

SELF-REGULATION AND EMPLOYEE PERFORMANCE OF THE TELE-COMMUNICATION INDUSTRY IN NIGERIA

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Abstract

This paper examined the relationship between self-regulation of emotions and employees' performance in 4 telecommunication firms in South-South Nigeria. Using the null hypotheses to analyze data, self-regulation was examined as the independent variable while employees' performance being the dependent variable was streamlined to efficiency and productivity; emphasizing on the impact of self-regulation on employees' performance, benefits of efficiency and the steps to take in order to improve productivity of employees in the companies researched. The cross-sectional survey design was adopted with data generated from 351 respondents from the 4 GSM telecommunication Mobile firms operational in the South-South region of Nigeria using the questionnaire instrument. Respondents were sourced from a sample framework comprising managerial and supervisory staff of the 4 telecommunication firms in the South-South region of Nigeria. The instrument was validated using the face and content validity, and its reliability was tested using the Cronbach alpha reliability test tool. A total of 2 null hypotheses were tested in the paper. The Spearman ranks order correlation coefficient was utilized in assessing the relationship between self-regulation of emotions and the measures of employees' performance. The results revealed that the relationships between self-regulation of emotions and employees' performance in telecommunication firms in South-South is significant. It was thereafter concluded that the adoption and emphasis of self-regulation of emotions contribute towards improved relationships between leaders and their employees and therefore boosts employees' performance outcomes with regards to efficiency and productivity. Recommendation was thereafter made that organizations should advance relative leadership forums and programs designed to discuss and orient leaders on the ways and approaches through which they could develop self-regulation and monitoring capacities and thus enhance their effectiveness through improved interaction and relationship with significant others.

Keywords: *Self-regulation, Trait, Employees' Performance, Efficiency, Productivity*

Introduction

Background of the Study

Self-regulation is one of the competencies of emotional intelligence, as identified by Goleman. It is an essential ingredient for organizational growth and development, which can create a pleasant workplace and affect the efficiency and productivity of employees positively. Self-regulation (SR) is defined by processes that enable an individual to guide his or her goal-directed activities over time and across changing circumstances, including the modulation of thought, affect, and behavior (Kanfer, 1990; Karoly, 1993; Zimmerman, 2001). In organizations, practicing managers want people to achieve high performance levels (Vancouver, 2000), the telecommunication sector being not exempted as leaders are interested in individuals' regulation of their own levels of job performance. Self-regulation lies in the ability of an individual (leader or employee), to control his/her feelings and emotions and also that of others, in order to effectively achieve corporate goals and objectives. It is otherwise known as self-denial. For employees to be efficient and productive in their given tasks there has to be some level of understanding; laying aside personal targets/ambition and concentrating on how best the organizational goals can be achieved,

in line with set standards. But this can only be achieved if the leaders come to the realization of the need for self-regulation.

Several researches suggest that a person's ability to control one's emotions enhances the quality and stability of their social relationships (e.g., Caspi, 2000; Eisenberg, et al., 2000; Brissette, et al., 2002). This is to say that efficiency and productivity are dependent on self-regulation of emotions. When employees with strong self-regulation of emotions have built up trustworthy and strong relationships with their supervisors, they establish high quality exchanges (Dutton & Heaphy, 2003); that result in greater efficiency, and eventually an enhanced productivity in their daily work.

Productivity through job performance stands as a widely researched domain in literature of organizational behavior (OB) and human resource (HR) development (Bommer et al., 1995; Lawler & Worley, 2006; Schippmann, 2010). Performance measures quantitatively tell us something important about our products, service, and the processes that produce them and this can only be well achieved with a leader in the management team who possess strong self-regulatory system of emotions.

Some works conducted in relation to the stated topic emphasizes on the impact of self-regulation of emotions on employee work engagement; using social resources as a proxy. Also, how self-regulation stems from goal orientation to job performance (Bouckenooghe, et al., 2014; Porath, & Bateman, 2006), without investigating what comprises of employee job performance. However, this study progresses beyond the usual approach to ascertain how self-regulation of emotions in leaders may impact on the efficiency and productivity of employees. It examines the relationship between Self-regulation and employees' efficiency and productivity amongst telecom employees in Nigeria, focusing on the 4 GSM telecommunication firms in the South-South of Nigeria.

