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Relationship between Self- Management and Work Performance among Information Professionals

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Abstract
The significance of emotional intelligence to the work performance of the Information Professionals in the government sector in Malaysia has been extensively studied in the literature. The focus of this analysis is on self-management clusters, and it shows that the chosen cluster turns out to be the essential relationship between self-management and work performance among information professionals. This research is done by implementing a survey on 148 information professionals in a government agency in Malaysia. The result suggests that self-management of emotional intelligence has a significant role in enhancing the quality of job performance, resulting in increased work productivity for information professionals.

Keywords: Self-management, Work performance, Emotional intelligence, Information professionals

1.0 Introduction
The ICT sector in Malaysia is currently experiencing a high rate of employee turnover (12.8%) as reported by (AON Capitals, 2017). The declining employee retention rate, especially in the ICT industry, cannot be ignored. There are numerous reasons for the high attrition rate in ICT domain in Malaysia, but the most prevalent are associated with the high weight of ICT tasks, which may have an impact on an individual's work performance due to the requirement for highly competitive skills and competence among ICT and information workers (Alias et al., 2017). Challenging workloads in ICT is a constant with technology advancement. As time goes on, the problems with turnover of ICT employees stay the same. Therefore, the present study is headed in the right direction in its pursuit of a deeper understanding of this topic. The primary purpose of this study is to investigate how well information workers in the public sector can manage their emotional intelligence (EQ) and how that relates to their performance at work in terms of self-discipline, initiative, success, and openness. This is particularly essential in terms of recognizing the elements that contribute to attrition and developing a retention strategy that incorporates EQ. In general, EQ is concerned with maintaining self-regulation to enhance work performance and, in turn, assisting individuals to remain calm and think critically to establish a good work ethic and achieve their goals. To what extent self-management among information professionals is associated with job success was the focus of this research.

In this research point of view, the high levels of self-management are essential to the success of information professionals and are directly related to the expansion of employment opportunities and the enhancement of employee output. Although, an academic achievement has always been associated and to have a significant relation with Intelligent Quotient (IQ), however, IQ does not guarantee that a worker can perform well in the workplace. In relations, (Neisser et.al, 1996) in their research indicate that the achievement of good

grades also relies on other variables than IQ., which is EQ. As explained in e-ii.org, EQ is a measure of our capacity to recognize and apply our own minds emotionally. It is understood that while the conventional intelligence quotient (IQ) will help a person to get a job, it is the EQ that will allow a person to maintain a job and make satisfactory progress in his or her career (Kaluzniacky, 2003). This study is undertaken to explore the link and influence of EQ on the job performance of government-sector information professionals considering the significance of EQ implementation in the workplace for ensuring the quality of work performance. The focus of the analysis is given on the subdomain of EQ known as self-management.

2.0 Literature Review

2.1 Work Performance
Campbell's concept of work performance is broadly adopted: "behaviors or actions that are relevant to the goals of the organization" (Campbell, 1990). Campbell (1990) also suggested three main determinants: declarative knowledge, procedural knowledge and skill, and motivation. However, Campbell (1990) also mentioned that there exist others performance metrics which may have important consequences for work performance environment and the raised metrics should be studied by industrial and organizational psychologists. Related to the Campbell's concept, Koopmans et al. (2014) describe individual work performance as employee attitudes or acts rather than as the outcome while Tian et.al (2019) stated in their research finding that strong ability people will put more effort and engagement into their work, which should increase work performance. Since the concept of work performance may be a derivative based on personal interpretation and concentration, other scholars have used their research findings in terms of work performance, and one of them is Viswesvaran and Ones (2000) which described work performance as "scalable actions, behavior and outcomes that employees engage in or bring about that is linked with and contribute to organizational goals."

