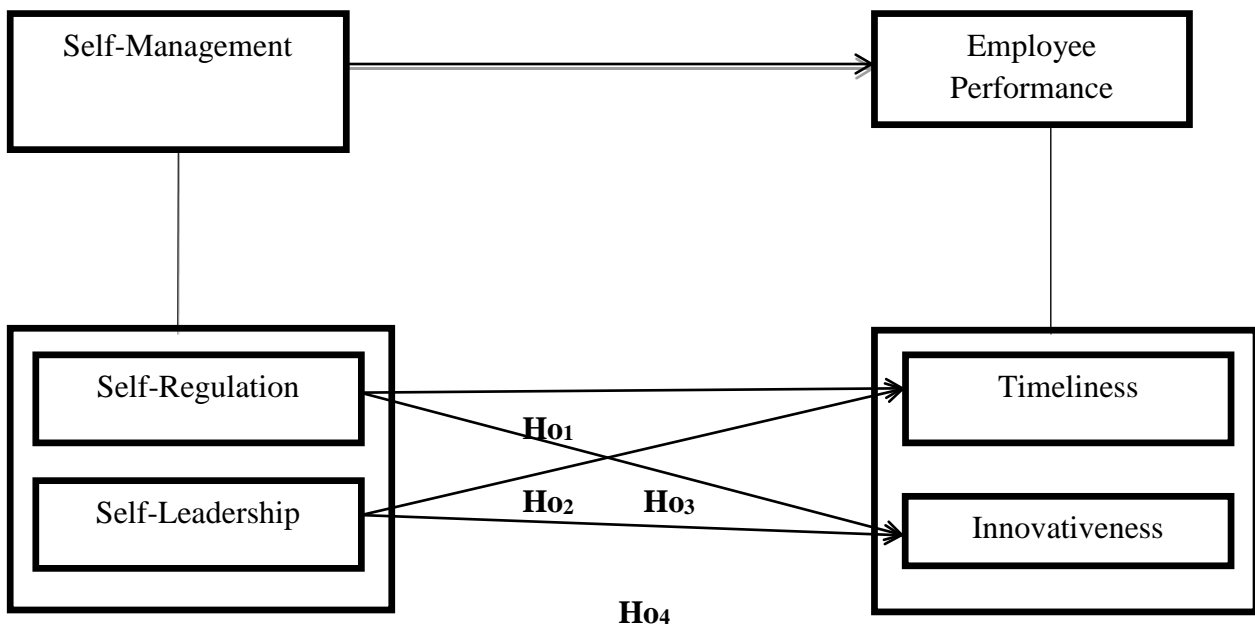


Fig. 1 operational framework for the relationship between self-management and employee performance

Source: Desk Research 2018

Methodology

The study adopted a cross sectional survey research design. Primary data was obtained using questionnaire as the research instrument. The study population is one hundred and seventy-eight (178) employees of the four mobile telecommunication companies in Port Harcourt. The sample size of the study was determined using the Krejcie and Morgan (1970) sample determination table, the sample size was one hundred and twenty-three (123) employees that were randomly selected. However, after data cleaning, only data for 102 respondents were suitable for data analysis. The internal reliability of the instrument was ascertained through the Cronbach Alpha coefficient with all the items scoring above .70 bench mark set by Nunnally (1970). Spearman's rank correlation was used for hypothesis testing with the aid of the SPSS Package version 21.

Table 1: Reliability Coefficients of variable measures

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Self-Regulation	4	102	0.825
2	Self-Leadership	4	102	0.809
3	Timeliness	4	102	0.701
4	Innovativeness	4	102	0.890

Source: Research Data, 2018

Results and Discussions

Bivariate Analysis

The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover hypotheses H_{01} to H_{03} which were bivariate and all stated in the null form. We have relied on the Spearman Rank (ρ) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p > 0.05$) or rejecting the null hypotheses at ($p < 0.05$). We shall commence by first presenting a proof of existing relationships.