Statement of the problem

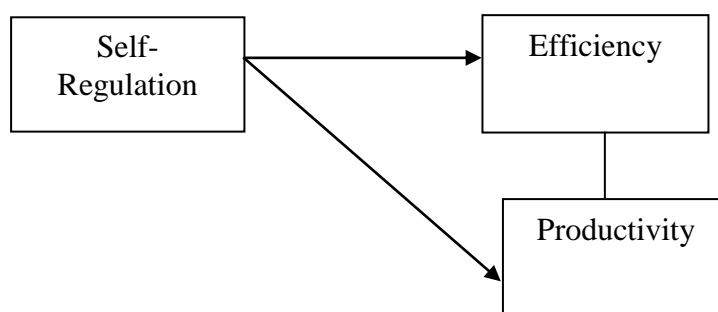
Every sector of the economy strives for economic growth and development among several objectives; and the achievement of this directly depends on how these entities can meet the needs of the public. Employees are one of the major stakeholders of any organization because they act as intermediaries between the company and their desired customers. The way and manner they are being treated determines their productivity and efficiency.

The achievement of efficiency and productivity in employees in an organization is very much easy where the leader understands how and what it takes to regulate his/her emotions and also that of others, the important role an employee plays in the organization, the effect of misunderstanding of others' emotional state and the importance of leader-worker relationship.

Different authors such as Bouckenooghe, et al., (2014); Porath, and Bateman, (2006); Caspi, (2000); Eisenberg, et al., (2000); Brissette, et al., (2002) and many others have conducted study on this and other related topics, using different dimensions, methodologies and in different sectors. Also, none of these works known to the author were conducted on the telecommunication sector in Nigeria. This study therefore is to fill the gap in literature as it carries out a research on the relationship between self-regulation and the efficiency and productivity of employees in the telecommunication sector, using the telecommunication companies in the South-south zone of Nigeria as a case study.

Conceptual Framework

Below is the conceptual framework for this study:

Figure 1.1 Conceptual framework

Source: Researcher's Concept (2020)

Aim and objectives of the paper

The aim of this paper is to investigate how self-regulation can enhance employees' efficiency and productivity in the telecommunication sector of the Nigerian economy, using Telecommunication firms in the South-south of Nigeria; detailed as follows:

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

Research Hypotheses

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

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

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

Significance of the study

The paper is significant in various ways. Having in mind that the leader's ability to effectively manage the scarce resources as well as the workforce of an organization cannot be neglected, and the impact that a leader's self-regulatory attitude has on the employees; which might affect their efficiency and productivity in either ways (positively or negatively), it is vital to research on the relationship between Self-regulation and Employees' Efficiency and Productivity in the telecommunication sector of the Nigerian economy, focusing on telecommunication firms in the South-south of Nigeria.

The paper shows the effect of leaders' self-regulation of emotions on the productivity of employees in the telecommunication industry. It will serve as a guide to shareholders of companies within this industry in their selection of people that will head prominent positions knowing fully that their ability to self-regulate will affect the efficiency and productivity level of the company in one way or the other.

This paper will also help the Directors of various telecommunication firms to develop and explore the concept of self-regulation to ensure high level of employee's productivity resulting in increased achievement of organizational and individual goals. It is therefore of great importance for leaders within the Nigerian telecommunication sector to acquire all the necessary competencies needed to maintain standards in their various institutions, as this has a great influence on the socio-economic context of the country.

The paper will also serve as a point of reference to students as well as researchers who would want to conduct research on similar or related topics in the future.

Scope of the study

The main area of concentration of this paper is on the relationship between Self-regulation and Employees' Performance. The Self-regulation variable is studied as an independent one on its own. The outcome of findings should be strictly applied to this variable only, as further extension will be based on the users' discretion. Also, employees' performance dimensions include: Efficiency and Productivity. This work is only limited to these proxies and as such, results should be strictly applied to these areas. The research only investigated telecommunication firms in the South-south of Nigeria.

Literature Review

Theoretical Review

This section is a review of some theories on which this research is based. The trait theory is being used in this paper work.

Trait Theory

Trait theory (also called dispositional theory) is an approach to the study of human personality. It is a theory primarily interested in the measurement of habitual patterns of behavior, thought, and emotion. It gives an implication that people are either born or made with certain qualities and if these qualities conform to those possessed by a leader, the person would succeed as a leader.

