East African Journal of Business and Economics
eajbe.eanso.org
Volume 8, Issue 3, 2025
Print ISSN: 2707-4250 | Online ISSN: 2707-4269
Title DOI: https://doi.org/10.37284/2707-4269

EAST AFRICAN NATURE & SCIENCE ORGANIZATION

Original Article

The Effects of Self-Management Tools on Organisational Performance

Rajab Hassan[1] & Bahati Golyama[1]*

[1] University of Iringa, P. O. Box 200, Iringa, Tanzania.
*Author for Correspondence ORCID ID; https://orcid.org/0009-0006-1337-2307; Email: rajabhassa@gmail.com

Article DOI: https://doi.org/10.37284/eajbe.8.3.3903

Date Published:

03 November 2025

Keywords:

Employee Self-Service (ESS), Self-Management Tools, Organisational Performance.

ABSTRACT

The study was conducted at IRUWASA (Iringa Urban Water Supply and Sanitation Authority) in Iringa, Tanzania, to assess the effects of self-management tools, particularly on Employee Self-Service (ESS), on organisational performance. A mixed research approach was employed, combining quantitative data from structured questionnaires with qualitative insights from semi-structured interviews, enabling both statistical reliability and deeper contextual understanding. The research adopted a cross-sectional design with a sample size of 85 respondents, selected from a target population of 105 employees using simple random sampling to ensure representativeness. Data were collected through questionnaires and interviews, with primary data complemented by secondary data from HR records and ESS system logs. Analysis was conducted using SPSS version 20, applying descriptive statistics to summarise patterns, while validity and reliability were confirmed through expert review, KMO testing, and Cronbach's Alpha. Ethical principles, including informed consent, confidentiality, and organisational approval, were strictly observed to ensure compliance with research standards.

APA CITATION

Hassan, R. & Golyama, B. (2025 The Effects of Self-Management Tools on Organisational Performance. *East African Journal of Business and Economics*, *8*(3), 96-103. https://doi.org/10.37284/eajbe.8.3.3903

CHICAGO CITATION

Hassan, Rajab and Bahati Golyama. 2025. "The Effects of Self-Management Tools on Organisational Performance". *East African Journal of Business and Economics* 8 (3), 96-103. https://doi.org/10.37284/eajbe.8.3.3903

HARVARD CITATION

Hassan, R. & Golyama, B. (2025). "The Effects of Self-Management Tools on Organisational Performance", *East African Journal of Business and Economics*, 8(3), pp. 96-103. doi: 10.37284/eajbe.8.3.3903

IEEE CITATION

R. Hassan & B., Golyama "The Effects of Self-Management Tools on Organisational Performance", *EAJBE*, vol. 8, no. 3, pp. 96-103, Nov. 2025.

MLA CITATION

Hassan, Rajab & Bahati Golyama. "The Effects of Self-Management Tools on Organisational Performance". *East African Journal of Business and Economics*, Vol. 8, no. 3, Nov. 2025, pp. 96-103, doi:10.37284/eajbe.8.3.3903.

INTRODUCTION

Employee Self-Service (ESS) systems and self-management tools have become increasingly significant in modern organisations due to their ability to enhance productivity, accountability, and overall performance. According to Khan et al.

Article DOI: https://doi.org/10.37284/eajbe.8.3.3903

(2019) in their study Self-Management Tools and Employee Productivity in the IT Sector, self-management tools, such as task trackers and digital calendars, significantly improved time management, task prioritisation, and overall productivity among IT professionals in India. Their findings highlight that continuous training and the integration of gamification features can further enhance engagement, showing the importance of aligning technological tools with employee needs.

Similarly, Adeola and Ojo (2020), in their study The Role of Digital Self-Management Tools in Enhancing Employee Efficiency in Nigeria's Banking Sector, applied a mixed-methods case study design and found that self-management tools streamlined employees' daily tasks while reducing errors in routine operations. The study emphasised that workplace incentives and access to updated tools are vital in ensuring employees effectively adopt and utilise these systems. This reinforces the notion that digital self-management tools not only improve performance but also support accuracy and reliability in organisational processes.

