

# Employee Self Reliance and Organizational Performance

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## ABSTRACT

The study examined employee self-reliance and organizational performance. Self-reliance has the dimensions of self-awareness, self-management, and self-efficacy. The study reviewed data from several literatures related to the study. The study showed that self-awareness corrected with net profit and return on investment. The more self-aware the managers of an organization are the more the organization will improve on its performance. The study also noted that the more the managers of an organization are self-aware the more likely that the organization will improve on the return on investments. Self-management increased the subsequent attendance of trainees, self-management trainees exhibited higher rates of skill generalization and higher overall performance levels on the transfer task and even after the effects of outcomes goals were controlled. The mechanism underlying self-efficacy and individual performance is that individuals who have a strong belief in their capabilities are more likely to succeed in their tasks, because they undertake challenging tasks readily, work harder and persist longer. The study recommended that organizations should create more awareness about the importance of self-awareness to their managers. This can be achieved through effective training of the managers on the competencies of self-awareness.

**Keywords:** Employee Self Reliance, Organizational Performance, Self-Efficacy, Self-Management, Growth, Job Quality

## I. INTRODUCTION

The effectiveness and success of an organization lies on the people who form and work within the organization. It follows therefore that for the employees in an organization to be able to perform their duties and make meaningful contributions to the success of the organizational

goals, they need to be self-reliant. The review of the literature surrounding the concept of self-reliance in development presents a few interesting anomalies and tensions. The present understanding of 'Self-reliance' may indicate a move towards self-sufficiency and even entertain principles of sustainability, but earlier writers saw the concept differently. An explication from Zeidner (2004) suggested that self-reliance was a reduction of an employees' vulnerability towards others. Zeidner reported that self-awareness, self-efficacy, and self-management encouraged self-reliance (Zeidner, 2004).

Self-awareness consists of emotional abilities that enable us to be more effective and form outstanding relationships in the workplace. Self-awareness is the ability for one to recognize his or her emotions and their effects (Atuma&Agwu, 2015). Studies suggest that People who are aware of their emotions are more effective in their jobs. They recognize and understand their moods, emotions and needs and can perceive and anticipate how their actions affect others (Slaski& Cartwright, 2012; Abele & Wiese, 2008). People with great certainty about their feelings manage their lives well and are able to direct their positive feelings towards accomplishing tasks. Self-awareness competencies include emotional self-awareness, accurate self-awareness, and self-confidence. Emotional self-awareness is the first component of self-awareness. This reflects the importance of recognizing one's own feelings and how they affect one's performance. Accurate self-assessment involves knowing one's inner resources, abilities and limits. People with this competency are aware of their strengths and weaknesses, reflective, learning from experience, open to candid feedback, new perspectives, continuous learning and self-development. Self-confidence involves a strong sense of one's worth

and capabilities (Abele & Wiese, 2008). According to Goleman, (1998), People with this competence present themselves with self-assurance, have presence, can voice views that are unpopular and go out on a limb for what is right, are decisive, able to make sound decisions under pressures People with self-confidence typically see themselves as efficacious, able to take on challenges and to master new jobs or skills. They believe themselves to be catalysts, movers, and initiators, and feel that their abilities stack up favourably in comparison to others.

Self-efficacy is a cognitive construct that describes a person's confidence in their ability to perform tasks. Self-efficacy has been shown to influence a broad range of individual's cognition and behaviour (Whyte & Saks, 2007). Self-efficacy is associated with increased expectations and goals, improved work-related performance, greater job search activity, better academic performance, and health-related choices. Self-efficacy can be either task-specific, relate to many related tasks within a domain, or be generalized. In this study, we focus on entrepreneurial self-efficacy, which relates to the confidence an individual has in their ability to accomplish tasks in the domain of entrepreneurship and venturing (Niu, 2010).

Organizations are encouraging their employees to have more responsibility and to be more independent with their work activities (Millikin, et al., 2010). 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 (Robbins, et al., 2007). Introducing self-management at workplace will also accommodate the employee's need for autonomy in work activities (Marc, et al., 2011).