The trait theory of leadership focuses on identifying different personality traits and characteristics that are linked to successful leadership across a variety of situations. Trait is defined as "a generalized and focalized neuron-psychic system (peculiar to the individual) with the capacity to render many stimuli functionally equivalent and to initiate and guide consistent (equivalent) forms of adaptive and expressive behavior" (Gordon Allport). This line of research emerged as one of the earliest types of investigations into the nature of effective leadership and is tied to the "great man" theory of leadership first proposed by Thomas Carlyle in the mid-1800s.

Unlike the "great man" theory that opines that leaders are born, the trait theory is of the opinion that leaders can also be made by inculcating people with certain key qualities like creativity, and a sense of responsibility; they are a product of time and prevailing conditions and not elites. In a nutshell, people are trained to imbibe certain attributes needed for organizational growth and empowerment. One of such attribute is the empathy proxy of emotional intelligence which relates the theory to this work. A leader has to be adaptive to the current environment and situation he/she find him/herself and endeavor to understand the experience of their employees by putting themselves in the other party's stead, this in turn gives the employee a sense of belonging and enhances their performance.

Conceptual Review:

Employees' emotions, knowledge of emotions, and ability to manage and regulate these emotions help to better explain individual behaviors and their effects on organizational outcomes (Zeidner, et al., 2004). This simply means that people who has the innate ability to always put their emotion under check, stand a better chance of being more productive to the organization in which they belong, because they don't allow their feelings and actions to supersede the interest and goals of the organization and this is being manifested in the way and manner they act towards others (superior or colleague). As gross (1998: 275) puts it, emotion regulation is 'the processes by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions. Attitude is the backbone of the outcomes produced by employees in the workplace which is determined by the emotional state of the individual; how he/she is able to control his/her actions and feelings for the betterment of others. Emotional control also enables people to harness and use emotions to facilitate decision making and problem solving (Salovey, et al., 1993), which ultimately should improve performance. Both the abilities of 'awareness of emotions' and of 'regulation of emotions' thus represent different branches of Emotional Intelligence, with emotion regulation representing the highest level or the integrated form of Emotional Intelligence (Bouckenooghe, et al., 2014).

Self-regulation of emotions by leaders as well as employees is of great importance for organizational growth. First, it creates a cordial relationship among employees as well as between leaders and employees, through group performance. Second, it foster motivation among the employee; laying aside the challenges that accompany daily tasks. Self-regulation helps an individual to increase impulse control; paying less attention to things that stirs up anger and strife. This in turn, brings about employees' safety thereby increasing trust. Also, self- regulation has been shown to increase recovery from psychological distress and enables a person to return quickly to a positive psychological state after being upset (Law, et al., 2004).

Self-Regulation (Self-Management)

This is the process of managing one's internal states, impulses and resources (Rahim & Psenicka, 1996). It is a tool for keeping disruptive emotions and impulses in check. People with high level of self – regulation, always maintain high level of honesty and integrity and accept responsibility for personal performance.

According to Spencer and Spencer (2008), the quality of adaptability is also the important element of self-management because if a leader possesses this quality of adaptability, he or she can create a high level of employee's productivity and performance in the organization. Also, Schulman (1995) in his research stated that the ability of being proactive is also an important part of self-management which can augment the performance of the overall organizational activities. Trustworthy employees are forthright about their blunders and tackle others about their lapses. When employees with strong self-regulation of emotions have built up trustworthy and strong relationships with their supervisors, they establish high quality exchanges that result in greater access to resources, information, and eventually a stronger engagement and commitment toward work (Dutton & Heaphy, 2003). A scarcity in this ability operates as a career derailed due to below average performance at work place (Goleman, 1998). This suggests that self-regulation of emotions not only has a direct impact on work performance but also indirectly replenishes work performance through the mechanism of available resources.

