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**LEADER SELF-MOTIVATION AND EMPLOYEE PERFORMANCE OF TELECOMMUNICATIONS
FIRMS IN SOUTH – SOUTH NIGERIA**

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Abstract

Leaders self-motivation (LEI) as a driver of employees performance has triggered much debate and is still a contagious issue. This paper examined the relationship between self-motivation as dimension of and employees' performance in telecommunication firms in South-South Nigeria. The cross-sectional survey design was adopted with data generated from 351 employees, managerial and supervisory staff) of the 4 GSM telecommunication Mobile firms. The Spearman ranks order correlation coefficient was utilized in assessing the relationship between self-motivation and the measures of employees' performance. The results revealed that the relationships between leaders self-motivation positively and significant relate to employee efficient and productivity performance in telecommunication firms in South-South. It was concluded that leaders self-motivation affect and has the capacity induce efficiency and productivity. Recommendation was made that support should be offered and build around optimism motive, achievement drive and individual autonomy through responsibility for job performance and quality outcomes assessment.

Keywords: Self-motivation, Transactional theory, Employees' Performance, Efficiency, Productivity.

Introduction

Research has proven that organizations with high leaders motivational techniques, maintains the most efficient and productive staff. Leader is goal getter, role model, influencer and motivators to organizational success. The level qualities of leaders and the way they are perceived by employees go a long way to influence employee performance. Leader self-motivation help stirs up the best in an individual and the earlier the management comes to the realization of this simple truth, the best for organizational growth and development they achieve. It makes the employee go extra mile to provide excellent services (Nabi, et al., 2017).

Self-motivation is conceptualize as in drive, psychology construct, push and pull both inside and outside motives that proper employee to work and achievement (Nabi, et al. (2017).

This implies that self-motivation triggers an individual to action. While some employees are endowed with an inbuilt desire to work hard towards the achievement of certain objectives, others have less zeal for similar jobs. This is an issue of concern as management are worried on how to bring all employees to higher level self-motivation. So to further motivate employee, among others things, leader self-motivation need- opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. to be examined (Mc Cormick and Tifflin, 1979). Apart from the extrinsic motivations such as pay, work condition, fringe benefits, security, and promotion, contract of service, the work environment and conditions of work. Each of this motivational style is dependent on an individual employee.

The performance of employees in any organization is of great importance, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng, 2006) and is measured from a multidimensional constructs. Here employee performance is conceptualize as employee productivity – as effectiveness, absenteeism and rate to convert input to output, degree of accomplishment of the desired result; and efficiency – as minimization of cost, time, labour, less use of resources to achieve desired goal. Employees are not only economic beings but also emotional and social beings who desire to be appreciated, influence by intrinsic values when they contribute towards the achievement of organizational goal.

Though plethora of employee performances research exist and have been linked to other variables, and other hand, a compendia of studies on self-motivation have been linked to other variables. but surprisingly, despite this studies between the variable there is still no clear evidence of linking self-motivation of leaders to two dimensions of (productivity and efficiency) of employees performance in banking industry. This research paper is set to investigate the relationship between self-motivation and employees' performance; highlighting the various motivational techniques used by organizations to bring out the best in their employees for efficiency and productivity. Having in mind that the employees are the major stakeholders of any organization and that their performance determines the success of such organization, it is vital to research on the relationship between Self-motivation and Employees' Efficiency and Productivity in the telecommunication sector of the Nigerian economy, focusing on four GSM companies in the South-south of Nigeria.

Statement of the Problem:

It is expected that leader and employee self-motivation should enhance higher level performance. However, it is observed that manager as leader have not shown and possess sufficient emotional intelligence- self motivation as this is evident in low worker productivity, waste in use of resources, excuses, amount of query, why assigned tasks were not performed, this has consequentially lead to high employee turnover, and poor organizational growth.

