

A Study of the Effect of Self-Management (Managing themselves) on the Performance (Case Study: City Council Staff Khomeini Shahr)

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Abstract

The present paper, titled 'A Study of the Effect of self-management (managing themselves) on the performance. This research, in terms of its purpose, is an applied one; and in terms of implementation method, is a survey with a correlation approach. The statistical population include 110 city council staff Khomeini Shahr. Since the population is limited no sampling is necessary. Thus, the whole population is studied. The data collection tool is a researcher-made questionnaire containing 24 items, of which the validity has been confirmed using the comments from advisors, professionals and experts; and the reliability, determined through Cronbach's alpha coefficient of (91%) The questionnaire includes personal data and main, specialized items for examining the research hypotheses.

Introduction

Self-management is an important issue which has been considered by management authors and thinkers. The personality is the main strength of this managerial approach in which management process is started from person and then promoted in the society. Undoubtedly, self-management is the key success factor in the complexities of the third millennium. Respecting the values, freedom, and individual autonomous are the most important outcomes which persons expect them. Indeed, self-management is a factor which plays an important role in providing employees with managerial power and promoting their productivity. This is why that the present study was aimed to investigate different aspects of self-management such as definition, process and principles, importance, and its outcomes and benefits. The managers usually explore paths to achieve success in the process of self-management. It is necessary to recognize the employees' internal forces to encourage self-management capabilities in them. In other words, the managers should start this process from their own internal forces and recognize their own capabilities and limitations. They also have to recognize their internal

wants and interests so that they will be able to achieve thoughtful perspectives. Many managers are aware about management and its applications. It should be noted that management though is a comprehensive scope. In addition, scientific-technologic advances of 21th century have created many changes in management. Also it can be said that the revolutionary trend of management is more rapid than other fields. As you know, measures of productivity management refer to sound and favorable application of resources. These resources include human resources, materials, equipment, monetary, methods, technology, information, etc. Self-management is a key factor in this area which has been ignored in the pasts. In other words, all of us ignore ourselves as the main source of society.

The importance and necessity of self-management: the historical famous persons managed themselves. Indeed, it is self-management that made them famous. Nowadays, it is necessary to us to recognize our capabilities and competencies to manage ourselves. Self-management may seem vivid perfectly. But it needs new, unexperienced, and scientific manpower. In order to increase effectiveness of self-management, it is necessary that every person thinks and behaves as a senior manager. In addition, being self-manager is very important. In the pasts, even individual societies were forced to think. This issue that organization live more than their employees is not acceptable in current conditions. This means that employee may live more than organizations. Indeed, the scientific employees live more than organizations. This is why that it is necessary to develop self-management capabilities and competencies in current conditions.

Self-management: it means controlling and dominating your thoughts, affects, behavior, performance, and events. Imagination of this issue that mankind can regulate his/her future events and is a very enjoyable idea. The roots of self-management can be found in the self-knowledge. Undoubtedly, who can know his/herself will be more successful. Unfortunately, a few studies have been conducted in terms of self-management in the organizations, societies, groups, and persons. However, self-management is the main prerequisite of effective management. Given the importance of self-management in terms of effective management of persons, organizations, and societies, it is necessary to investigate the following concepts.

1. **Self-perception:** self is the foundation of mankind conscious. Self-awareness refers to self-perception. Indeed, self-perception refers to a person's perception of his/herself as a physical, social, mental, and moral creature. In other words, a person with self-perception recognizes his/herself as a differentiated person. Indeed, self-perception is not possible without thought capability.
2. **Self-respect:** if ability of a person is more than moderate level, then he she will be able to recognize his/her potential and actual abilities. Such awareness of abilities may improve his/her self-esteem which is considered as a positive aspect of respect. But pride is a negative aspect of this phenomenon.
3. **Self-respect of organization:** this means that is an organization respects its manpower, the employees respect each other (Drucker, 2006).
4. **The concept of self-management:** it does not refer to change in the attitude and personality. But it refers to controlling behavior. In other words, self-management derives from social knowledge.