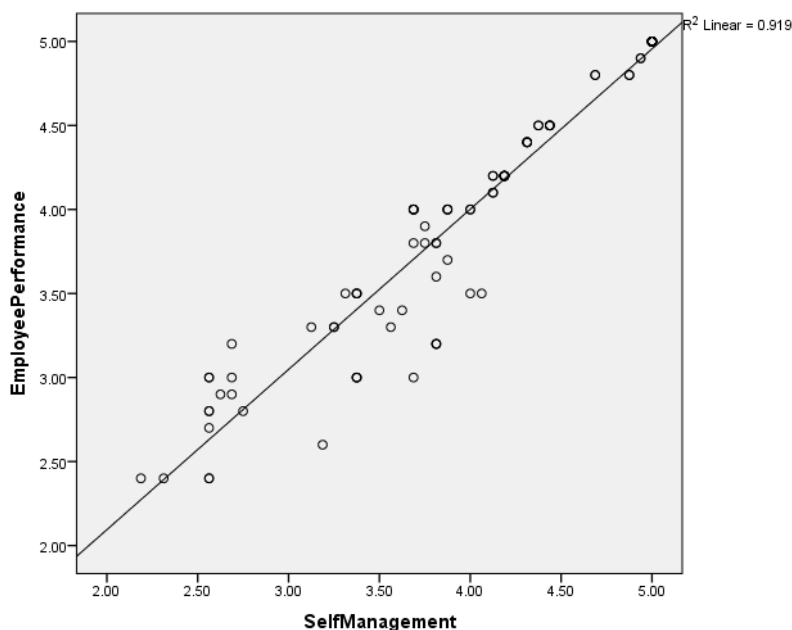


Fig. 2: Scatter plot relationship between self-management and employee performance

The scatter plot graph shows at R^2 linear value of (0.718) depicting a very strong viable and positive relationship between the two constructs. The implication is that an increase in self-management simultaneously brings about an increase in the level of employee performance. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

Test of Hypotheses

Table 2 Correlation matrix for self-regulation and employee performance

		Self-regulation	Timeliness	Innovativeness
Self-regulation	Correlation Coefficient	1.000	.766**	.827**
	Sig. (2-tailed)	.	.000	.000
	N	102	102	102
Spearman's rho Timeliness	Correlation Coefficient	.766**	1.000	.681**
	Sig. (2-tailed)	.000	.	.000
	N	102	102	102
Innovativeness	Correlation Coefficient	.827**	.681**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	102	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2018, (SPSS output version 21.0)

Table 2 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for:

H01: There is no significant relationship between self- regulation and timeliness of telecommunications companies in Port Harcourt.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between self-regulation and timeliness. The rho value 0.766 confirms this relationship and it is significant at $p\ 0.000 < 0.01$. The correlation coefficient represents a very high correlation indicating also a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between self-regulation and timeliness of telecommunications companies in Port Harcourt.

H02: There is no significant relationship between self- regulation and timeliness of telecommunications companies in Port Harcourt.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between self-regulation and innovativeness. The rho value 0.766 confirms this relationship and it is significant at $p\ 0.000 < 0.01$. The correlation coefficient represents a very high correlation indicating also a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld.

Thus, there is a significant relationship between self-regulation and innovativeness of telecommunications companies in Port Harcourt.

Table 3 Correlation matrix for self-leadership and employee performance Correlations

		Self-leadership	Timeliness	Innovativeness
Self-leadership	Correlation Coefficient	1.000	.509**	.734**
	Sig. (2-tailed)	.	.000	.000
	N	102	102	102
Spearman's rho Timeliness	Correlation Coefficient	.509**	1.000	.681**
	Sig. (2-tailed)	.000	.	.000
	N	102	102	102
Innovativeness	Correlation Coefficient	.734**	.681**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	102	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2018, (SPSS output version 21.0)

Table 2 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for:

Ho3: There is no significant relationship between self-leadership and timeliness of telecommunications companies in Port Harcourt.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between self-leadership and timeliness. The rho value 0.509 confirms this relationship and it is significant at $p 0.000 < 0.01$. The correlation coefficient represents a very high correlation indicating also a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between self-leadership and timeliness of telecommunications companies in Port Harcourt.