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 (Millikin, et al., 2010). 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 (Robbins, et al., 2007). Self-management in a broader definition accommodates employees to facilitate behaviors that are not naturally motivating and that meet externally anchored standards (Millikin, et al., 2010). 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.

## II. REVIEW OF RELATED LITERATURE

### Baseline Theory

### Social Identity Theory

Social identity theory (Tajfel and Turner, 1986) proposes that people are motivated to interpret groups they are a member of favorably as a way to improve their own feelings of self-worth. In addition, work has shown that with more identification with an out-group (i.e., a group that is distinct from the mainstream), his or her perceptions of the mainstream group become more negative (Gramzow and Gaertner 2005). A great deal of work has shown that people often go to extremes to employ group membership in such a manner. Many psychologists, for instance, see the 1999 tragedy at Columbine High School—where two marginalized, outcast students fired on others in their class—as a powerful (even though rare) example of the potential mental consequences stemming from feelings of isolation, rejection, and not belonging. In line with social identity theory, self-categorization theory argues that the pervasiveness of an individual's social identity depends on his or her comparison with others. Indeed, research on self-categorization theory has shown that the importance of a person's social identity emerges from the specific comparisons with others in a social environment.

Ultimately, there is substantial evidence showing that people have a strong need to belong and that they behave in a way that this need becomes satisfied. The feeling of belonging appears to be a strong human driver. Said differently, individuals generate positive emotions from enhanced belongingness and negative emotions from reduced belongingness. These negative emotions have been associated with loneliness and anxiety—negative emotions that can diminish one's physical and psychological health.

The studies discussed above stress a potential tradeoff in fulfilling psychological needs related to individuals' self-identity. Scholars argue that maintaining distinctiveness is essential for individuals to develop self-identity yet feeling a sense of belonging and identifying with social groups are basic human motivations. Thus, for entrepreneurs distinctiveness appears to reduce belongingness and vice versa. We will challenge this notion later.

### **Concept of Self-Reliance**

Self-reliance has strong theoretical significance. Employees probably notice some overlap, or at least potential implications for self-worth, self-expression, self-knowledge, resilience, and for self-acceptance (Atuma&Agwu, 2015). Merriam Webster defines self-reliance simply as 'reliance on one's own efforts and abilities', which does not quite do the concept much justice, either. In an age where statistics allows almost everything to be psychometrically measured and operational definitions abound, it is not surprising that there's no one definition for self-reliance. The concept has been linked to 'the self'—in its psychological sense—for at least several decades (Atuma&Agwu, 2015). More specifically, self-reliance is consistently mentioned alongside, if not within, discussions of self-definition. What makes it unique is the approach to society that self-reliance encompasses—it has been alluded to roughly in psychological journals as: "a reliance on internal resources to provide life with coherence (meaning) and fulfillment" (Atuma&Agwu, 2015). Being self-reliant is presented to be the ability to take control over one's life, being motivated from within, and being able to take care of oneself.

### **Self-Awareness**

Self-awareness is the experience of one's own personality or individuality. It is not to be confused with consciousness in the sense of qualia. While consciousness is being aware of one's environment and body and lifestyle, self-awareness is the recognition of that awareness. Self-awareness is how an individual consciously knows and understands their own character, feelings, motives, and desires. There are two broad categories of self-awareness: internal self-awareness and external self-awareness (Pihl-Thingvad, 2014).

It has been argued that understanding one's emotions is the most essential of the emotional intelligence dimensions. Having high self-awareness allows people to know their strengths and weaknesses, values, and motives. People with high self-awareness can accurately measure their own moods, feelings and understand