Zhang et al. (2021) investigated the Influence of Self-Management Tools on Organisation Performance in Manufacturing Industries in China and found that such tools enabled employees to monitor performance and set achievable goals, which enhanced productivity and job satisfaction. Their recommendation to integrate self-management tools with performance evaluation systems provides insight into how organisations can maximise the dual benefit of productivity and employee motivation. Smith and Roberts (2022) added to this understanding by exploring The Impact of Self-Management Technologies on Employee Engagement and Performance in the Retail Sector in the United Kingdom, where they concluded that tools such as shift scheduling apps and performance tracking systems enhanced accountability and reduced workplace conflicts, showing the value of customisation to employee contexts.

Further evidence comes from Patel and Singh (2023), who in their study Self-Management Tools and Employee Productivity: Evidence from the Healthcare Sector in India found that self-management tools reduced work-related stress and improved performance through better scheduling. They recommended workshops and regular updates to tools to align with technological changes. Baker et al. (2020), in their research on the finance sector in the United States, similarly showed that goal-setting platforms and tracking apps contributed to engagement and productivity, emphasising the potential for personalised coaching features to strengthen performance outcomes.

Liu and Huang (2021) in their study on The Impact of Self-Management Tools on Organisation Performance in the E-Commerce Sector in China revealed that such tools helped employees better organise tasks and prioritise workloads, increasing job satisfaction and productivity. The authors recommended flexible self-management systems to cater to diverse work preferences. Taylor and Green (2022) in the Australian education sector also highlighted that digital calendars and reminder tools significantly improved teachers' productivity and reduced stress, recommending professional development to improve integration.

In the healthcare sector, Gupta et al. (2022) reported that self-management tools improved work-life balance and multitasking abilities, while Chavez and Ramirez (2023) in Mexico's hospitality industry showed that scheduling and time-tracking applications enhanced organisation and reduced stress among employees. Ali and Mensah (2020) in Ghana's telecommunication sector found similar improvements in task prioritisation and coordination, recommending periodic training to optimise usage. These findings across different industries show the consistent role of self-management tools in improving efficiency and reducing errors.

In the public sector, Brown and Kelly (2021) demonstrated that self-management tools enhanced accountability, reduced absenteeism,

Article DOI: https://doi.org/10.37284/eajbe.8.3.3903

and supported evaluation processes among Canadian government workers, recommending integration with HRIS systems. Mwangi and Otieno (2022) in Kenya's manufacturing sector reported that task schedulers and digital reminders improved time management and minimised workplace conflicts. Johnson and Lee (2023) in South Korea's technology industry added that self-management tools enhanced innovation, teamwork, and well-being, recommending the integration of AI-driven platforms to personalise productivity recommendations.

Collectively, these studies provide strong evidence that self-management tools and ESS systems contribute positively to organisational performance across different industries and global contexts. They highlight consistent benefits such as improved task management, accountability, job satisfaction, and reduced stress. At the same time, they emphasise the importance of training, customisation, integration with other systems, and technological upgrades to ensure sustainability.

However, despite this growing body of literature, most of the studies have been conducted in sectors such as IT, healthcare, education, finance, manufacturing, and telecommunications across countries like India, China, Nigeria, the United States, Canada, and South Korea (Khan et al., 2019; Adeola & Ojo, 2020; Zhang et al., 2021; Johnson & Lee, 2023). There is limited empirical evidence on the application and impact of ESS and self-management tools in the water supply and sanitation sector, particularly in Tanzania. This creates a research gap regarding how ESS systems influence organisational performance in public utilities, especially with respect to accessibility to HR information, ease of communication, and the adoption of self-management tools. Addressing this gap, the present study investigates the effects of ESS on organisational performance at Iringa Urban Water Supply and Sanitation Authority (IRUWASA) in Tanzania.