Several researches have been conducted on how self-motivation impacts the performance of employees in an organization. For example; Nabi, et al., (2017) investigated the impact of motivation on employees' performance on a bank in Bangladesh; Uju, (2013) studied the influence of motivation on employees of selected firms in Anambra State; Jibowo (2007) aimed at the effect of motivators and hygiene on job performance. These and many other studies have been carried out on motivation but none of these known to the author, addressed

the impact of self-motivation on the efficiency and productivity of employees in the telecommunication sector. It is based on the above that the author seeks to fill the gap in literature by investigating the relationship between self-motivation and employees' performance (efficiency and productivity), using four GSM companies in the telecommunication sector operating in the South-south of Nigeria.

Conceptual framework

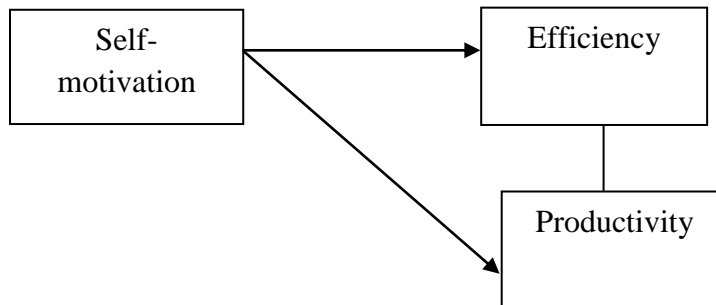


Figure 1; conceptual framework of self-motivation and employee performance

Aim and Objectives

The main objective of this paper is to investigate how self-motivation relate to employees' efficiency and productivity in the telecommunication firms in the South-south of Nigeria detailed as follows:

- i. To ascertain the relationship between self – motivation and employee efficiency in telecommunication firms in the South-south of Nigeria;
- ii. To determine the impact of self – motivation on employee productivity telecommunication firms in the South-south of Nigeria.

Research questions

To effectively carry out this research and enable proper understanding for future references, the following research questions have been formulated:

- i. What is the relationship between self – motivation and employee efficiency in telecommunication firms in the South-south of Nigeria?
- ii. What is the relationship between self – motivation and employee productivity in telecommunication firms in the South-south of Nigeria?

Hypotheses

The following null hypotheses have been postulated to be able to test the relationship between self-motivation and Employees' Performance.

H₀₁: There is no significant relationship between self – motivation and employee efficiency in telecommunication firms in the South-south of Nigeria

H₀₂: There is no significant relationship between self – motivation and employee productivity in telecommunication firms in the South-south of Nigeria.

Review of Related Literature

Theoretical Framework:

This section is a review of the theory on which this paper work is based. The transactional leadership theory is being used in this work.

Transactional Leadership Theories

This theory was established in the 1970s. The transactional leadership theorists propose that the relation that exist between the leader and his followers is a series of transaction, that punishment or reward (motivation) should be used to support followers or team members. It focuses on supervision, organization and group performance. Transactional leaders are usually effective when work needs to be done in a specific fashion because they always pay attention to faults and deviations; leaving things the way they are and not ready to change the future.

The theory does not consider the personal characteristics like anger, emotions etc. of the leader rather it places more emphasis on motivation of the subordinates, through contingent – reward and contingent – punishment. One of the prominent theories of this school of thought is the Leader Member Exchange Theory (Graen & Uhl-Bien, 1995). The theory proposed that the relationship was characterized by three phases of Role Taking, Role Making and Reutilization. This theory opines that employees' performance can be improved through self-motivation, which is one of the proxies of emotional intelligence used in this work.

Conceptual Framework:

Self- Motivation

Self-motivation is that driving force that keeps us moving, producing, and developing in the face of challenges. It is the inspiration behind every action we take on daily basis. The organizational context needs leaders as well as employees who possess high levels of self-motivation; laying aside personal ambitions and goals for organizational goals and objectives in order to foster growth and sustainability of the organization in the global market. Spinath (2001) defines it as comprising such dimensions as need for in pursuit of excellence, work ethic, setting and meeting goals, competitiveness, and status aspiration. This entails that an organization cannot be said to be successful or gain competitive edge, without the motivational drive being inherent in its employees. This drive could be extrinsic or intrinsic, natural or spiced up by measures put in place by the management. Self-motivation is one of the personal competencies that are concerned with the recognition and management of emotions of oneself; showing the inner intelligence of a person. It is that which stirs up the best in an employee to perform efficiently and productively at work.