how their moods affect others; are open to feedback from others on how to continuously improve; and are able to make sound decisions despite uncertainties and pressures. They are able to show a sense of humor (Marc, et al., 2011). According to Goleman (1998), a leader with good self-awareness would recognize factors such as whether he or she was liked or was exerting the right amount of pressure on organization members. The first step to becoming emotionally intelligent is to become as self-aware as possible. According to Thatcher (2012), once we become aware of our emotions, strengths, and weaknesses, we can begin to think about how to manage and apply them to help us achieve our goals. Goleman (1998) has argued that self-awareness serves as an inner barometer, gauging whether what we are doing (or about to do) is indeed, worthwhile. Feelings give the essential reading. If there is a discrepancy between action and value, the result will be uneasiness in the form of guilt or shame; deep doubts or nagging second thoughts, queasiness or remorse, and the like, such uneasiness acts as an emotional drag, stirring feelings that can hinder or sabotage our effort. Indeed, Thatcher (2012) has argued that if emotional intelligence were a journey, then self-awareness would be the skill of map reading. It tells you where you are at the moment, the current mood or emotion you may be experiencing. And it shows you where you want to get to a goal, or perhaps an emotion or mood that may help you to achieve your goal. Thatcher (2012) has further argued that successful people are usually no cleverer than we are. What they are better at is self-motivation when they feel despondent. They feel worried and afraid but decide to do it anyway. When they lack confidence, they find ways to summon up courage, they get embarrassed and angry too, but they hide it and get on with the task at hand. The awareness of how our emotions affect what we are doing is the fundamental emotional competence. Emotional awareness starts with the realization of our feelings which is present in all of us and with recognition of how these emotions shape what we see think, and do, and how the awareness will affect those we are dealing with. A person excelling in this competence is aware of his emotion at any given moment – often recognizing how those emotions feel physically. He can articulate those feelings, as well as demonstrate social appropriateness in expressing them. People who are unable to know their feelings are at a tremendous disadvantage. In a sense they are emotionally illiterates, obviously to a realm of reality that is crucial for success in life as a whole, let alone work. (Goleman, 1998). In a comparison

of executives who derailed and those who did well, finding suggests that both groups had weaknesses; the critical difference was that those who did not succeed failed to learn from their mistakes and shortcomings. The unsuccessful executives were far less open to acknowledge their own faults, often rebuffing people who tried to point them out. This resistance meant they could do nothing to change them. In another study of hundreds of managers, from twelve different organizations, accuracy, in self-assessment was a hallmark of superior performance, something poorer performers lacked. It's not that star performers have no limits on their abilities, but that they are aware of their limits, and so they know where they need to improve, or they know how to work with someone else who has strength they lack (Goleman 1998).

Goleman (1998) describes those who lack accurate self-awareness as being blind. Whenever somebody consistently mishandles a given situation that is a sure sign of a blind spot. In a lower reach of an organization, such problem can easily be dismissed as "quarks". But at higher levels these problems are magnified in consequence and visibility, the adverse effects matter not just to the person who has them, but to the group as a whole.

#### **Self-Efficacy**

Self-efficacy, a concept originally proposed by the psychologist Albert Bandura, refers to an individual's belief in their capacity to execute behaviors necessary to produce specific performance attainments (Bandura, 1997). Self-efficacy affects every area of human endeavor. By determining the beliefs, a person holds regarding their power to affect situations, self-efficacy strongly influences both the power a person actually has to face challenges competently and the choices a person is most likely to make. These effects are particularly apparent, and compelling, with regard to investment behaviors such as in health, education, and agriculture (Bandura, 2000). A strong sense of self-efficacy promotes human accomplishment and personal well-being. A person with high self-efficacy views challenges as things that are supposed to be mastered rather than threats to avoid. These people are able to recover from failure faster and are more likely to attribute failure to a lack of effort. They approach threatening situations with the belief that they can control them. These things have been linked to lower levels of stress and a lower vulnerability to depression. In contrast, people with a low sense of self-efficacy view difficult tasks as personal threats and shy away from them. Difficult tasks lead them to look at the skills they lack rather than the ones they have. It is easy for them to lose faith in their own

abilities after a failure. Low self-efficacy can be linked to higher levels of stress and depression (Ghafoor, et al., 2011).

Self-efficacy refers to the belief and assurance in one's abilities to follow and attain a particular objective (Ghafoor, et al., 2011).

Personalities with higher levels of self-efficacy are adventurous and disposed towards carrying out complicated tasks. In contrast, those with lower levels of self-efficacy are reluctant to pursue uncertain undertakings. The uncertainty and hazard concomitant to the contemporary business world present an environment that only the confident can endure (Chaudhary, et al., 2012). In the contemporary environment, characterized by the strong need for innovative and growth-oriented entrepreneurs, possession of a high degree of entrepreneurial self-efficacy is a valuable asset. It is thus intriguing to explore the extent of entrepreneurial self-efficacy among learners undertaking entrepreneurship education who have to decide on whether to take up formal occupations or entrepreneurial vocations. The researchers acknowledge that entrepreneurial self-efficacy can be acquired through entrepreneurship education and one's creativity levels (Ghafoor, et al., 2011).