2.2 Self-Management as Dimension in EQ
Self-management, as Manz (1992) points out, refers to the mechanism of controlling oneself by behavior-focused techniques, natural incentive strategies and successful thinking pattern strategies. In Conrad's research (2008, p. 6), self-management is seen as a potential way of bridging the difference between functional criteria (work, task, behavior) and human desires for complete realization of one's potential. Ahmed's (2017) research demonstrates that its findings support the importance of self-management in innovative work performance. In the context of this research, self-management consists of personal competence and is about how to communicate well with others. Conflict shall be managed effectively. Ideas and information must be expressed clearly and be sensitive to the feelings of others. Self-management in EQ has to do with self-ability to communicate and understand with ourselves (Goleman,1995).

2.3 Importance of EQ
EQ is widely identified as an important skill that contributes to the improvement of communications, planning, solution, and employee interactions. EQ enables an individual to understand, manage and motivate his/her emotions and build a positive social interaction. Studies have shown that employees with higher scores on measures of EQ also tend to be rated higher on measures of interpersonal functioning, leadership abilities, and stress management (Morehouse, 2007; Zhang, Chen, & Sun, 2015). According to study by Afzal et al. (2018), a broad variety of abilities, a very high emotional quotient, and transformational leadership qualities are needed in order to succeed in work and maintain a positive job environment. In addition, utilizing and developing EQ in the workplace can greatly improve both job performance and the social capabilities of individuals within that workplace.

2.4 Assessing Self-Management of EQ in Work Performance
In 1998, Goleman set out a framework that reflects an individual's potential for mastering the skills of personal competence (Self-Awareness and Self-Management) and social competence (Social Awareness and Relationship Management) that related to job success. Self-management is the second component of EQ, that contains emotional self-control, transparency, adaptability, and achievement orientation. The means of this aspect is the capacity to control distressing effects such as anxiety and anger, and to prevent emotional impulsiveness, or to maintain one 's internal states and resources. According to a sample of positive research results in India by Schumacher et al. (2020), exercising self-management can help someone become more self-aware, which in turn improves that person's performance at work.

3.0 Conceptual Framework
For the purposes of this study, Goleman's EQ Performance Model is adopted and will focus on four out of six dimensions under self-management quadrant. The related dimensions are self-control, initiative, achievement and transparency. A conceptual framework for this research is constructed as per Figure 3.1.
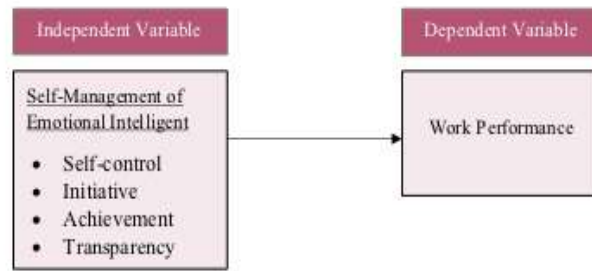
Fig.1: Conceptual Framework of the Study

4.0 Methodology

This research deploys a fully quantitative approach to answers all research questions formulated for the study. This research employs a quantitative methodology because it is suited for examining the relationship between variables and because it is simpler to identify changes and differences. The population of this study consist of information professionals from the information technology department of the National Registration Department of Malaysia. There were 241 permanent employees in the IT Department of the NRD that fit as a respondent for this study. Raosoft.com is used to figure out the size of the sample for this research, and a confidence level of 95% has already been set. Based on the calculations, the recommended number of samples should be about 148.

Data was obtained using a questionnaire constructed based on the instruments used by previous researchers. Five items were used for each variable and a corresponding Likert scale anchored as 1 for "Strongly Disagree" and 5 = "Strongly Agree" was created for each item. Respondents were expected to respond because of their degree of agreement. The SPSS 27 was used to analyze the data and test the study hypothesis to learn more about the connection between the specified variables.

The data were descriptively analyzed based on the study objectives and issues. First, a Cronbach Alpha-based reliability test is undertaken on the questionnaires to confirm that the instrument is reliable for the primary data collection. The dataset thereafter undergone a descriptive analysis. The Pearson correlation test was then used to examine the link between the independent variable and the internal factors (self-management: self-control, initiative, accomplishment, and transparency) (work performance). Mapping of Research Objectives and Research Method are presented in Table 1 below.

