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Research paper



Self-Management and its Relation to Organizational Excellence

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Abstract

The immense competition in organizations turns the business into huge innovation war. Every organization is searching for ways to achieve organizational excellence to better serve their consumers and survive in this competitive era. Employees are considered main source of innovation and excellence in any organization. Therefore, this study focuses on the employee self-management practices to explain its role in organizational excellence. Self-management of employees makes them more dedicated, vigorous and engaged them in their work. The results of this study explain that self-management of employees contributes in organizational success in a positive way. Findings of this study contribute existing literature on this missing link between self-management and organizational excellence.

Keywords Entrepreneurship, Innovation, Management, Performance, Risk taking.

1. Introduction

The huge logical and innovative improvement in the business condition prompt expanding rivalry in the organizations, to search for organizational and administrative practices that can enable them to accomplish excellence, prompt success and development in the world of business (Tidd, Bessant, & Pavitt, 2005). The organizational excellence is viewed as one of the cutting-edge management ideas and a standout amongst the most essential targets of business, as it demonstrates the capacity to give administrations to employees in an innovation structure that is recognized from different contenders (Elkhaldi, 2012). Excellence is found to decide the capacity to accomplish predominant standards of performance (Ahadinezhad, Badami, & Mostahfezian, 2012). Accordingly, the analysts can characterize excellence in organization as a dynamic procedure that looks to enhance the operations of the Organization and enhance the level of business operations and overall enterprises (Bhuiyan & Baghel, 2005).

Additionally, accomplishing organizational excellence which may join distinctive strategies for job plan, however the outcome centers around expanding and enhancing business operations (Kim, Leong, & Lee, 2005). Organizations may pick two distinct techniques to accomplish this shared objective. To begin with, the organizations ascertain the employees that will coordinate the job. This usage of job design was utilized as a part of numerous conventional organizational theories (Markus, 2004). Organizations had the general conviction that individuals would in the end up acquainted with the job, enhance their profitability, and be fulfilled. In any case, in later years, organizations are adjusting jobs to individuals (Maxwell, 2008). Employees bring an abundance of learning and creativity to a firm hence Jobs are custom fitted to the employee's skills (Shimer, 2005). This conviction requires the utilization of techniques, for example, job enlargement, job rotation, job enhancement, and job qualities when utilizing this notion.

Organizations particularly outline or design jobs to incorporate job advancement and job upgrade ways to deal with advance organizational operations, For example, approaches, techniques, and procedures for driving job fulfillment and responsibility factors (Milanese, Iani, & Rubichi, 2010). Utilizing natural execution intercessions (e.g., work-or job-sharing, broadly educating, job rotation, job making, adaptable work routines, and working from home) is a powerful technique for upgrading organizational operations. In addition, a worker's level of duty is a huge sign of the representative's and business' positive thinking for the development of their organizations (Hudson & Hayman-White, 2006).

In this way, Individual job execution of personnel is exceptionally imperative for organizations to stay focused and effective. Be that as it may, accomplishing and keeping up great individual performance is a test for the organizations and personnel as well (Pfeffer, 2005). Particularly globalization and mechanical advancement required to upgrade the skills of employees to perform their job at best (Tims, Bakker, & Derks, 2013). One technique to handle these difficulties and therefore elevate the on-job performance of employees is job crafting. It is a moderately new way to deal with proactive conduct of employees. Job crafting explain the way to deal with the employees for the organizational excellence (Drucker, 2005). Thus, to nurture of organizational excellence, job outline and self-management are beneficial components (Wilkinson, 1998). Therefore, this study is conducted to explore the link between employee self-management and organizational excellence. This study based on the argument that employee self-management effects the organizational excellence while this relationship is mediate by job crafting. Job crafting is a new term based on the argument that employee's skills and capabilities and overall performance are enhanced by employee self-learning and management process.

2. Literature Review

Organizational excellence characterizes it as the ability to satisfy clients and understanding their requests and needs (Naser & Al Shobaki, 2017). The employees of the organization must satisfy

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those necessities and future prerequisites that are required to outperform and acquire advantages over competitors. Organizational excellence characterizes it as the prevalence of the organization over competitors. The organizational excellence alludes to coordinated framework or organizational operations with effective communication among components of its inside and outer environment, which drove it to the uniqueness and predominance. (Naser & Al Shobaki, 2017). The organizational excellence is viewed as one of the cutting-edge management ideas and a standout amongst the most imperative destinations of business organizations (Elkhaldi, 2012).