Principles of self-management

Self-knowledge: self-management requires knowledge of the interested behaviors. If a person wants to be the best in all areas, he/she should recognize his/her behaviors and know to prefer which behaviors. As a result, the person will sure that act his/her interested behaviors and activities. Indeed, recognition of interested behaviors and techniques in day-to-day life is the main key of self-knowledge. Based on this knowledge, a person can evaluate the opportunities and self the best path and method.

Self-beneficiary: in comparison to other aspects of self-knowledge and self-regulation, self-efficiency or self-beneficiary is the most effective factor in day-to-day life. It refers to the judgment of a person about his/her ability in organizing and implementing activities in achieving goals and purposes. In other words, self-efficiency or self-beneficiary is overall judgment of person in doing activities. In addition, self-efficiency shows future expectations of abilities in achieving goals and purposes. The self-efficiency can be helpful in the motivation of goal-setting, efforts, continuousness of responses, reaction to the problems, and perseverance of problems. Higher levels of self-efficiency refers to interest in starting and continuing the activities, selecting activities and conditions, concentrating on the problem-solving policies, decreasing the anxiety and dread, increasing the positive affective experiences, and increasing outcomes of success (Herman, 2005).

Self-control: it is the outcome of person thought by which a person can control his/her behaviors. Indeed, conscious, beliefs, and sound knowledge are the main factors of self-control which necessitate the person to regulate his/her behavior without considering external forces. In such conditions, manager dominates his/her behaviors and activities know the best time to reaction. In other words, manager has the authority of reaction to motivations, cognitive processes, and the outcomes of responses. This has many applications in the educational management and can be considered as one of the main factors of communications (Drucker, 2006).

Process of self-management

1. **Goal-setting:** the person should set his/her goal obviously. This means that he/she must have especial goal.
2. **Prioritization of goals:** the person should recognize a ground of overall prioritizes so exactly that is able to select one of them.
3. **Being regular:** the person should be regular so much that can act his/her activities in the most appropriate time and place.
4. **Organizing:** in order to be success, the person should organize his/her activities effectively.
5. **Sense of satisfaction:** the final goal of efforts to manage your activities is achieving sense of satisfaction.
6. **Accountability:** there are a few people who work by themselves. However the person should take the responsibilities of his/her efforts to be successful in the future.
7. **Ability of concentration:** concentration is an important phenomenon. Indeed, increase in a person's concentration leads to his/her more success.
8. **Time:** a resource has unique characteristics. Planning is necessary to utilize your times appropriately.

9. **Recording the events:** the person should record successes and failures of his/her activities.
10. **Commitment:** the person should create a general commitment. This means that the manager should inform employees and subordinated about goals and successes.
11. **Expression of successes:** the person should show his/her successes in the frame of diagrams to the friends (Senge, 2003).

Benefits of self-management: the person should consume a large part of time for recognize his/herself. If a person has not knowledge of his/her affairs, he/she will not be success. Self-management does not mean letting activities to dominate you, but you should govern the activities. You are the only person who can decide how to think and act. Self-management is a beneficial method to manage all aspects of your life. The managers who can have control of their activities and behaviors will be able to manage all aspects of their activities (Lawrence, 2002).

3. The conceptual model of study

The conceptual model of study has been presented in figure 1. The relationships between variables of this model refer to the research hypotheses.

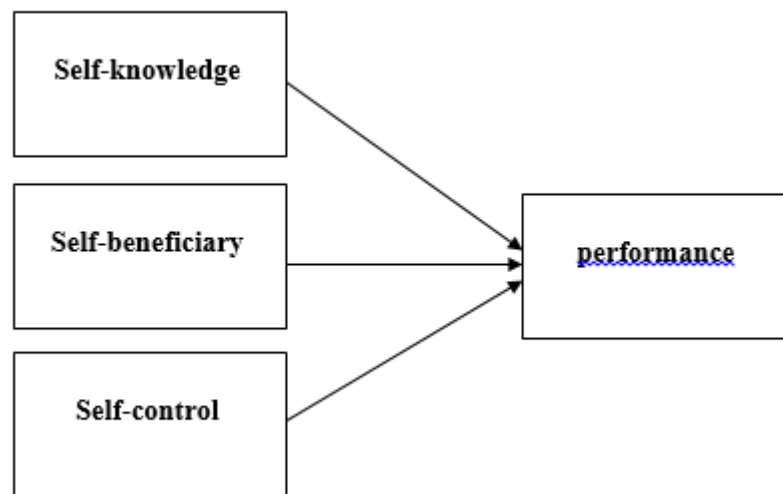


Fig1: The conceptual model of study

4. Research methodology

This study is a descriptive research from methodological view and is a practical one from purpose perspective. Also this study is a correlational research from identity view.