METHODOLOGY

This study adopted a mixed research approach, integrating quantitative and qualitative techniques to examine the effects of self-management tool, especially on Employee Self-Service (ESS) on organisational performance at IRUWASA. A cross-sectional design, as described by Kothari (2019), was employed, with a target population of 105 employees from various departments and a sample size of 85 respondents determined using Krejcie and Morgan's (1970) formula and selected through simple random sampling. Primary data were collected using structured questionnaires and semi-structured interviews, while secondary data were obtained from HR records, performance reports, and ESS system logs (Saunders et al., 2019). Data were analysed using SPSS version 20, with descriptive statistics applied to summarise key trends, while ethical considerations such as informed consent and confidentiality were strictly observed. The validity of the research instrument was assessed using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The KMO value obtained was 0.780, indicating that the sample size and the patterns of correlations among variables were adequate for factor analysis.

The reliability of the research instrument was examined using Cronbach's Alpha. The coefficients obtained were indicated in the table below. These values indicated a good level of internal consistency, meaning that the items were sufficiently correlated and measured the same underlying construct in a consistent manner. These findings imply that the instrument used was both valid and reliable, providing a solid foundation for the interpretation of subsequent statistical analyses and the drawing of meaningful conclusions.

Article DOI: https://doi.org/10.37284/eajbe.8.3.3903

Variables	No attributes	Cronbach's Alpha
Accessibility to HR Information	3	0.681
Ease of communication	4	0.694
Self-management tools	5	0.738
Organization performance	5	0.785

Source: *Field data (2025)*

RESULTS

Demographic Characteristics

Out of a total of 85 targeted employees, 82 successfully completed and returned the questionnaires, representing a response rate of 96.5%, which demonstrates strong cooperation and enhances the reliability of the findings. The results show that 74.4% of respondents were male and 25.6% were female, indicating a male-dominated workforce, which implies the need for gender-inclusive digital training to ensure equal utilisation of ESS tools. Regarding age, 43.9% of respondents were below 30 years, 40.2% were between 31–40 years, 8.6% were aged 41–50 years, and 7.3% were above 50 years, suggesting that the workforce is predominantly youthful and well-positioned to embrace digital technologies such as ESS, although older staff may require additional support and training. In terms of education, most respondents (68.3%) held degree-level qualifications, followed by 20.7% with diplomas, 8.5% with certificates, and 2.4% with qualifications above the degree level, indicating that IRUWASA has a highly educated workforce capable of understanding and efficiently using digital HR systems. The distribution of work experience was balanced, with 25.6% having 1–5 years, another 25.6% having 6–10 years, 24.4% having 15–20 years, and 24.4% having more than 20 years of experience, reflecting diverse professional backgrounds and perspectives on ESS usage. Departmentally, 50% of respondents were from the Technical Department, 25.6% from Procurement, 14.6% from Customer Service, and 9.8% from Administration, showing broad representation across functional areas. This diversity enhances the credibility of the study by incorporating insights from both operational and administrative units, highlighting that while younger, educated, and moderately experienced employees drive ESS adoption, effective implementation requires tailored support across gender, experience, and departmental lines to maximise organisational performance at IRUWASA.

Reliability and validity

The validity and reliability of the research instrument were evaluated using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, Bartlett’s Test of Sphericity, and Cronbach’s Alpha. The KMO value of 0.780 indicated good sampling adequacy, confirming that the dataset had sufficient shared variance among variables for factor analysis. Bartlett’s Test of Sphericity yielded a Chi-Square value of 1385.387 with 120 degrees of freedom and a significance level of 0.000, signifying that correlations among variables were statistically significant and the data were appropriate for multivariate analysis. These results confirmed the validity of the instrument. Reliability analysis using Cronbach’s Alpha showed coefficients ranging from 0.681 to 0.785 across the variables—Accessibility to HR Information (0.681), Ease of Communication (0.694), Self-Management Tools (0.738), and Organisation Performance (0.785)—indicating a good level of internal consistency. Therefore, the research instrument was both valid and reliable, making it suitable for accurate measurement and further statistical analysis.