Self-motivation is the emotional tendency that facilitates reaching goals. Cassidy and Lynn (1989) considered it to be useful in attaining goals in the social environment of the organization. Self-motivation is the force that ignites the inner emotions of human beings to continue to work without getting stopped on some point of time, face with obstacles, and resilience to success. Many organizations had to modify their strategies mainly due to the global market conditions and slow growth of developed economies (Finley & Karunakar, 2015), and this they do in order to maintain their profitability profile while operating in a steady and strategic manner. One thing that has an adverse effect on an organization's growth and profitability is the operating cost in respect of human capital, and to avoid or reduce this cost to its lowest minimum, they ensure that the available (i.e. proficient) workers are properly cared for through different measures possible and that also matches the desired needs of the different work force. Employee motivation has a direct impact on employee performance (Chaudhary & Sharma, 2012). Once an employee is motivated, he is ready to spend his time at

work and bring out his ability to the fullest (Wijesundera, 2018). Note, that overall organizational performance and team performance are directly related to job security (Lucky et al., 2015). This means that amidst the different motivational techniques that may be employed by organizations, job security should not be underrated as no employee would love to be in an environment where less value is placed on his skills and potentials or where his future is questioned; money cannot make an efficient staff totally happy. Also, the morale and motivation level of an employee declines when he/she is unsure about his future (Hibberd, 2014).

Attributes of an accurate self-motivated leader are achievement drive, optimism, initiative and commitment. They harness their goals in the goals of the organization; pursuing it despite obstacles or setbacks and always striving for improvements or to meet a particular standard of excellence.

Motivational Techniques

Every employee needs the support of their leader in order to operate at a maximum point to achieve the goals of the organization. Each employee would be triggered by different motivator drivers to feel a sense of inspiration within their work and achieve their tasks effectively (Ganta, 2014). What stimulates Mr. A might not necessarily work for Mr. B and so leaders have to deeply understand their employees to make this variable effective. Motivation comes in diverse ways and forms; it could be monetary or non-monetary and both are aimed at increasing the performance of employees in an organization. Different techniques are used by employers/ managers in different organization, to ignite the desire to work in their workers and strive for success, depending on the drive which works perfectly in such an establishment. Some of these techniques include: Training, Enhanced Communication, Job Enrichment, Money and Targets, Rewards and Incentives:

Impacts of Self-motivation on Employees' Performance

Employees who are happy and satisfied in their job are mostly those who are highly motivated to work towards attaining goals and objectives thereby improving their performance and directly impact on organizational productivity and success (Wijesundera, 2018). Motivation and employees performance are therefore correlated positively and performance is negatively affected when an employee is not motivated.. As earlier stated, most individuals are no longer interested in receiving the meager cash amount as motivational tool. They rather prefer a sophisticated career with challenging task and new knowledge to being in the dark in this dynamic global work because they believe that with such knowledge, they can get a well-paid job. As such, managers need to provide challenging jobs in order to better motivate today's knowledge workers. Because the physical or material, and social needs that come with the jobs are already fulfilled, these knowledge workers now tend to move on to higher-level such as ego (esteem) and self-actualization (Uzonna, 2013).

Growth opportunities and challenges have a positive and great effect on a person's motivation in the work place. Leaving a job without acquiring a new skills or knowledge is valueless because monetary incentives soon lose its value as time elapses but knowledge is preserved and when applied, commands respect and also an opportunity for innovation. So as leaders, strive for motivational techniques that can make your employees outstanding. The more knowledge and skills they are exposed to, the more they become zealous to work and this

helps in reducing operational cost in terms of recruiting new staff, being exposed to less-equipped individuals; and then boosts the economic growth of the company.