According to Bandura (2000), self-efficacy impacts how much stress, self-blame, and depression we experience while we cope with taxing circumstances, and the level of accomplishments we realize. It also influences our courses of action, level of effort, our reaction to failure, and whether our thoughts are self-hindering or self-aiding. Individual's beliefs about his or her competencies and zeal/power to utilize such competencies in accomplishing a given task and situations are anchored on self-efficacy (Bandura, 1997). These beliefs, either accurate or not, is an estimation of how well one can marshal one's cognitive, physical, and emotional resources to accomplish specific goals.

Hoffman (2012) opined that self-efficacy is central to most human functioning, but because actions are based more on what people believe they can do than on what is objectively true, self-efficacy might be a sound predictor of entrepreneurial pursuits. In the case of entrepreneurship, entrepreneurial self-efficacy may be comprised of deliberation of those tasks that relate to the initiation and development of new ventures. Pihl-Thingvad (2014) defined entrepreneurial self-efficacy as the degree to which one believes that he or she is able to successfully start a new business venture. Chaudhary, et al (2012) asserted that individual with high entrepreneurial self-efficacy has the tendency to



become an entrepreneur later in life. Self-efficacy involves the belief that we can effectively organize and execute certain actions (Bandura, 1997).

### **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, 1998). 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 (Chen & Chung, 2014).

Abele and Wiese (2008) 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. Marc et al (2011) 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 (Chen & Chung, 2014). 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 (Pihl-Thingvad, 2014). 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 (Chen & Chung, 2014). 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 (Chen & Chung, 2014). 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.

### **Concept of Organization Performance**

Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. The analysis focuses on three main outcomes, first, shareholder value performance; second, financial performance; and third, market performance. Many types of professionals, including strategic planners, focus on organizational performance. The term has a similar meaning to 'organizational effectiveness. However, 'organizational effectiveness' covers a broader area. This study shall focus on profitability, job quality and growth as a measure of organizational performance (Chaudhary, et al., 2012).

### **Profitability**

Profitability means ability to make profit from all the business activities of an organization, company, firm, or an enterprise. It shows how efficiently the management can make profit by using all the resources available in the market. According to Atumaand Agwu, profitability is the ability of a given investment to earn a return from its use (Atuma&Agwu, 2015).

However, the term 'Profitability' is not synonymous to the term 'Efficiency'. Profitability is an index of efficiency; and is regarded as a measure of efficiency and management guide to greater efficiency. Though, profitability is an important yardstick for measuring the efficiency, the extent of profitability cannot be taken as a final proof of efficiency. Sometimes satisfactory profits can mark inefficiency and conversely, a proper degree of efficiency can be accompanied by an absence of profit. The net profit figure simply reveals a satisfactory balance between the values receive and value given. The change in operational efficiency is merely one of the factors on which profitability of an enterprise largely depends. Moreover, there are many other factors besides

efficiency, which affect the profitability (Chaudhary, et al., 2012).

Sometimes, the terms 'Profit' and 'Profitability' are used interchangeably. But in real sense, there is a difference between the two. Profit is an absolute term, whereas the profitability is a relative concept. However, they are closely related and mutually interdependent, having distinct roles in business. Profit refers to the total income earned by the enterprise during the specified period of time, while profitability refers to the operating efficiency of the enterprise. It is the ability of the enterprise to make profit on sales. It is the ability of enterprise to get sufficient return on the capital and employees used in the business operation (Iuhia&Bogdan, 2012).

As Weston and Brigham rightly notes to the financial management profit is the test of efficiency and a measure of control, to the owners a measure of the worth of their investment, to the creditors the margin of safety, to the government a measure of taxable capacity and a basis of legislative action and to the country profit is an index of economic progress, national income generated and the rise in the standard of living, while profitability is an outcome of profit. In other words, no profit drives towards profitability (Iuhia&Bogdan, 2012).