Descriptive Analysis

The descriptive analysis of self-management tools and their influence on organisational performance reveals that a majority of respondents generally agreed with the effectiveness of these tools. Overall, 60.6% of participants agreed, 19.9% were neutral, and 19.5% disagreed. Looking at specific items, Self-Management Tools showed a

Article DOI: https://doi.org/10.37284/eajbe.8.3.3903

high cumulative agreement of 70.8%, with only 20.7% disagreeing. Goal Setting recorded 56.1% agreement, while 18.3% disagreed. Self-Monitoring also had moderate agreement at 53.7% with 19.5% disagreement. Time Management similarly demonstrated 56.1% agreement and 18.3% disagreement. Self-Discipline recorded the highest cumulative agreement at 73.2%, indicating strong recognition of its importance in organisational performance, though 20.7% of respondents disagreed. Lastly, Emotional Stability had 53.7% agreement, with 19.5% disagreement. These results suggest that while self-management tools are largely perceived as beneficial, a notable minority of respondents either disagreed or remained neutral, highlighting potential areas for organisational support and training.

Table 1: Descriptive Analysis of Self-Management Tools on Organisation Performance

	Strong Agree		**Agree**		**Cummul Agree**		**Neutral**		**Disagree**		**Strong Disagree**		**Cummul Disagree**	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%
Self-Management Tools	3	3.7	55	67.1	58	70.8	7	8.5	16	19.5	1	1.2	17	20.7
Goal Setting	4	4.9	42	51.2	46	56.1	21	25.6	0	0.0	15	18.3	15	18.3
Self-Monitoring	3	3.7	41	50.0	44	53.7	22	26.8	2	2.4	14	17.1	16	19.5
Time Management	6	7.3	40	48.8	46	56.1	21	25.6	15	18.3	0	0.0	15	18.3
Self-Discipline	40	48.8	20	24.4	60	73.2	5	6.1	17	20.7	0	0.0	17	20.7
Emotional Stability	26	31.7	18	22.0	44	53.7	22	26.8	16	19.5	0	0.0	16	19.5

Agree = 60.6%
Neutral = 19.9%
Disagreed = 19.5%

Source: *Field Data (2025)*

Interview Results

Respondent 1:

The first respondent explained that self-management tools within the ESS system have given them greater control over their work-life balance. Specifically, they mentioned that the ability to request leave directly through the system has reduced delays and made it easier to plan personal time without disrupting work duties. They also appreciated being able to update their personal details, such as contact information or banking details, without involving HR personnel, which has reduced administrative workload for both parties. This efficiency has allowed them to concentrate more on their core responsibilities, ultimately improving their productivity and time management. The respondent's experience illustrates how ESS empowers employees to handle administrative tasks independently, contributing to operational efficiency.

The respondent explained that before full ESS integration in 2022/2023, they managed to complete around 48 tasks per month and handle approximately 320 service requests, often experiencing delays due to manual HR processes and limited access to information. By 2023/2024, with moderate use of ESS self-management tools and improved communication, they noted completing about 55 tasks per month and processing 365 service requests, attributing the improvement to easier access to HR records, streamlined leave requests, and better task coordination. By 2024/2025, after full ESS adoption and strengthened communication channels, respondents reported completing an average *of 63 tasks per month and processing 410 service requests, reflecting an 89% task completion rate. They highlighted that the availability of self-management tools, timely HR information, and clear communication enabled them to prioritise tasks, reduce follow-ups, and focus more on core responsibilities, ultimately enhancing productivity and overall organisational performance.*

Respondent 2:

This respondent focused on the improved flexibility and accountability enabled by ESS self-management tools. They stated that being able to track their own attendance, leave balances, and performance records has motivated them to take more ownership of their duties. For instance, when they apply for leave, the system clearly shows who is available in their department, helping them to coordinate with colleagues and avoid work disruptions. They also noted that real-time access to such information supports better planning and prioritisation of work tasks. This response highlights that ESS promotes individual responsibility and better workload organisation, which are key drivers of departmental effectiveness.

Respondent 3:

The third respondent highlighted the role of ESS in streamlining reporting and administrative follow-up. They explained that prior to ESS, requests such as updating emergency contacts or submitting bank details were paper-based and often misplaced or delayed. With ESS, everything is tracked and documented digitally, creating a more reliable and consistent process. They also mentioned that since staff can manage these updates independently, HR has more time to focus on strategic issues, and employees spend less time following up on routine requests. This shift in responsibility has improved coordination and boosted morale, as employees feel trusted and empowered. The respondent's perspective suggests that self-management tools not only enhance individual efficiency but also improve overall departmental workflow.