Impacts of Self-regulation of Emotions on Employees' Performance

The ability of every individual in an organization to influence their emotions, know when to use these emotions and how they manage the experiences of these emotions when it comes, has an impact on how they perform their assigned roles in that organization. It simply outlines the level of maturity in a person to handle situations and also others at the work place; driving towards the achievement of a unified goal. As Mayer and Salovey (1997) opines; emotional intelligence is 'a subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions; and self-regulation of emotion is a building block of emotional intelligence. The more we control our impulses and emotions, the more we are slow to anger and avoid unsocial acts. Anger and ill-temper makes everybody around you faulty and less valued, so the ability to value others depends greatly on our ability to control our feelings; always avoiding being triggered by minor things that happens around us and by so doing, working with a team is easier which results in efficient and productive performance in the work place which accumulates into economic growth and development.

Employees' Performance

This is defined as how employees fulfill their job duties and executes their required tasks. Performance is also used to assess how valuable an employee is to the organization in term of productivity. Assessing an employee's competency and measuring his/her productivity is essential in the overall plan of the organization. Employees' performance is directly related to organizational productivity and its success. Better performance of each employee creates immense outcomes which mainly include congruence among employees, quality production and commitment at work place (Mohammad et al., 2020).

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. The most obvious way to measure what has been achieved, and the approach used in many studies, is by reference to key performance indicators (KPIs), which usually has 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.

Leaders have a responsibility to increase the performance of their workers as the rate of productivity of an organization or company depend to a large extent on how such a company is being managed by its leaders. Attitudes displayed by heads of organization determine the willingness of resourceful personnel to work in such organization. This is not to say that leaders should sell their rights or belittle themselves before their subordinates, neither is the role of experience being downplayed; no. There should be cordial relationship between leaders and employees while also placing a limit on the level of association between both parties. It enables the employees to voice their opinion concerning certain things and also creates room for innovation which in turn takes the company to a new dimension of business and increase their output; giving it edge over its competitors.

While looking at and studying the intellectual profile of people, their emotions should also be taken into consideration. Be conscious of when to display certain attitudes and mind the use of words, especially on employees. A leader should possess good traits that can motivate their followers bring out the best in them. Poor relationship management, lack of effective communication, and lack of motivation; diminishes an employees' output

and in most cases lead to the winding up of a company or organization. Whereas, a trained, motivated and well managed employee brings about organizational growth.

Variables for Measuring Employees' Performance

This is simply the various determinants used in analysing the rate at which an employee is performing; either poorly or at an optimal level. The determinants differ according to organizations. 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.

Benefits of Employees' Efficiency

Online research on www.timedoctor.com stipulates some benefits of employees' efficiency as follows:

- **Increased Profitability:** When your employees work efficiently, your operational costs decrease, which means it becomes less expensive for your business to produce your goods or services. Lowering your operational costs and optimizing resources means you spend less on maintaining your workflow, while earning the same amount or even more.
- **Established Team Trend:** Engaged employees not only foster a positive environment at work but also set the tone for other co-workers. If your employees work efficiently, those who are not performing well will be encouraged to do the same. This is where your evaluations can help a great deal too. Besides, when you have new team members join your team, you won't have to talk about productivity standards and so on. Your team members will serve the best role model.
- **Increased Engagement:** Efficient workers are more engaged in their responsibilities. This helps employees to be more focused on achieving goals. For companies, high engagement rate of employees means it will be easier both to retain and recruit talents. Ultimately, engaged workers will more likely help a company attain its business goals.

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 assesses the efficiency of a worker or group of workers. It is one of the important techniques used in measuring performance in the work place. 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.

Steps in Improving Productivity

A self-regulated leader, ensure that the following tips are implemented and reviewed from time to time in order to grow the desire to perform effectively by your employees and improve the overall organizational performance:

- **Be Efficient:** Consider how your business is currently operating, and be open to the potential of changing the way you work. In other words, be a proactive leader. Remember that it's equally as important to make short-term and long-term lists as it is to prioritize tasks. Alternative options on how employees can perform effectively should be considered. Strategize a better way that staff members could structure their day to enable them to achieve their daily goals. Provide each member of staff with a plan and encourage each to make a list to ensure he or she completes assigned jobs on time and stays on task all day, resulting in efficient working.
- **Have the Right Tools and Equipment:** Providing employees with the right tools and equipment is important so they can perform their duties efficiently and on time. There's nothing more counterproductive than spending time waiting for paperwork to print because you haven't got a fast printing device. High-quality, modern programs and equipment make a massive difference not only to the workforce but also to how your company is perceived.
- **Practice Positive Reinforcement:** Encourage, motivate and reward. Tell employees they are doing a good job and give constructive criticism. Most importantly, offer personal incentives for doing the job well – could they get a free holiday or a free takeout coffee for performing above and beyond their roles? Motivation is an important attribute of an emotionally intelligent leader. You should clearly indicate success of one employee to other staff to cultivate a sense of fulfillment to motivate others. When you motivate your employees to work harder and receive rewards in return, they're more likely to put increased productivity high up on their to-do list.
- **Ensure Employees Are Happy:** A stressful workplace will not yield results. Workers that constantly operate under highly stressful conditions are found to be less productive and have higher levels of disengagement and absenteeism ... They need to be happy! Showing employees how much the company appreciates respects and values them on a personal level is gratifying – and often overlooked.

