



**Self-Management and Organizational Effectiveness of Deposit Money Banks in Port Harcourt,  
Rivers State, Nigeria**

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**ABSTRACT**

The purpose of the study is to determine the relationship between self-management and organizational effectiveness of Deposit Money Banks in Port Harcourt. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population comprised of 62 staff of 10 selected banks in Port Harcourt. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested 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 study found that there is a significant relationship between self-management and organizational effectiveness of Deposit Money Banks in Port Harcourt. The study concludes that leader's self-management bears a positive and a significant influence on organizational effectiveness of Deposit Money Banks in Port Harcourt. The study recommends that deposit money banks need to inculcate in managers the competency of self-management. This is because when managers are conscious of their emotions, they will be more efficient in handling employees and clients/ customers' of the organization.

**Keywords: Self-Management, Quality Service, Organizational Effectiveness, Systems Alignment, Goal Attainment**

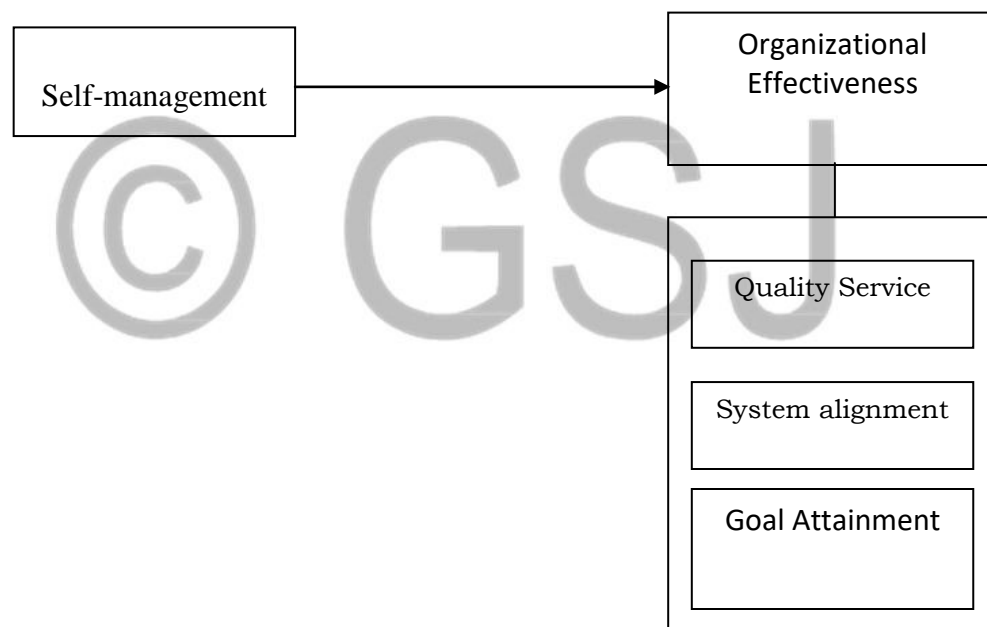
## **INTRODUCTION**

In today organizations, the perspective of right person for the right job is the requirement for all the organizations. Alongside, the management also put emphasis on not only hiring the key personnel for the job but also to retain them within organization. To implement the same perspective successfully, it is vital to take care of the emotions of the employees because if they are emotionally strong they will be able to execute the task. Manifold studies have shown that emotional intelligence is the barometer to find out excellence and performance of one's job (Lanser, 2000). The emotional intelligence is not only opposite to neither intelligence, nor triumph of heart over the mind; rather it is a unique intersection of both. Human resource is the bottleneck of any establishment and to effectively understand and maintain relationships, emotional intelligence is significant.

Unfortunately, this term has not yet been targeted in Nigeria organizations but due to globalization, competitive pressures, changes in the work environment, frequent mergers and acquisitions, workforce diversity and increased turnover rate, it become imperative to understand the phenomenon. "As key individuals are leaving organizations due to emotionless behavior of management and there is also diversity in task force that requires emotional intelligence prevailing in our organizations to cope with this situation" (Scarnati, 2001). "The emotional intelligence is not only important for the organizations but also for personal life of individuals. The literature revealed that mostly employees are not fired due to poor technical skills but because they lack emotional intelligence". By focusing upon the same phenomenon, it is importance to not only understand about our skills and abilities and then manage our self-

according to the situation but also we can understand and manage emotions of other employees (Barsade, 2002). However, the term emotional intelligence (EI) was first used in 1990 by Salovey and Mayer and defined as, the ability to monitor one's own feelings and emotions, to discriminate among them, and to use this information's to guide one's thinking and actions. They hypothesized a framework describing a set of skills, relevant to the accurate appraisal and expression of emotion in oneself and in others, the effective regulation of emotion in self and others, and the use of feeling to motivate, plan, and self- management and Organizational effectiveness of Deposit Money Banks in Port Harcourt.