Table 1. Matrix Between Research Objective and Research Method

Research Objective	Research Method		
	Variables Involved	Data Collection	Data Analysis
To examine the relationship between self-control factor and work performance.	Self-management of EQ Self-control	Questionnaire (8 items – Likert Scale)	Reliability test, Descriptive Analysis, Correlation Analysis using SPSS
To examine the relationship between initiative factor and work performance.	Self-management of EQ Initiative	Questionnaire (8 items – Likert Scale)	Reliability test, Descriptive Analysis, Correlation Analysis using SPSS
To examine the relationship between achievement factor and work performance.	Self-management of EQ Achievement	Questionnaire (8 items – Likert Scale)	Reliability test, Descriptive Analysis, Correlation Analysis using SPSS
To examine the relationship between transparency factor and work performance.	Self-management of EQ Transparency	Questionnaire (7 items – Likert Scale)	Reliability test, Descriptive Analysis, Correlation Analysis using SPSS
To examine the impact of Self-Management and work performance	Work Performance	Questionnaire (4 items – Likert Scale)	Reliability test, Descriptive Analysis, Correlation Analysis using SPSS

5.0 Results of Analysis

The first section will describe the reliability test of the research instrument while the second section will describe the demographic analysis of respondents. Then for the third section, it will describe descriptive analysis followed by the fourth section is correlation analysis and the last section will be the hypothesis test. The test was generated from SPSS version 27.0.

5.1 Demographic Analysis

There were 148 totals of respondents. Out of 148, 57 (38.5%) of respondents were male. Meanwhile 91 (61.5%) others are female. It can be concluded that the female respondents were highly involved in this study compared to male. It also might present the majority count of female employees in this agency involved in the information professional's portfolio.

Table 3. Frequency Analysis Value for Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19-22	6	4.1	4.1	4.1
	27-36	5	3.4	3.4	7.4
	38	1	.7	.7	8.1
	41-44	111	75.0	75.0	83.1
	48-54	25	16.9	16.9	100.0
	Total	148	100.0	100.0	

5.3 Correlation Analysis

Next, in Table 6 below, it presented the correlation between four dimensions in independent variables. Basically, all of the correlations test results are significant. Self-control is positively correlated with initiative (r=0.655; p<0.01), with achievement (r=0.572; p<0.01) and with transparency (r=0.554; p<0.01). As for initiative dimension, it is positively correlated with self-control (r=0.655; p<0.01), with achievement (r=0.666; p<0.01) and with transparency (r=0.548; p<0.01). Meanwhile the dimension of achievement is positively correlated with self-control (r=0.572; p<0.01), initiative (r=0.666; p<0.01) and with transparency (r=0.539; p<0.01). The fourth dimension is that transparency is also positively correlated with self-control (r=0.554; p<0.01), initiative (r=0.548; p<0.01) and achievement (r=0.539; p<0.01).

Table 6. Correlation Test for Independent Variables

		SELF CONTROL	INITIATIVE	ACHIEVEMENT	TRANSPARENCY
SELF CONTROL	Pearson Correlation	1	.655**	.572**	.554**
	Sig. (2-tailed)		.000	.000	.000
	N	148	148	148	148
INITIATIVE	Pearson Correlation	.655**	1	.666**	.548**
	Sig. (2-tailed)	.000		.000	.000
	N	148	148	148	148
ACHIEVEMENT	Pearson Correlation	.572**	.666**	1	.539**
	Sig. (2-tailed)	.000	.000		.000
	N	148	148	148	148
TRANSPARENCY	Pearson Correlation	.554**	.548**	.539**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	148	148	148	148

Basically, all of the correlations test results are significant. Work performance is positively correlated with self-control (r=0.872; p<0.01), initiative (r=0.647; p<0.01), achievement (r=0.551; p<0.01) and transparency (r=0.492; p<0.01). By this analysis value, it is confirming the validity of the hypothesis of this study.