Excellence is originating by providing the capacity to accomplish prevalent excellence and execution (Ahadinezhad et al., 2012). Subsequently, the specialists can characterize organizational excellence as a dynamic procedure that looks to enhance the operations of the Organization and enhance the level of nature of products and overall enterprise (Porter & Tanner, 2012; Curkovic, Vickery, & Dröge, 2000).

The personal development of employees leads to organizational development which are targeted by businesses to achieve the le el of excellence (Campbell & Rozsnyai, 2002). Furthermore, employee self-management make them a responsible part of their organization which helps to improve business executions (Amaratunga, Baldry, Sarshar, & Newton, 2002). A balance self-management helps to enhance personal skills, work engagement and self-goal setting (Asad et al., 2018; Faisal et al., 2016; Iqbal and Zameer, 2017; Salman et al., 2018; Shabbir, 2009; Shabbir et al., 2018, 2017, 2016).

Self-management implies that employees oversee and screen their own conduct and oversee the choices they make. It likewise implies that employees, without any outside control, settle on choices that are less appealing, yet more attractive (Manz & Sims, 1980). Self-management procedures help organizing the workplace, increment self-motivation, and encourage practices that add to the accomplishment of tasks (Manz & Sims, 1980). Self-management systems comprise of self-perception, self-objective setting, self-cueing, self-reward, and self-discipline (Houghton & Neck, 2002). Self-perception implies that people know about why and when they demonstrate certain practices. This understanding may lead people to change their conduct to enhance their task execution. Self-objective includes objective accomplishment and execution when objectives are, challenging, and feasible (Locke and Latham, 1990). Self-cueing allude to utilizing updates that assistance concentrating on what people need to achieve, which empowers workers to modify their conduct to enhance their productivity. Consequently, self-reward and self-discipline are alluded to as motivation change (Breevaart, Bakker, & Demerouti, 2014). That is, attractive practices are motivating (e.g., treating yourself with something you like), while bothersome practices have aversive outcomes (e.g., pummel yourself when you don't perform well). These are useful tactics to empowering desirable behavior and help to avoid unwanted conduct , hence guaranteeing better performance (Frayne & Geringer, 2000).

Self-determination theory embodies motivation, performance, self-management and autonomy to complete the tasks in their own selves. So, self-determination theory is underpinning theory of relating to self-management and organizational excellence

SELF-DETERMINATION THEORY (SDT)

Self-determination theory (SDT) is presented by (Ryan & Deci, 2011), which joins substance and process regarding how inborn and outward inspirations associated. In SDT, people are living beings that have a requirement for development. The establishment for SDT is the hidden fulfillment of three fundamental mental needs. These requirements are competency, autonomy, and relatedness (Ryan & Deci, 2011). The core essence of SDT is that people are normally self-propelled and characteristically have development propensities however externalities can emphatically or adversely affect their self-direction and conduct (Ryan & Deci, 2011).

3. Conceptual Framework

This study explains the Self-management process which in result enhances Organizational Excellence. Organizational excellence emerges from the self-objective setting, self-assessment, and self-cueing (Shawqi & AL-kharsha, 2008) as part of self-management (Houghton & Neck, 2002). Similarly, effective use of available resources, rational decision making to make the effective procedure in enhancing performance, leads to self-management (Garg & Rastogi, 2006) and organizational excellence (Houghton & Neck, 2002). The above discussion motivates this investigation to hypothesize; H1: There is a significant effect of Self-Management on Organizational Excellence

4. Methodology

This study adopted survey questionnaire technique to collect the data from respondents. Unit of analysis are employees of public and private firm in Baghdad. The questionnaire was adapted from (Hackman, 1986) consisting three dimensions to measure the level of self- management in employees. However, some questions were modified according to the need of this study. The adapted questionnaire measured self-management by three behavioral strategies as discussed in framework. Three dimensions of self-management are self-objective setting, self-assessment and self-cueing. Each dimension is measured by different items we choose on the basis of highest factor loading. In addition to this organizational excellence is measured by four dimensions (quality, strategy, physical environment and goal oriented). This study followed structural equation modeling (SEM) to investigate and analyze the proposed relationship.

Furthermore, respondents are selected on random basis from different organizations in capital city of Iraq. In total we contacted 179 employees to fill up questionnaire. However, only 89 questionnaires were received completed in all respect which made the response rate of 49.72%.

5. Results & Discussions

The descriptive statistics are explained in table 1. The mean age of employees was 48.3 years with standard deviation value of 13.6 years. The average experience of employment was found to be 18.65 years having SD=9.3 years. Educational level of most of the employees was under graduation or below (78.3%). It is found that internal consistency among each dimension is under the acceptable level (0.7)(Nunnally, 1978).