Employees' Performance

The concept of performance covers both what has been achieved and how it has been achieved. Firm performance can be measured in a number of different ways; task, and contextual, qualitative and quantitative, indicators (KPIs), which are usually to do with financial results (profitability) or productivity (Armstrong, 2009). Employees' daily performance has an impact on a business's success or failure. When employee's performance is poor, customers' satisfaction is neglected and thus results in negative impacts on profits, company reputation and sales. The way and manner in which the employees are treated also greatly influence their performance. Employee performance could be influenced by emotions. Employees that are properly developed and managed by an organization, reciprocates with a positive performance and vice versa. Ahmad and Shahzad (2011) state the determinants of performance to be such factors as declarative knowledge, procedural knowledge and motivation. Declarative knowledge is the elementary level that requires the use of skills learned from a formal setting, procedural knowledge is acquired through mastery and continuous improvement on an area of specialization, while motivation is the level of appreciation the employee receives from the company that drives him towards accomplishing more tasks. All of these determine the level of performance by an employee; high or low.

Measures of Employees' Performance

This is simply the various factor used in analysing the rate at which an employee is performing; either poorly or at an optimal level. This paper limits its grouping to the variables used as follows:

Efficiency

This is the process of producing the desired output or achieving desired results at the minimum cost. Achieving maximum employee efficiency is one of the biggest challenges for any business owner or manager. Employee efficiency is an employee characteristic and relate to the speed and accuracy of an employee at the job task.. Efficiency is one of the many things used in measuring an employee's performance in the work place. The level at which the employee is ready to achieve the desired result at the least cost possible is of great significance to the organization. It measure reduction in time, less waste of material, and money, lest use of labour and energy. And efficient has been said to provide positive benefit in terms of positive work environment and employee Growth:

Productivity

Employee productivity is a metric that is calculated based on the amount of output on a project *versus* the amount of time it takes. It can also be measured against a standard or "base" of productivity for a group of workers doing similar work. It is simply the value added divided by the process or capital employed. It measures employee accomplishment of a desired goal, rate of absenteeism, degree and quantity of output of a process. It assesses the efficiency of a worker or group of workers against predetermined goal. There's nothing more important to a business than its employees. If your employees are happy, their productivity will increase, and that's exactly what you need to help your business grow because employees'

state of mind determines how they go about their daily work and contribution towards the attainment of organizational goals and objectives. To improve productivity require; a self-motivated leader, ensure that the following tips are implemented and reviewed: delegate, offer support and set realistic goals and improve workplace conditions

Empirical Review

Uzonna (2013) carried out a research on the impact of motivation on employees' performance among the staff of Credit West Bank Cyprus. The was to understand what prompts people, influences them, and why they persist in particular actions. It also intends to evaluate motivation of employees in the organization. The population includes 13 branches of the bank and the simple random sampling method was used to select target respondents for the study. The statistical tools of one sample T-test, and principle component factor analysis, specific model developed to identify the impact of motivation techniques on employees' performance, the finding was that Majority would prefer to be rewarded for performance with a higher position, this indicates a very positive significant relationship between self-motivation and employees' performance. Though our work relate to the impact of self-motivation on employees' performance, it varies in sector and location. Our work focuses on the telecommunication in Nigeria unlike the reviewed research which focuses on credit west bank in Cyprus.

A research conducted by Wijesundera (2018) investigated the impact of motivation on employee performance which aimed at analyzing the relationship between motivation and employee performance. Using a questionnaire and analyzed with frequency and mean ranking techniques I. The findings indicated that employees ranked good working condition as the most important non-financial motivating indicator, and salary as the highest financial motivating indicator. It also noted that employee motivation and employee performance is positively correlated. Though our work discussed about motivation as one of the emotional intelligence used by leaders to enhance performance and to further get employee motivation and reinforce performance and geographical area differs. Ours is about companies in the telecommunication sector in Nigeria unlike the work under review that concentrates on semi-commercial banks in Dubai.

Achiaa (2012) investigated the effect of job design on employee motivation and job performance, using two banks (GCB and GTBANK) in Ghana. A cross survey of a sample size of 120 employees of banks and analysis done with spearman correlation tool. The results of the study confirmed that job design tend to affect motivation and job performance significantly. Also that workers' performance does not depend on the behavior of other workers in the company but on the motivation policies available in the company. Variations exist between this works and the work under review, in the area of sector and location. Our work is focused leaders self-motivation and on intrinsic aspect of motivation. Also, the term 'job design' is studied as an attribute under motivation in our work unlike the one under review which studies it as independent variable.