The relationship between research variables will be analyzed based on the research purposes in this study. Also the relationship and its type between independent and dependent variables will be examined in this study. In order to collect the research data, library and field study methods have been followed. This is why that it can be said that this study is a field study based on

identity and research methodology. Finally, it should be said that this study is a descriptive-survey study.

5. Statistical population and sample

The statistical population of this study includes city council staff Khomeini Shahr. This population consists of 110 persons. Because this population was as small as that it is not necessary to sampling

Validity of the questionnaire

Validity refers to this fact the data-collection instrument can measure the research variables. The importance of validity is that the insufficient and inappropriate instrument can make the research and its finding unusable and invalid. Validity of every data-collection instrument can be measured and determined by any expert in that field. In order to this, the academic experts and professors were asked to review the questionnaire and indicate their modifications and corrections.

Reliability of the questionnaire

When a data-collection instrument is reliable that there is a powerful correlation between scores and observation and actual scores. In order to examine reliability of this questionnaire, Cronbachs' Alpha Coefficient has been used in this study. In order to this, 30 questions of 30 primary questionnaires have been entreated to the SPSS and then its coefficient was calculated that is 0.92. . These findings have been indicated in table 1.

Table 1: scale, frequency of the questions, and Cronbachs' Alpha coefficient of the questions

| Row | Variables | Cronbachs' Alpha coefficient |
|-------|------------------|------------------------------|
| 1 | Self Knowledge | 0.85 |
| 2 | Self-beneficiary | 0.72 |
| 3 | self-control | 0.83 |
| 4 | performance | 0.81 |
| Total | | 0.91 |

8. Data analysis

8-1. The respondents' demographic characteristics

As indicated in past section, five questions have been developed for describing the respondents' demographic characteristics. As the results of descriptive statistics indicated, 69.3% of the respondents were male and 30.7% of them were female. From age view, 41.4% of the respondents had 30-39 years old that indicate they are young respondents. About 55% of the respondents had academic educational levels (M.Sc.). Finally, the findings showed that

37.1% of the respondents had 6-10 years job experiences. These results have been indicated in table 2.

Table 2: the respondents' demographic characteristics

| percent | Distribution | Variables | percent | Distribution | Variables |
|---------|-------------------|--------------------|---------|--------------------|-----------|
| 27.9 | Less than M.Sc. | Educational levels | 69.3 | Male | Sex |
| 55 | M.Sc. | | 30.7 | Female | |
| 15.7 | M.A. | | | | |
| 1.4 | P.H.D | | | | |
| 25 | Less than 5 years | Job experiences | 26.6 | Less than 30 years | Age |
| 37.1 | 6-10 years | | 41.4 | 30-39 years | |
| 22.9 | 11-15 years | | 25.7 | 40-49 years | |
| 15 | 16-20 years | | | | |

Also inferential statistics have been used for testing the research hypotheses. In order to this, confirmatory factor analysis, path analysis, and structural equation modeling have been used. For this purpose, the SPSS and Amos have been used.

Table 4: the goodness of fit indexes for structural equation modeling

| kind of fit index | index | main model |
|-------------------|------------------------|------------|
| | NPAR | 24 |
| | DF | 4 |
| | P (More than 0.05) | 0.074 |
| Unconditional | CMIN (Chi Square) | 8.540 |
| | AGFI (More than 0.9) | 0.881 |
| | GFI (More than 0.9) | 0.983 |
| Comparative | (More than 0.9)TLI | 0.970 |
| | (More than 0.9)NFI | 0.990 |
| | CFI (More than 0.9) | 0.994 |
| Thrifty | PNFI (More than 0.5) | 0.188 |
| | PCFI (More than 0.5) | 0.189 |
| | RMSEA (Less than 0.08) | 0.080 |
| | CMIN/DF (Less than 5) | 2.135 |

8-2. Measurement model

Generally, two main models are tested in the structural equation models. The first is measurement model for latent variables. This model refers to the factor loadings of observed variables for latent variables. The goodness of fit measures has been indicated in the following table for all of the latent variables. As indicated in table 3, all of the goodness of fit indexes is in acceptable and in desirable range.