### **Job Quality**

Job quality as an indicator of productivity is a timely issue because of its potential impact on individual, firm and national well-being. This renewed interest underscores the need for robust conceptualization of job quality. Job quality is back in vogue among social scientists and policy-makers because of its potential impact on individual, firm and national well-being. For economies in trouble, the impacts of better job quality on lower unemployment and higher employment participation means that improving job quality offers the promise of salvation; for economies doing well, the influence of good jobs on innovation and enhanced productivity offers justification for policy (Chaudhary, et al., 2012). However, policy interventions to shape job quality – typically to create good jobs or improve bad jobs – are hampered by the need for a robust conceptualization of job quality. Addressing this 'conceptualization deficit' matters. Policymakers in the 1990s adopted the concept of 'decent work', which overlaps in some respects with job quality (Iuhia&Bogdan, 2012). However, policy and, through it, the practical leveraging of 'decent work' have suffered because of a lack of scientific agreement on its conceptual meaning. If job quality is to avoid the same fate, it is imperative that

debate and discussion among social scientists about how to conceive – and thereby measure and assess – job quality starts now. Although it is not the aim of the Special Issue to identify policy implications, some contributions do make the link to policy. Given the prominence of job quality historically and currently within the social sciences, generating better conceptualization is a key requirement for robust research. It is only through such research that policy thinking can then be developed (Chaudhary, et al., 2012).

Acknowledge, defining and measuring job quality is difficult. Although a number of definitions, measures and even indexes of job quality exist, there is no consensus about what constitutes job quality (Atuma&Agwu, 2015). At a basic level, there are disputes about indicators: some measures rely on a single indicator, others use multiple indicators and, when multiple measures are used, there are challenges and disagreements around the weighting of each indicator. Often measures and assessments are limited simply by the lack of availability of appropriate data from which to develop better – or any – comprehensive (or at least useful from a policy perspective) understanding. Conceptually, there are also differences among disciplines. Economists typically focus on pay, sociologists focus on skill and autonomy, and psychologists focus on job satisfaction. There are also differences within disciplines – for example, within sociology, over whether or not contingent employment is synonymous with poor job quality. Moreover, although it is recognized that job quality affects the sexes differently, with more women than men in bad jobs in the advanced economies, current conceptualizations of job quality themselves might be gendered, with notions of good jobs constructed around male-breadwinner models of employment (Iuhia&Bogdan, 2012). Furthermore, these characterizations are often underpinned by differences in geography, centered on individual countries or specific regions, or types of countries, for example advanced or developing.

### **Growth**

Another indicator of performance which is growth is something for which most companies strive, regardless of their size. Small firms want to get big, big firms want to get bigger. Indeed, companies have to grow at least a bit every year in order to accommodate the increased expenses that develop over time. With the passage of time, salaries increase, and the costs of employment benefits rise as well. Even if no other company expenses rise, these two cost areas almost always

increase over time. It is not always possible to pass along these increased costs to customers and clients in the form of higher prices. Consequently, growth must occur if the business wishes to keep up (Atuma&Agwu, 2015).

Organizational growth has the potential to provide small businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many small firms desire growth because it is seen generally as a sign of success, progress. Organizational growth is, in fact, used as one indicator of effectiveness for small businesses and is a fundamental concern of many practicing managers (Chaudhary, et al., 2012).

### III. FINDINGS

People rated highly in self-reliance 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-reliance before thinking of relationships (Abele & Wiese, 2008). 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 (Atuma&Agwu, 2015).

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 (Abele & Wiese, 2008). 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 (Chen & Chung, 2014). Millikin et al (2010) 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.

In a study by Marc, et al. (2011) study, finding suggests that self-awareness of interactive skills may be a critical component to manager effectiveness in U.S. and U.K cultures. Self-awareness has been found to be the key to realizing one's own strengths and weaknesses. According to Slaski and Cartwright (2012), among several hundred managers from twelve different organizations, accurate self-assessment was the hall mark of superior performance. Individuals with the accurate self-awareness competences are aware of their abilities and limitations, seek out feedback and learn from the mistakes, and known where they need to improve and when to work with others who have complementary strengths.