### Conceptual Framework



**Figure 1.1:** Conceptual Framework of Self-management and Organizational effectiveness

This study was also guided by the following Research questions:

- i What is the relationship between self-management and service quality of deposit money banks in Port Harcourt?

- ii. What is the relationship between self-management influence goal attainment of deposit money banks in Port Harcourt?
- iii. What is the relationship between self-management and organizational system alignment of deposit money banks in Port Harcourt

The foregoing argument gave rise to the following hypotheses:

**H<sub>01</sub>:** There is no significant relationship between self-management and organizational service quality of deposit money banks in Port Harcourt.

**H<sub>02</sub>:** There is no significant relationship between self-management and goal attainment of deposit money banks in Port Harcourt.

**H<sub>03</sub>:** There is no significant relationship between self-management and organizational system alignment of deposit money banks in Port Harcourt.

## LITERATURE REVIEW

### Theoretical Foundation

#### Upper Echelon Theory

The underpinning theory for study was drawn from the Upper echelon theory. The Upper echelon theory is the philosophy behind the strategies apex of the organization. Mintzberg (1979) identified the strategic apex, which has the executive officer and any other top level manager. According to Mintzberg (1979) they are charged with ensuring that the organization serves its mission and vision in an effective way. The upper echelon theory is therefore fundamentally concerned about the leadership of organization. Nelson (2003) in Ahiauzu and Asawo (2016). This theory has application in leaders' emotional intelligence because it deals with

leadership (leaders) of an organization which is charged with responsibilities of ensuring effectiveness either among organizational or organizations.

### **Organizational Effectiveness**

According to Spreitzer *et al* (1996), work organizational effectiveness is expressed as both high performance and employee quality of work life. The idea draws from socio - technical theory, which stipulated that both social and technical systems must be maximized for an optimally effective organizational. Hackman (1995) cites three useful measures for organizational effectiveness. The measuring standards 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, 1995).

### **Quality of Service**

An assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction. Quality service is dealing with clients and customers in a respectful and helpful way. An example of quality service is a retail worker helping a customer process a return in an efficient and helpful manner .Quality service entails providing efficient, quick and friendly service, building strong relationships with customers, handling complaints quickly and responding to customers' issues on time. Quality service is the best way to keep customers coming back, thus ensuring long-term success. During the past few decades service quality has become a major area of attention to practitioners, managers and researchers owing to its strong impact on business performance, lower costs, customer satisfaction, customer loyalty and

profitability (Leonard and Sasser, 1982; Cronin and Taylor, 1992; Gammie, 1992; Hallowell, 1996; Chang and Chen, 1998; Gummesson, 1998; Lasser et al., 2000; Silvestro and Cross, 2000; Newman, 2001; Sureshchander *et al.*, 2002; Guru, 2003 etc.).

### **System Alignment**

System alignment is the degree to which members are attracted to a group and motivated to remain part of it (Schermerhorn, Hunt and Osborn, 2002); it thereby refers to both forces that attract members to the group, as well as the benefits (Man & Lam, 2003). Employees in cohesive groups value their membership and strive to maintain positive relationships with other group members (Schermerhorn *et al.*, 2002). Organisational cohesion can be defined using two general ways. The first refers to “the degree to which the members of a group desire to remain in the group” (Cartwright, 1968). This perspective of cohesion refers to the attractiveness of the group for the individual member. It reflects the degree to which group membership is linked to personal rewards (Thibaut & Kelly, 1959).

### **Goal Attainment**

Goal is the target the organizational wants to achieve. Management must establish a common goal for organizational - an underlying target that will bind together all actors (Tannenbaum, Beard and Salas, 1992). The goal must be as clear as possible for each member of the organizational. Goal clarity is critical for organizational members to have confidence in their direction and to be committed to make it happen. A clearly defined goal articulated to the organizational in such a way that they all understand, will inspire the organizational, raise morale and cause them to be committed. Individuals find themselves compelled to pursue several types of goals at the same time. As spouses, parents, children, teachers, researchers, and more, they seek to achieve a wide range of goals.

## **The Relationship between Self-management and Organizational Effectiveness**

A good number of studies have been done on these variables.

A study by Atwater and Yammarino (1992) examined whether self-management of leaders (using difference scores) would moderate the validities of selection devices to predict organizational effectiveness in an organization. Their findings support the relationship between self-management and organizational effectiveness.

A survey carried out by Sosik and Megerian (1999) examined relationships between variables of self-management, transformational leadership, and managerial performance. Self-management was measured as part of the construct of emotional intelligence, using difference scores in assessing their workplace behaviors. This study is useful as it demonstrates a strong association between self-management and leadership in a manager or leaders sample. To the best of the author's knowledge, research examining the relationship between self-management and leadership has only been conducted within the emotional intelligence paradigm.