Ho4: There is no significant relationship between self-leadership and innovativeness of telecommunications companies in Port Harcourt.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive relationship between self-leadership and innovativeness. The rho value 0.734 confirms this relationship and it is significant at $p 0.000 < 0.01$. The correlation coefficient represents a very high correlation indicating also a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between self-leadership and innovativeness of telecommunications companies in Port Harcourt.

Discussion of Findings

The test of hypotheses revealed that there is a strong significant positive relationship between self-management and employee performance in the sample of employees of telecommunication companies in Port Harcourt. This implies that employees that are rated highly in self-management are more likely to perform very well in their tasks due to their positive attitudes, self-motivation, willingness to learn and ability to adapt and initiate in times of changes. The study finding corroborates with the views of Manz (1986) that performing deliberate self-management and succeeding in it will have a positive effect on performance. The study finding also agrees with Marques-Quinteiro & Cural (2012) who argued that regulating personal behaviour is a way to increase individual performance by regulating one's behaviour, the person is able to decrease the level of undesirable actions and concentrate on behaviour that is beneficial for achieving goals. Self-management will aid the person to realize what is the most efficient way for them to get things done (Drucker, 1999). If the person is unaware of how they should complete their work tasks in order to be as efficient as possible, this usually leads to non-performance (Drucker, 1999). Putting in extra hours of work when incapable of completing their work in time will backfire at some point; there will be exhaustion, disengagement and burnouts (Schwartz & McCarthy, 2007). Because of this, when an employee notices that they are not able to keep up with deadlines and other criterion of the work, they should concentrate on improving their self-management ability rather than doing overtime work every day. Improving the employee's performance will allow the employees to get more done in less time at a higher level of engagement and with more sustainability" (Schwartz & McCarthy, 2007). Enhanced "feelings of competence and self-control" through self-management practices can lead to higher performance (Manz, 1986). This can be noticed in the confidence in selecting more challenging goals and thus achieving more. Self-management can also provide a sense of purpose for one's work that extends beyond the rewards. The belief in one's purpose and contribution will add to task performance (Manz, 1986).

The current study finding also lays credence to the views of McPheat (2010) who stated that self-management enables employees to take responsibility for their own behaviours, deeds, mistakes and in general emotions and understand how these aspects impacted on their daily lives and performance through the so many decisions that have to be made in their lives instead of blaming others for mistakes they make or constantly defending themselves.

Conclusion and Recommendations

The findings of this study revealed that employees possessing self-management are in control of their emotions and ensure these emotions are effectively managed to ensure that its effect on their work and colleagues whom they interact and work with on a daily basis improves output and the promotion of healthy work environment relationships. This study thus concludes that self-management significantly influences employee timeliness in service delivery and innovativeness. Based on this the following, recommendations were hereby made:

- i.** The study recommends that telecommunications companies should evolve very efficient self-management strategies which they will have to inculcate in their employees.
- ii.** Telecommunication companies 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 endeavor employees to be in 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. E. & Wiese, B. S. (2008). The nomological network of self-management strategies and career success. *Journal of Occupational & Organizational Psychology* 81(4), 733-749.
- Ashenbaum, B. & Newman, R. W. (2009). Understanding the Impact of Proactive Personality on Job Performance: The Roles of Tenure and Self-Management. *Journal of Leadership & Organizational Studies*, 16 (1), 61-72.
- Banjoko, S.A. (1996). *Human resource management*. Lagos : Saban Publishers
- Chan, K. W. & Wan, E. W. (2012). How can stressed employees deliver better customer service?? The underlying self-regulation depletion mechanism. *Journal of Marketing* 76(1), 119-137.
- Chen, I. & Chung, A. (2014). Self-managers: Social contexts, personal traits, and organizational commitment. *Asia Pacific Journal of Management* 31(2), 621-642.
- Covin, J. G., Green, K. M., and Slevin, D. P. (2006). Strategic Process Effects on the Entrepreneurial Orientation - Sales Growth Rate Relationships. *Entrepreneurship Theory and Practice*, 30(1): 57 81.
- Drucker, P. F. (1999). Managing oneself. In: Harvard Business Review Press (ed.). *HBR's must reads on managing yourself*, 13-32.
- Gerhardt, M. (2007). Teaching self-management: The design and implementation of self management tutorials. *Journal of Education for Business* 83(1), 11-17.
- Hampshire, K. P., Butera, D. G. & Bellini, S. (2015). Self-Management and Parents as Interventionists to Improve Homework Independence in Students with Autism Spectrum Disorders. *Preventing School Failure*, 60(1), 22–34.
- Hoffman, J. A. (2013). Enhancing Self-Efficacy for Optimized Patient Outcomes through the Theory of Symptom Self-Management. *Cancer Nurs.* 36(1): E16–E26, 1-19.
- Hult, G. T. M., Hurley, R. F. and Knight, G. A. (2004). Innovativeness: Its Antecedents and Impact on Business Performance. *Industrial Marketing and Management*, 33, 429-438.
- Khandwalla, P. (1987). Generators of Pioneering Innovative Management: Some Indian Evidence. *Organization Studies*, 8(1), 39-59.
- Johnson, G. & Scholes, K. (2008). *Exploring corporate strategy*. (8th ed.). London: Prentice Hall
- Marc, A. B., Susan, E. R., & Peter, S. (2011). Emotional Intelligence: Implications for Personal, Social, Academic, and Workplace Success. *Social and Personality Psychology Compass*, 5/1 (2011): 88–103.
- Manz, C. C. (1986). Self-leadership: Toward an expanded theory of self-influence processes in organizations. *Academy of Management Review* 11(3), 585-600.
- Marques-Quinteiro, P. & Cural, L. A. (2012). Goal orientation and work role performance: Predicting adaptive and proactive work role performance through self-leadership strategies. *Journal of Psychology* 146(6), 559-577.
- McPheat, S. (2010). *Emotional intelligence: MDT Training*. 1st Ed. London, UK: BookBoon.
- Miller, D. and Friesen, P. H. (1982). Innovation in Conservative and Entrepreneurial Firms: Two Models of Strategic Momentum. *Strategic Management Journal*, 3, 1-25.
- Millikin, J. P., Hom, P. W. & Manz, C. C. (2010). Self-management competencies in self managing teams: Their impact on multi-team system productivity. *Leadership Quarterly* 21(5), 687-702.
- Pihl-Thingvad, S. (2014). Is self-leadership the new silver bullet of leadership? An empirical test of the relationship between self-leadership and organizational commitment. *Management Revue* 25(2), 103-124.
- Schwartz, Tony & McCarthy, Catherine. (2007). Manage you energy, not your time. In:

- Harvard Business Review Press (ed.). *HBR's must reads on managing yourself*. 61-78.
- Swierczek, F.W. and Ha, T. T. (2003). Entrepreneurial Orientation, Uncertainty Avoidance and Firm Performance. *Entrepreneurship and Innovation*, 4(1) 46-58.
- Thatcher, P. (2012). *Leading by example*. London, UK: BookBoon & Aptus personal development consultants.
- Uhl-Bien, M. & Graen, G. B. (1998). Individual self-management: Analysis of professionals' self-managing activities in functional and cross-functional work teams. *Academy of Management Journal* 41(3), 340-350.
- Victoroff, Z. K. and Boyatzis, E. R. (2012). What Is the Relationship Between Emotional Intelligence and Dental Student Clinical Performance? *Journal of Dental Education*, 77(4), 416-426.