Empirical Review

Bouckenooghe et al. (2014) examined how self-regulation of emotions impact employees' work engagement concentrating on the mediating role of social resources. Their objective was to investigate the unexplored role of 'social resources' (i.e., trust in supervisor and social interaction) in mediating the relationship between 'self-regulation of emotions' (i.e., a personal resource) and work engagement. The population and sample size comprised of 296 IT professionals at four well-established IT firms in Ukraine. The data were analyzed using a t- test method and results stated at a 5% level of significance and it was hypothesized that self-regulation of emotions positively affected work engagement, yet this effect partially disappeared when controlling for the role of social resources. The findings were that the dynamic role of an individual's personal and social resources fosters work engagement. The variations between our work and the one under review is that the reviewed only focused on self-regulation of emotions on the mediating role of social resources in four IT firms in Ukraine. Whereas ours is on the self-regulation of emotions and how it affects the performance of employees of four companies in the telecommunication sector in the South-south of Nigeria.

Daniela et al. (2008) analyzed the impact of manager – employee relationship on improving performances in tourist industry. The research aims to determine the impact of manager-employee relationship on improving performance by having customer satisfaction. A cross-sectional approach was used; which focused on two 'three-star' hotels in Timisoara (German). Primary method was used through the issue of questionnaire to the employees in order to collect the necessary data. The results revealed that the employees of both hotels are not satisfied because of reduced opportunity of career advancement; there is no professional training and the company lacks development opportunities. Secondly, the performance appraisal in the hotels is honest and conducted by objective process. Also, the research found that employees need more money to be paid according to their work. Though our work discussed about the relationship between manager and employees and how it affects performance, it varies as a result of difference in location and the sector studied. While our work is on the telecommunication sector in Nigeria, the reviewed work is on two three-star hostels in German.

Research Design

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-regulation of emotions and employee performance as objective, and explicit, thus adopting the quantitative method in its investigation of the relationship between the variables. This is further reinforced by the researcher's statement of hypotheses which tentatively offer the premise upon which the theories of this study are to be tested and verified.

Based on the foregoing, this paper adopts the cross-sectional research design. This emerges as a result of the need to effectively tie the goals of the study to its empirical actions in a way that affords it synchrony and a suitable structure.

Population

The population for this paper is an accessible one, segregated on the basis of nationality (Nigeria), industry (telecommunication) and firms (GSM telecommunication firms operational in the South-South of Nigeria). The level of analysis for the paper is considered as micro, but delimited to the leadership and management cadre of the telecommunication firms in the specified region of South-south Nigeria primarily as earlier stated, as a result of the subjective nature of the variable of interest. Thus the population for the study comprises an estimated 3,921 management staff 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

The sample size for this paper is estimated 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 for this investigation is the simple random probability sampling technique (Zikmund, 2000) with specific focus on the management and supervisory level of the organization. In this way, all units of individuals which fall within the specified sample bracket will be within a position for being elected or included in the study investigation. Unit distributions for the sample are carried out proportionately in line with the unit distributions for the populations for each of the telecommunication firms. Table 3.1 below reflects the distribution.

Table 3.1 Distribution for the sample sizes for the telecommunication firms

Firms	Unit Population	Unit Sample
MTN	2,101	188
GLOBACOM	9,22	83
AIRTEL	401	36
9Mobile	497	44
Total	3,921	351

Nature, Source and instrument of Data Collection

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.