The foregoing argument gave rise to the following hypotheses:

- H<sub>01</sub>:** There is no significant relationship between self-management and organizational service quality of deposit money banks in Port Harcourt.
- H<sub>02</sub>:** There is no significant relationship between self-management and goal attainment of deposit money banks in Port Harcourt.
- H<sub>03</sub>:** There is no significant relationship between self-management and organizational system alignment of deposit money banks in Port Harcourt.

## **METHODOLOGY**

The cross-sectional survey design in terms data collection and a quasi-experimental study because it is survey oriented which is considered most appropriate. The target population of this

study comprises of ten (10) Nigerian deposit money banks in Port Harcourt. These banks were selected for this study because they have updated financial records with Nigeria Stock Exchange within the scope of our study. The target population of this study constitutes the following units; office or the branch manager, sales managers and other managers. The Taro-Yamene sample size determination formula was used to determine the sample size. The questionnaire was the main instrument for collecting data in this study. The questionnaire was subjected to reliability test to ensure that the instrument is capable of doing what it is expected to do in this study. Cronbach's alpha test is used to measure the reliability of the questionnaire with the aid of SPSS. Cronbach's alpha was a measure of internal consistency at a threshold of 0.7 and above.

**Table 1. Cronbach Reliability Coefficient**

No. of Indicators	Alpha Coefficient
Self-management	3 .857
Quality Services	3 .975
Goal attainment	3 .937
System alignment	3 .950

Source: *Survey Data, 2019*

**DATA ANALYSIS AND RESULTS**

**Table 1: Correlations between Organizational link and measures of Employee Self efficacy**

			Self- Management	Quality Services	Systems Alignment	Goal Attainment
Spearman's rho	Organizational Link	Correlation Coefficient	1.000	.676**	.558**	.654**
		Sig. (2-tailed)	.	.000	.000	.000
		N	62	62	62	62
	Quality Services	Correlation Coefficient	.676**	1.000	.729**	.915**
		Sig. (2-tailed)	.000	.	.000	.000
		N	62	62	62	62
	Systems Alignment	Correlation Coefficient	.558**	.729**	1.000	.831**



	Sig. (2-tailed)	.000	.000	.	.000
	N	62	62	62	62
Goal Attainment	Correlation Coefficient	.654**	.915**	.831**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	62	62	62	62

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

**Source: Research Data 2019 and SPSS output version 23.0**

Table 1: illustrates the test for the three previously postulated bivariate hypothetical statements.

***Ho<sub>1</sub>: There is no significant relationship between self-management and service quality of deposit money banks in Port Harcourt.***

The correlation coefficient (r) shows that there is a significant relationship between self-management and service quality. The rho value 0.676 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between self-management and service quality of deposit money banks in Port Harcourt.

***Ho<sub>2</sub>: There is no significant relationship between self-management and systems alignment of deposit money banks in Port Harcourt.***

The correlation coefficient (r) shows that there is a significant relationship between self-management and systems alignment. The rho value 0.558 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between self-management and systems alignment of deposit money banks in Port Harcourt.

***Ho<sub>3</sub>: There is no significant relationship between self-management and goal attainment of deposit money banks in Port Harcourt.***

The correlation coefficient (r) shows that there is a significant relationship between self-management and goal attainment. The rho value 0.654 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a strong correlation between

the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between self-management and goal attainment of deposit money banks in Port Harcourt.

### **DISCUSSION OF FINDINGS**

The study investigated the relationship between self- management and organizational effectiveness of deposit money banks in Port Harcourt, Nigeria.

The result of the analysis reveals that the relationship between self- management and organizational effectiveness of deposit money banks in Port Harcourt, Nigeria is significant at a 95% confidence interval. The results of the analysis imply that on the whole, leaders' emotional intelligence can be considered as a relative explanatory variable with regards to outcomes such as organizational system alignment, goal attainment. The findings of this study are in line with those of previous studies (George & Brief, 1992; George & Jones, 1997) which situated that those activities which relate to or reflect leaders emotional intelligence can be considered as highly beneficial and advantageous to the organization. This is as the assertions of Moorman & Blakely (1995) that organizations through the expressions of emotional intelligence, employees become close knit and workers tend to motivate and encourage themselves to perform better on the jobs. Furthermore, another main argument as put forward by George & Jones (1997) which corroborates, the results of the analysis of this study is that when workers express emotional intelligence, it increases trust and promote existing organizational bonding in such a way that workers would be much obliged to defend the interests and image of the organization as well as identify with the organizations values, norms and goals.

### **Conclusion and Recommendation**

Based on the summary of findings, the following conclusions were made. The study concluded that leaders' self- management promotes organizational effectiveness of deposit money banks in Port Harcourt, Nigeria.

The study recommends that deposit money banks need to inculcate in managers the competency of self- management. This is because when managers are conscious of their emotions, they will be more efficient in handling employees and clients/ customers' of the organization.

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