A work by Nassazi (2013) on the effects of training on employees' performance aimed at evaluating the effects of training on employee performance, using the telecommunication industry in Uganda as case study. This study was based on three case studies of the biggest telecommunication companies operating in Uganda. A sample size of 120 respondents was

collected through a quantitative approach in the issue of questionnaires. The findings indicates that training have a clear effect on the performance of employees and can prove useful to Human resource managers, Human resource policy decision makers, as well as government and academic institutions. Though our work focus on the telecommunication sector, it varies from the work under review in terms of location and also the variable examined. Unlike the reviewed work which centers on training as a motivational technique and how it affects the performance of employees, our work concentrates on four variables of leader’s emotional intelligence where motivation is taken as a main variable and in Nigeria not Uganda.

Method

This paper is based on a positivist philosophical paradigm as it adopts an objective and scientific approach towards its assessment and investigation of the variables of interest. Neuman (2005) described positivism as a more dominant strand of the epistemological parallels in social research; the other being the interpretivist. This paper approaches the investigation between self-motivation and employee performance as objective, and explicit, thus adopting the quantitative method in its investigation of the relationship between the variables. This employed the cross-sectional research design.

Population

Thus the population for the study comprises an estimated 3,921 management staff and employee from the 4 GSM telecommunication firm in the South-south of Nigeria. This list is confined to management staff (field, administrative and service) within the regional offices of the 6 States in the South-south of Nigeria (Akwa Ibom, Rivers, Cross-Rivers, Edo, Bayelsa and Delta). The details on the number for management staff for each office was obtained through correspondence with the related regional offices via telephone and email given the lack of published data on such; however, data on total employee staff strength for each organization is published on their individual websites and corroborated by Wikipedia (<https://en.wikipedia.org/wiki/>) as follows MTN (19,288) GLOBACOM (3,379), AIRTEL (5000) and 9Mobile (4000) with a total of 31,667 as total staff strength for the national employee statistics for each of the organizations.

Sample Size and Sampling Technique

Using the Krejcie and Morgan 1973 table, the sample size for this paper is estimated to be 351 units or individuals within the firms. The sampling technique is the simple random probability sampling technique (Zikmund, 2000) with specific focus on the management and supervisory level of the organization. The Table below reflects the distribution.

Table 1. Distribution for the sample sizes for the telecommunication firms

| Firms | Unit Population | Unit Sample |
|--------------|------------------------|--------------------|
| MTN | 2,101 | 188 |
| GLOBACOM | 922 | 83 |
| AIRTEL | 401 | 36 |
| 9Mobile | 497 | 44 |
| Total | 3,921 | 351 |

The data for this study will be generated from primary sources using the structured questionnaire instrument. The questionnaire is considered suitable for this study as it offers consistency in the measurement of the variables. This is as all items and indicators for the constructs are measured using a Likert 5 – point scale of 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree. Measure; self-motivation as a proxy of leader emotional intelligence was measured using multi item constructs from extant literature like achievement drive, optimism, initiative and commitment. Data Analysis Techniques; the test for the hypotheses was carried out using the Spearman’s rank order correlation coefficient. The statements are all tested at a 95% confidence interval using the 0.05 level of significance as threshold in the assessment of significant correlations between the variables.

Data Analysis

Survey results

The outcome for the administration and retrieval of distributed and completed questionnaire copies are shown below:

Table 2: Questionnaire Distribution (Respondent rate)

| Firms | Distributed copies | Retrieved copies | Used copies |
|----------|--------------------|------------------|-------------|
| MTN | 188 | 188 | 186 |
| GLOBACOM | 83 | 83 | 83 |
| AIRTEL | 36 | 36 | 36 |
| 9Mobile | 44 | 44 | 44 |
| Total | 351 | 351 | 349 |

Source: Research data, 2021

Table 2above illustrates the distribution for the field work for the paper. The result shows that a total of 351 questionnaire copies were distributed to the target telecommunication firms in the South-south of Nigeria. All copies of the questionnaire copies duly completed were retrieved from the firms within the specified time range for retrieval. However, only 349 copies were observed to be in good and admissible condition for the analysis. The result shows that out of a total of 351 copies which comprised 100% of the sample size, 349 which comprises 99% of the total amount was utilized.