Measurement of Variables

The predictor variable for this paper is self-regulation of emotion. This is conceptualized as a subjective behavior. The criterion variable for this paper is employee performance. Its measurement draws on the conceptualization offered by Tuten and Neidermeyer (2004) who described performance from a task-oriented perspective addressing efficiency and productivity. This advances a more objective conceptualization of the variable as it reflects outcomes that demonstrate cost control, effective management of resources, increased output etc. The questionnaire will be structured using a consistent assessment of the constructs using a 5-item instrument with all items scaled on the earlier stated 5-point Likert scale.

Instrument Validity

The validity test for the instrument will be based on the content and face validity. While the instrument draws on existing theories and operational definitions of the constructs from existing research (Goleman, 2002), the questionnaire will yet still be subjected to review, critique and subsequent corrections from experts and scholars within the field of management (particularly organizational behavior). This is to ensure that items are well adapted to match and reflect the constructs as expressed or concerned with the characteristics of the telecommunication industry. This is as Neuman (2005) argued that while adapted items may have expressed high validity outcomes for previous studies, contexts differ, and there is the need for a redesign or rephrasing of indicators to capture the unique properties of the researcher's current interest.

Instrument Reliability

The Cronbach alpha reliability test will be utilized in the reliability assessment of the instrument for the investigation. Neuman (2005) noted that while the Cronbach alpha may be considered an intra-rater reliability tool, its results can be used to deduce instrument replicability based on the level of response consistency expressed across the cases. The Cronbach alpha test also demonstrates instrument clarity in the sense that its results indicate the extent to which respondents understand and relate to the items. The paper in line with its adoption of the Cronbach test, adopts a benchmark of 0.70 which is to serve as the threshold for assessing the goodness (where $\alpha > 0.70$) or weakness (where $\alpha < 0.70$) of the instrument.

Data Analysis Techniques

The data analysis technique for this paper will focus on the frequency and mean distributions for the variables, as well as the test for their relationship. Thus, the study will utilize the descriptive as well as inferential statistical methods for its investigation. Demographic data in this case will be analyzed using frequency distributions (illustrated using charts which indicate demographic labels and categorization of such), while the univariate distributions data analysis will be carried out using central tendencies such as the mode (establishing dominant positions and feelings with regards to experiences or manifestations of the variables) and mean (for variable summaries). The test for the hypotheses will be carried out using the Spearman's rank order correlation coefficient.

Data Analysis and Presentation

Survey results

In this chapter of the paper, the analysis and presentation of the results for the paper are carried out. This section of the chapter of the paper addresses the result for the field work for the paper. The outcome for the administration and retrieval of distributed and completed questionnaire copies are shown below:

Table 4.1 Distribution for the telecommunication firms

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 4.1 above 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. As such 2 copies were further discarded. 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.

Demographic Distribution

This section of the paper addresses the demographic characteristics of the sample. The data analysis in this section assessed the extent to which respondents were distributed based on the categories and demographic labels of the paper.

Table 4.2 Distribution for the gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	251	71.9	71.9	71.9
Valid Female	98	28.1	28.1	100.0
Total	349	100.0	100.0	

Source: Research data, 2021

The first demographic feature addressed is the gender of the respondents of the paper. The evidence shows that a higher percentage frequency is male respondents at 72%, thus exceeding the percentage frequency for the female respondents at 28%.

Table 4.3 Distribution for the qualification of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	82	23.5	23.5	23.5
Valid Graduate Degree	127	36.4	36.4	59.9
Valid Post-Graduate	140	40.1	40.1	100.0
Total	349	100.0	100.0	

Source: Research data, 2021

The second demographic feature assessed is the distribution for the qualification of the respondents, with a more dominant percentage frequency at the graduate degree at 36%. This is followed by the distribution for the post-graduate degree with a percentage frequency of 40% and finally, the percentage frequency for diploma certificate holders at 24%.

Table 4.4 Distribution for the work experience (Tenure) of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 10 years	149	42.7	42.7	42.7
Valid 10 - 20 years	62	17.8	17.8	60.5
Valid 21 - 30 years	138	39.5	39.5	100.0
Total	349	100.0	100.0	

Source: Research data, 2021

The third demographic distribution is for the tenure characteristic of the sample. The distribution shows that most of the respondents have been with their respective organizations for more less than 10 years with a frequency of 43% followed by the frequency for those who have worked or being with their respective organization between 21 – 30 years with a frequency of 40%, and the least is reflected in those who have worked between 10 – 20 years at a frequency of 18%.