Table 3: the goodness of fit indexes for structural equation modeling

8-3. Structural model

It is necessary to test the structural model after testing the measurement model. It is possible through structural equation modeling. In order to this, the Amos has been employed. The conceptual model of this study has been showed in figure 2. In order to use Amos, it is should be remembered that γ refers to the effects of external variables on the internal variables and the β refers to the effects of internal variables on each other. In order to examine significance of β and γ , it is necessary to examine t-value of every path. If the t-value is more than 2 and is significant, it can be said that all of the paths are confirmed. Therefore, it can be said that all of the research hypotheses are confirmed and all of the paths are significant.

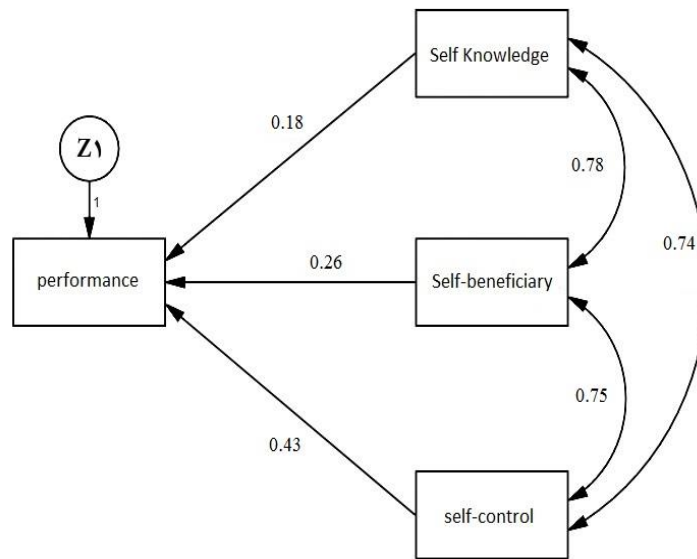


Fig2: the model of study (path analysis model)

Table 4. The results of hypothesis test

| | hypotheses | Standard coefficient | Standard error | Critical ratio | p-value | Result |
|--------------------------------|------------|----------------------|----------------|----------------|---------|--------------|
| Self Knowledge → performance | H1 | 0.18 | 0.077 | 2.035 | 0.042 | Is confirmed |
| Self-beneficiary → performance | H2 | 0.26 | 0.095 | 2.881 | 0.004 | Is confirmed |
| self-control → performance | H3 | 0.43 | 0.090 | 5.222 | *** | Is confirmed |
| ***P is less than 0.001 | | | | | | |

9. Limitations of study and suggestion for future studies

Each study has several limitations that some of them exist in beginning of study. Also every comprehensive study has several limitations and difficulties that these prevent from generalizing its results to other cases. Recognizing these limitations paves the grounds for interpreting its results and promoting quality level of the future studies. There are several limitations in this study that some of these have been presented in the following sections. The difficulties that the researcher facing in communicating employees , employees’ sensitivity toward questionnaire, and inappropriate organizational culture are the main limitations of this study. Undoubtedly, the main limitation of every study is that the authors cannot generalize the results of the study to other cases. Such a limitation exists in this study and the authors cannot

generalize its results and findings to other cases. Also this study has been done in an especial area of Iran in the city of Isfahan and thereby its results cannot be generalized to other cities of Iran. Another limitation of this study is that there are other factors that influence leadership and employee performance beside the factors that have been considered in this study. Therefore, it is suggested that the future authors identify and examine these factors. If the future authors can examine different dimensions of leadership and employee performance individually, its results will be attractive.

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