Univariate Distribution

Study variables and their distributions are assessed by the mean distributions and standard deviations for each. The distribution for the main variables comprising self-motivation and employee performance. Interpretations for the analysis on the variable builds on the use of the mean and standard deviation – as such a base mean of $x = 2$ is adopted where $x < 2.0$ is considered as low and $x > 2.0$ is considered as substantial.

Table3. Distribution for the measures employee performance

| | | Efficiency | Productivity |
|----------------|---------|------------|--------------|
| N | Valid | 349 | 349 |
| | Missing | 0 | 0 |
| Mean | | 3.1597 | 3.4441 |
| Std. Deviation | | .88475 | .81524 |
| Skewness | | -.377 | -.269 |

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| | | |
|------------------------|-------|-------|
| Std. Error of Skewness | .131 | .131 |
| Kurtosis | -.465 | -.451 |
| Std. Error of Kurtosis | .260 | .260 |

Source: Research data, 2021

Table 3. describes the distribution for the summaries on the measures of employee performance. The result shows that both measures (efficiency and productivity) are well evident within the telecommunication firms. The evidence shows that the telecommunication firms substantially reflect improved levels of efficiency and productivity – identifying both variables are attributes and features of the telecommunication firms of interest.

Table 4a. Distribution for the indicators of efficiency

| Item Code | Strongly Disagree | | Disagree | | Undecided | | Agree | | Strongly Agree | | Total Count | Mean | SD |
|-------------|-------------------|---------|----------|---------|-----------|---------|-------|---------|----------------|---------|-------------|------|------|
| | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % | | | |
| Efficiency1 | 38 | 10.9% | 92 | 26.4% | 84 | 24.1% | 108 | 30.9% | 27 | 7.7% | 349 | 2.98 | 1.15 |
| Efficiency2 | 36 | 10.3% | 55 | 15.8% | 65 | 18.6% | 146 | 41.8% | 47 | 13.5% | 349 | 3.32 | 1.19 |
| Efficiency3 | 45 | 12.9% | 93 | 26.6% | 85 | 24.4% | 90 | 25.8% | 36 | 10.3% | 349 | 2.94 | 1.21 |
| Efficiency4 | 17 | 4.9% | 57 | 16.3% | 101 | 28.9% | 120 | 34.4% | 54 | 15.5% | 349 | 3.39 | 1.08 |

Source: Research data, 2021

Table 4b. Note; below is item construct statement for efficiency1-4 code

| |
|--|
| Efficiency1=Workers in this organization tend to be high on waste minimization(time, finance and energy) |
| Efficiency2==Workers are often resourceful in their use of organizational equipment and machinery |
| Efficiency3==There is a low rate of resource utilization by workers outside planned resource estimates |
| Efficiency4==Workers in this organization are known to operate within established budgetary benchmarks |

Table 4a and 4b shows respondent percentage pattern with respect to the statement items on efficiency. It means that the respondents general agree and have understanding of the concept being investigated as show in a high score above 2 mean

Table 5b. Distribution for the indicators of productivity

| | Strongly Disagree | | Disagree | | Undecided | | Agree | | Strongly Agree | | Total Count | Mean | SD |
|---------------|-------------------|---------|----------|---------|-----------|---------|-------|---------|----------------|---------|-------------|------|------|
| | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % | | | |
| Productivity1 | 9 | 2.6% | 95 | 27.2% | 73 | 20.9% | 91 | 26.1% | 81 | 23.2% | 349 | 3.40 | 1.19 |
| Productivity2 | 9 | 2.6% | 67 | 19.2% | 70 | 20.1% | 131 | 37.5% | 72 | 20.6% | 349 | 3.54 | 1.10 |
| Productivity3 | 21 | 6.0% | 34 | 9.7% | 120 | 34.4% | 128 | 36.7% | 46 | 13.2% | 349 | 3.41 | 1.03 |
| Productivity4 | 28 | 8.0% | 40 | 11.5% | 90 | 25.8% | 140 | 40.1% | 51 | 14.6% | 349 | 3.42 | 1.12 |