Table 7. Correlation Test for Dependent Variables

	WORK PERFORMANCE	SELF CONTROL	INITIATIVE	ACHIEVEMENT	TRANSPARENCY

WORK PERFORMANCE	Pearson Correlation	1	.872**	.647**	.551**	.492**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	148	148	148	148	148

5.4 Hypothesis Testing

Table 8 shows the list of hypotheses created for this study. The relationship between entire independent variables in this study (self-control, initiative, achievement, and transparency) and dependent variables (work performance) were accepted. It shows that with self-control, initiative, achievement, and transparency, it led to the improvement of work performance.

Table 8. Hypothesis Test

Hypothesis	Research Hypothesis	Accepted	Rejected
H1:	Self-management significantly predicts with work performance	Yes	-
H2:	Employee self-control has a positive influence to work performance	Yes	-
H3:	Employee initiative has a positive influence to work performance	Yes	-
H4:	Personal achievement has a positive influence to work performance	Yes	-
H5:	Transparency has a positive influence to work performance	Yes	-

5.4.1 Self-Control and Work Performance

According to the findings of this study, there is a correlation between self-control and work performance among information professionals. Self-control has a high correlation coefficient with job performance (r=0.872, p=0.01), indicating a significant association between self-control characteristics and work performance variables. Most respondents acknowledged that self-control would impact work performance. Strong self-control management can improve their professional performance. Many of them exhibit self-control, such as prioritizing the allocated task, maintaining concentration, and keeping personal concerns out of the workplace. As a result of these practices, respondents claim that completing their jobs is preferable. As far as this component is concerned, the correlation test conducted confirms without a doubt the H^2 hypothesis that employee self-control has a favorable effect on work success.

5.4.2 Initiative and Work Performance

The next part of Self-Management that will be tested is initiative. The value of the correlation test is r=0.647 and the value of p=0.01. Based on the return value, it shows that the initiative does have a high correlation value, which suggests that it has a strong relationship with the work performance variable. The average mean score on the initiative descriptive evaluation is 4.52. This means that respondents think that taking charge of their own work will help them finish the task and keep doing well at work. Based on the results, this study supports the H^3 hypothesis that employee initiative has a positive effect on work performance.

5.4.3 Achievement and Work Performance

The correlation test shows that accomplishment and work performance characteristics are related. Achievement has r=0.551 and p=0.01. Achievement and work performance are linked. With an average achievement rating of 4.57, respondents feel that a given work achievement or aim will drive them to perform better. This data supports the H^4 idea that personal accomplishment affects job performance.

5.4.4 Achievement and Work Performance

In this study, transparency is the fourth independent variable that was looked at. Based on the correlation results, it shows that there is a link between being open and doing good work. The result is that r=0.492 and p=0.01 are given. When the value is between 0.30 and 0.49, it is said that the correlation is medium. Respondents agree that when peers and immediate superiors practice or talk about transparency, it helps them do their jobs better. When a teammate or leader puts so much faith in them, they all feel more responsible for their work. As a result, they've become better at their jobs. This also shows that the research backs up the H^5 hypothesis.

6.0 Conclusion and recommendation

Self-management of emotional intelligence has a significant role in enhancing the quality of job performance, resulting in increased work productivity for information professionals who enhance their self-management as found from this study. The findings revealed that Information professionals concur that they can execute their jobs more effectively when they can manage their emotions and adapt to the work environment. Overall, the findings of this investigation present several implications. First, top management now can practically incorporate emotional intelligence measurement instruments into the recruitment and selection processes of members. Second, EQ is positively related to work performance, hence EQ training is suggested to be held for related employees to apply some effective strategies to improve and promote their work performance in information professionals' settings It is recommended to use emotional intelligence training programmes in the workplace to improve employees' performance.

Acknowledgements

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