The positive impact of the self-confidence competence on performance has been shown in a variety of studies. For example, greater levels of self-confidence lead to higher productivity, (Bandura 1997). Among supervisors, managers, and executives, a high degree of self-confidence distinguishes the best from the average performance (Chaudhary, et al., 2012). Among 112 entry-level accountants, those with the highest sense of self efficacy, a form of self-confidence, were rated by their supervisors ten months later as having superior job performance. The level of self-confidence was in fact a stronger predictor of performance than the level of skill or previous training (Chaudhary, et al., 2012). In a sixty-year study of more than one thousand high IQ men and women tracked from early childhood to retirement, those who possessed self-confidence during their early years were more successful in their careers (Pihl-Thingvad, 2014). Studies suggest that emotional intelligence influences organizational performance in a number of areas. It can play a crucial role in today's work settings. Emotional intelligence is proposed as a significant predictor of key organizational outcomes. EI has become popular in several disciplines such as business, education, sales, psychology and sociology. According to Ghafoor et al (2011), in recent years, research has made great strides towards understanding the usefulness of EI in the workplace. Literature reviews have identified a diverse number of studies attributing EI to increase performance outcomes in the workplace. Such outcomes include, profitability, sale/market shares, return on investment, employee effectiveness and leadership capacity. The ability to lead others is a fundamental quality that organizations look for in employees. Effective leaders rely on emotional appeals to help convey their messages. Indeed, the

expressions of emotions in speeches are often the critical element that makes us accept or reject a leader's message. When leaders feel excited, enthusiastic, and active, they may be more likely to energize their subordinates and convey a sense of efficacy, competence, optimism, and enjoyment (Millikin, et al., 2010).

Success in a realm is closely linked to self-efficacy in the realm (Bandura, 1997). Higher self-efficacy in a realm is associated with good outcomes, ranging from greater job satisfaction and performance, to better physical and mental health (Bandura, 1997), to better academic performance (Bandura, 1997; Millikin, et al., 2010). Priming a high self-efficacy component of a self-schema for a realm might result in outcomes similar to those found for individuals who have characteristically high self-efficacy in a realm. Related to this notion, previous research in other areas indicates that manipulating individuals' perceptions with respect to motivation will have an impact on their performance (Whyte & Saks, 2007).

There has been a great deal of evidence which has linked the importance of employee self-efficacy and his performance including the ability to adapt to advanced technologies in the workplace like internet or new software, ability to cope with current changes in career plan, ability to generate new ideas and grow to a managerial level, ability to perform better as a team, ability to acquire more skills (Niu, 2010; Millikin, et al., 2010).

#### IV. CONCLUSION

The findings of this study revealed that self-reliance is 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.

The study showed that self-awareness corrected with net profit and return on investment. With this result we can conclude that self-awareness positively influences organizational performance. The more self-aware the managers of an organization are the more the organization will improve on its performance. Specifically, the more managers of an organization possess self-awareness competencies the more likely that the organization will improve on its net profit. The study also concluded that the more the managers of an organization are self-aware the more likely that the organization will improve on the return on investments. Self-management increased the subsequent attendance of trainees, self-management trainees exhibited higher rates of skill

generalization and higher overall performance levels on the transfer task and even after the effects of outcomes goals were controlled. The mechanism underlying self-efficacy and individual performance is that individuals who have a strong belief in their capabilities are more likely to succeed in their tasks, because they undertake challenging tasks readily, work harder and persist longer. In addition, they put extra effort and attempt to master the challenges, driven by the belief that they can attain desired outcomes through their actions.

#### V. RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made.

1. Organizations should create more awareness about the importance of self-awareness to their managers. This can be achieved through effective training of the managers on the competencies of self-awareness.
2. Managers should be trained on how to improve on their self-efficacy as this will enhance their confidence in whatever they do and therefore improves their contributions to the organization.
3. The study recommends that organizations should evolve very efficient self-management strategies which they will have to inculcate in their employees.
4. In addition to that the managers should improve the self-efficacy of the employees through effective training initiatives and make them successfully perform the complex tasks. The managers should also improve the cognitive skills and support them in taking up challenging tasks through training.

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