Source: Research data, 2021

Table 5b Table 5b. Note; below is item construct statement for productivity 1-4 code;

| |
|---|
| Productivity1;==Workers output on the average matches the expected quantity estimated by management |
| Productivity2==Overall production quality from the workers is appealing and commendable in this organization |
| Productivity3==Workers effort exceed the expected standard goal, (service delivery sales, absenteeism), and assigned functions in this organization |
| Productivity4==Majority of the workers tend to always achieve their goals within specified time frames |

Table 5a and 5b shows respondent percentage pattern with respect to the statement items on productivity. It means that the respondents general agree and have knowledge of the concept being investigated as show in a high score above 2 mean

Table 6a. Distribution for the indicators of self-motivation

| | Strongly Disagree | | Disagree | | Undecided | | Agree | | Strongly Agree | | Total | | |
|-----------|-------------------|---------|----------|---------|-----------|---------|-------|---------|----------------|---------|-------|---------|------|
| | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % | Count | Row N % | Count | Mean SD | |
| Motivate1 | 10 | 2.9% | 36 | 10.3% | 130 | 37.2% | 83 | 23.8% | 90 | 25.8% | 349 | 3.59 | 1.07 |
| Motivate2 | 9 | 2.6% | 56 | 16.0% | 127 | 36.4% | 139 | 39.8% | 18 | 5.2% | 349 | 3.29 | .89 |
| Motivate3 | 10 | 2.9% | 55 | 15.8% | 98 | 28.1% | 93 | 26.6% | 93 | 26.6% | 349 | 3.58 | 1.13 |
| Motivate4 | 9 | 2.6% | 37 | 10.6% | 110 | 31.5% | 138 | 39.5% | 55 | 15.8% | 349 | 3.55 | .97 |

Source: Research data, 2021

Table 6b. Note; below is item construct statement for motivate1-4 code;

| | |
|---------------|--|
| Motivate1; == | I understand the implications of failure with regards to my position as a leader |
| Motivate2; == | I am focused on being exemplary in my achievements |
| Motivate3; == | I strive to standout amidst the competition at the workplace |
| Motivate4; == | I am also implicitly driven by the need for self-fulfilment |

Table 6a and 6b shows percentage distribution on statement items oneself motivation. It means that the respondents general agree and have understanding of the concept being investigated as show in a high score above 2 mean.

Hypothesis testing (Bivariate Analysis)

It addressed the relationship between self-motivation and employee performance (efficiency and productivity). The Spearman's rank order correlation coefficient is adopted as the statistical tool in the assessment of the correlations between the variables.

Decision rule:

The decision criterion for the assessment of the significance of correlations or relationships is based on the probability value criterion where $P < 0.05$ indicates significant relationship between the variables and as such a rejection of the null hypothesis and $P > 0.05$ would indicate an insignificant relationship and as such an acceptance of the null hypothesis.

Table 7. Showing Test for the relationship between self-motivation and employee performance

| | | Motivate | Efficiency | Productivity |
|----------------|-------------------------|----------|------------|--------------|
| Motivate | Correlation Coefficient | 1.000 | .304** | .264** |
| | Sig. (2-tailed) | . | .000 | .000 |
| | N | 349 | 349 | 349 |
| Spearman's rho | Correlation Coefficient | .304** | 1.000 | .601** |
| | Sig. (2-tailed) | .000 | . | .000 |
| | N | 349 | 349 | 349 |
| Productivity | Correlation Coefficient | .264** | .601** | 1.000 |
| | Sig. (2-tailed) | .000 | .000 | . |

| | | | | |
|--|---|-----|-----|-----|
| | N | 349 | 349 | 349 |
|--|---|-----|-----|-----|

Source: Research data, 2021

The Table 7 illustrates the relationship between self-motivation and the measures of employee performance. The result from the test show that self-motivation has a significant impact on the two measures comprising efficiency ($\rho = 0.304, P = 0.00$), and productivity ($\rho = 0.264, P = 0.000$). The results depict self-motivation as contributing significantly as a predictor of the extent to which employees are able to perform at a desired level and standard with regards to efficiency and productivity. Hence both null hypothetical statements are rejected on the basis of the result presented.