Univariate Distribution

This section of the chapter addresses the result on the univariate analysis of the study variables. The section describes the distributions for each variable by assessing the

mean distributions and standard deviations for each. Each assessment is based on three levels of distributions – the distribution for the indicators of the dimensions for each variable, the summarized distribution for the dimensions/measures of each variable and finally, the distribution for the main variables comprising leader emotional intelligence, employee performance and organizational climate. 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.

Table 4.12 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
Std. Error of Skewness		.131	.131
Kurtosis		-.465	-.451
Std. Error of Kurtosis		.260	.260

Source: Research data, 2021

Table 4.12 above 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.

Bivariate Analysis

The result on the test for the bivariate hypotheses of the study is the concern of this section of the chapter. The bivariate hypotheses comprised those null statements which addressed in particular the relationship between self-regulation and employee performance (efficiency and productivity). 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. The Spearman's rank order correlation coefficient is adopted as the statistical tool in the assessment of the correlations between the variables. The Spearman's rank order correlation coefficient is considered appropriate given its low emphasis on data parameters such as normality of distribution and the homogeneity of variance, hence its applicability in most social and behavioral related studies.

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 4.15 Test for the relationship between self-regulation and employee performance

Regulate	Efficiency	Productivity
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Spearman's rho	Regulate	Correlation Coefficient	1.000	.667**	.675**
		Sig. (2-tailed)	.	.000	.000
		N	349	349	349
	Efficiency	Correlation Coefficient	.667**	1.000	.601**
		Sig. (2-tailed)	.000	.	.000
		N	349	349	349
	Productivity	Correlation Coefficient	.675**	.601**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	349	349	349

Source: Research data, 2021

Table 4.15 above illustrates the relationship between self-regulation and the measures of employee performance. The result from the test show that self-regulation has a significant impact on the two measures comprising efficiency ($\rho = 0.667$, $P = 0.00$), and productivity ($\rho = 0.675$, $P = 0.000$). The results depict self-regulation 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

- i. Self-regulation significantly contributes towards the outcomes of employee performance such as efficiency
- ii. Self-regulation significantly contributes towards the outcomes of employee performance such as productivity

Discussion of the Findings

The relationship between leader self-regulation and employee performance suggests that the leader's capacity for self-regulation is crucial to the tendency for employee performance outcomes such as efficiency and productivity. The findings align with the views of Wolfe and Caruso (2004) who observed that the expressed control over emotions and behavior is imperative for improved functionality and wellbeing within the workplace. The author noted that self-regulation of emotions and actions enable the leader act sensibly and in line with their interactions and attitudes towards their employees. Oyewunmi (2015) also noted that one of the key drivers of productivity is the extent to which workers are able to relate and collaborate on their jobs. This aligns with the observed need for self-regulation in leadership as argued by Goleman (2001) who identified it's imperative for enhanced decision outcomes and improved relationship with subordinates.

The facts obtained serve to reinforce the need for self-regulation in leaders as a basis for achieving and enhancing their self-control and considerations in their dealings with staff in the organization. According to Cherniss and Goleman (2001), it is necessary for ensuring that actions and behavior are moderated and monitored in ensuring smooth and preferred outcomes in the dealings and interaction between management and subordinates in the organization. Thus, the findings of this paper reiterates existing exchange models and theories which identify the content and nature of exchange between organizational parties as key to understanding and predicting the outcome of the various actors involved in such relations.

Conclusion

The significance of self-regulation of emotions 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' expression of self-regulative behaviour enhance their capacity to relate effectively with their subordinate and thus impact positively on outcomes of employee performance such as efficiency and productivity.

Recommendations

The recommendation is drawn from the self-regulation of emotions by leaders in addressing the issues and challenges associated with poor employee performance outcomes. Thus this paper, based on its findings 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-regulation and monitoring capacities and thus enhance their effectiveness through improved interaction and relationship with significant others.

Suggestion for Further Studies

In view of the outcome of this investigation on the relationship between the variables, the following is suggested:

- i. 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. The point is to build and enhance the veracity and generalizability of the study across a wider range of contexts.

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