Before testing the relationship among self-management and organizational excellence we assess the validity of instrument. Figure 2 depict the measurement model used to evaluate the proposed framework. The value of model fit (X2 =182.2 and CFI= 0.916) shows that the model meets the satisfactory requirement. Furthermore, the entire dimensions have obtained satisfactory score for Average Variance Extracted (AVE) and Composite Reliability (CR) as mentioned in table 1.

Table 1: Model Fit Analysis

Variables	Composite Reliability (CR) Cronbach's Alpha		Average Variance Extracted (AVE)
Self-Objective Setting	0.820	0.724	0.73
Self-Assessment	0.729	0.889	0.82
Self-Cueing	0.925	0.793	0.89
Quality	0.825	0.810	0.78
Strategy	0.831	0.732	0.93
Physical Environment	0.866	0.672	0.96

Goal Oriented	0.922	0.848	0.83

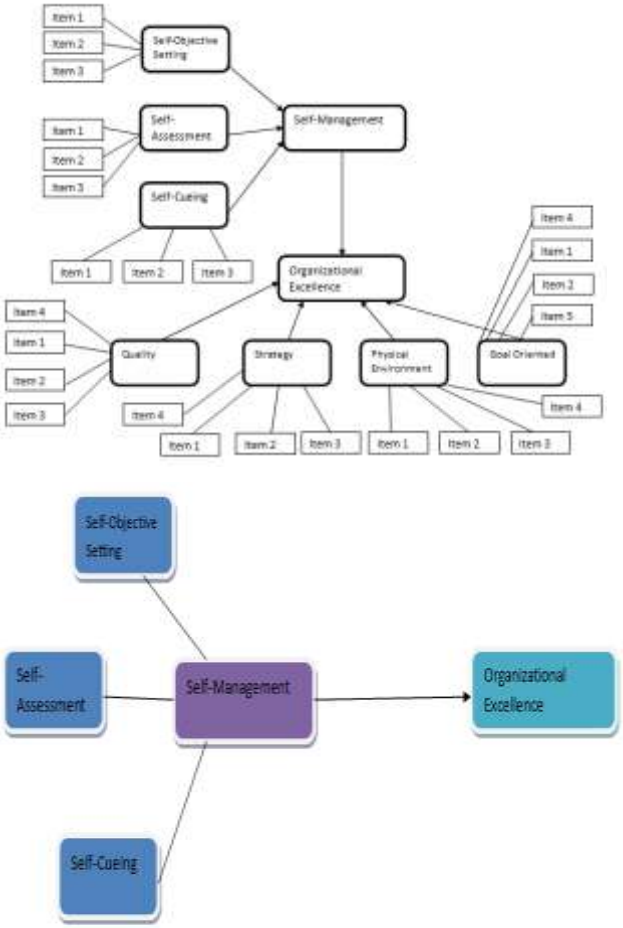


Figure 1: Structure Equation Modeling

Furthermore, to prove the relationship of self-management practices with organizational excellence regression analysis is utilized to meet the objectives of this study. Table 2 presents the least square regression analysis results showing the positive and significant association among self-management practices and organizational excellence.

Table 2: Regression Results

Path	Coefficient	p-value
Self-Management	Organizational Excellence	
0.621	0.00	
Self-Objective Setting	Organizational Excellence	
0.571	0.00	
Self-Assessment	Organizational Excellence	
0.476	0.012	
Self-Cueing	Organizational Excellence	
0.471	0.00	

This study examines the relationship between self-management and organizational excellence. The subordinates need to manage their task by their own when they don't interact with leaders on regular basis. It is found that self-management is positively associated with organizational excellence. Furthermore, self- objective setting has got the highest beta value among other two self-management practices. This explains that self- goal setting enables individuals to challenge themselves and a particular desirable behavior is prospered. This is a unique study to explain the relationship of self-management with organizational excellence. Furthermore, this investigation contributes to the existing literature by explaining the impact of different self-management strategies contributes for organizational excellence.

6. Conclusion

Organizational excellence is an ongoing and long-term process to turn organization into a way to satisfy customer needs at best. Employee development and continuous contribution towards organizational performance leads to excellence. This study explains the relationship among employee self-management practices and organizational excellence. It is found that employee self-management plays a positive and significant role in achieving organizational excellence. This study suggests that self-management is a promising way to achieve organizational excellence. Furthermore, employee training and ongoing development programs can help individuals in self-management. Hence, skills are improved and attitude towards positive work behavior strengthen with these self-management strategies

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