Summary of the Findings

- a. Self-motivation significantly contributes towards the outcomes of employee performance in term of as efficiency.
- b. Self-motivation significantly contributes towards the outcomes of employee performance such as productivity.

Discussion of the Findings

The hypothes sought to The expression of self-motivation in leaders is observed to have a significant relationship with employee’s performance – primarily the efficiency and productivity of the employees. The outcome of the test demonstrates the role of self - motivation particularly that of self, in driving and achieving improved levels of efficiency and productivity in the employees of the organization. The findings agree with the observations of Boyatzis (2002) that leaders play a critical and sensitive role in stabilizing and sustaining relationships within the workplace. Their responsibilities are such that demand that they in themselves are first inspired and driven to perform before they can subsequently, inspire and motivate their followers to also perform accordingly. From this position, it is evident that leaders occupy a central position with regards to issues which concern and influence the workers in the organization. The findings of this study thus demonstrates the need for improved attention on self and thereafter the focus on how one’s actions and behaviour as a leader extends and impacts on subordinates within the organization.

Self-motivation on the part of the leader was also identified by Boyatzis (2002) as being important for improved work outcomes and preferred behavioural dispositions from the subordinates. Cherniss and Goleman (2001) argued that the behaviour of the leader is linked to the actions of the employees. That is to say, leaders through their own motivation need for achievements and drive demonstrate as well as present examples for the employees to follow. Although as Spencer and Spencer (2008) noted, the relationship between leaders and employees are a two-way process involving communication, support and information sharing, the aspect of motivation is often considered a function and responsibility of the leader. The findings thus corroborates the observations of previous studies (Orasa, 2014; Wijesundera, 2018; Spencer & Spencer, 2008), reinforcing their positions on the imperatives of leader self-motivation in advancing preferred employee and even organizational outcomes.

Self-motivation as expressed in the leadership of the organization is not only beneficial to the employees but also beneficial to the leadership. Boyatzis (2002) affirmed that self-motivation is a sign of resilience and suggests a form of independence in character and as such

a strong willed leadership. To achieve the organizations goals it is imperative that the leadership is first in itself stable, confident and focused. Self-motivation is as such a key factor in the actualization of the organizations goals. Following the position and views of Cherniss and Goleman (2001), this study has demonstrated the link between self-motivation and improved levels of functionality at the individual level within the organization. Its facts support the opinion that when leaders are driven by their own set goals and standards, there is a higher chance their vision could invariably lead to similar behavioural outcomes in the employees and thus contribute towards outcomes of efficiency and productivity. In this vein, self-motivation is a necessary ingredient in the achievement of the organizations goals.

Conclusion

The significance of self-motivation for outcomes of employee performance is a substantial antecedent of employee performance measures such as efficiency and productivity. Building on this observation, the conclusion is put forward that leaders' implementation of motivational techniques enhance their capacity to relate effectively with their subordinate and thus impact positively on their outcomes in terms of efficiency and productivity.

Recommendation

- i. Thus this paper, recommends that organizations advance relative leadership forums and programs designed to discuss and orient leaders on the ways and approaches through which they could develop self-motivation and monitoring capacities and thus enhance their effectiveness through improved interaction and relationship with significant others.
- ii. It is recommended that support is offered work patterns which allow for individual autonomy and which facilitates improved levels of responsibility for job performance and quality outcomes by the employees in the organization.

Suggestion for Further Studies

Future studies should focus on examining the relationship between the variables using other theoretical frameworks other than those utilized within the context of this paper.

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