DISCUSSION

The findings confirm that ESS self-management tools contribute positively to employee performance at IRUWASA. The high levels of agreement on goal setting align with Locke and Latham's Goal-Setting Theory (2002), which emphasises the importance of clarity and commitment in achieving performance outcomes. Similarly, the results on self-monitoring are consistent with Bandura's (2021) assertion that self-observation and regulation foster accountability.

The significant role of self-discipline supports Duckworth and Seligman's (2020) claim that self-control predicts professional success more strongly than intelligence. Moreover, the positive perception of emotional stability echoes Judge et al. (2022), who associated this trait with resilience and effective stress management. The findings on time management align with Macan (2019), who showed that structured time use enhances productivity.

The study findings reveal that Employee Self-Service (ESS) tools significantly enhance employee autonomy, productivity, and organisational performance. Respondents acknowledged that access to self-management features such as leave requests, personal record updates, and performance tracking reduced administrative delays and allowed them to focus more on core duties. These results align with Khan et al. (2019) and Adeola and Ojo (2020), who highlighted that digital self-management platforms improve time management, task prioritisation, and overall employee efficiency, indicating a positive correlation between ESS utilisation and organisational effectiveness.

ESS tools also promote goal setting, self-monitoring, and accountability among employees, reinforcing the principles of self-regulated work behaviour. Employees reported increased

Article DOI: https://doi.org/10.37284/eajbe.8.3.3903

ownership of their tasks and improved coordination within departments due to real-time access to attendance, leave balances, and performance records. This finding is consistent with Bandura (2021) and Covey (2024), who emphasised that self-regulated individuals demonstrate higher productivity, motivation, and professional growth, suggesting that ESS platforms foster personal responsibility while enhancing departmental outcomes.

Moreover, the study highlights the role of ESS tools in streamlining administrative processes and reducing HR workload. Tasks that previously required manual intervention, such as updating banking information or emergency contacts, are now managed digitally, minimising errors and delays. This observation supports findings by Zhang et al. (2021) and Liu and Huang (2021), who argued that self-management tools improve workflow efficiency and allow HR personnel to focus on strategic functions, ultimately enhancing organisational performance.

Finally, the discussion underscores the importance of continuous training, performance feedback, and system updates to maximise ESS benefits. Respondents indicated that consistent engagement with ESS tools strengthened time management, self-discipline, and emotional stability, contributing to higher organisational effectiveness. These findings corroborate Patel and Singh (2023) and Gupta et al. (2022), who recommended regular workshops and technology upgrades to sustain employee engagement, motivation, and optimal performance outcomes.

Despite these positive outcomes, some respondents expressed neutral or negative views, suggesting variability in ESS adoption and usage. This indicates a need for IRUWASA to strengthen capacity-building initiatives, such as training on goal setting, self-monitoring practices, and emotional intelligence development.

CONCLUSION

This study concludes that ESS self-management tools significantly enhance employee autonomy, motivation, and accountability, thereby improving organisational performance. The strongest contributors were goal setting and self-discipline, which empower employees to align personal objectives with organisational goals and maintain responsibility for their actions. Emotional stability, self-monitoring, and time management also played crucial roles in boosting productivity. For IRUWASA, continued investment in ESS and related training is recommended to maximise the benefits of self-management tools. Strengthening employee capacity in these areas will enhance service delivery, operational efficiency, and overall organisational effectiveness.

REFERENCE

Adeola, O., & Ojo, A. The role of digital self-management tools in enhancing employee efficiency in Nigeria's banking sector. *Journal of Business and Management Studies,* 12(4), 55–69.

Ali, A., & Mensah, J. Improving task prioritization and coordination through digital tools in telecommunications. African *Journal of Management, 8(2)*, 77–88.

Bandura, A. Self-efficacy in changing societies. Cambridge University Press, 2021.

Baker, T., Johnson, L., & White, P. Goal-setting platforms and tracking apps in the finance sector: Enhancing engagement and productivity. Journal of Financial Management, 14(3), 2020, 201–219.

Brown, J., & Kelly, P. Employee self-service tools in the public sector: Enhancing accountability and evaluation processes. Canadian Public Administration Review, 22(1), 2021, 45–62.

Chavez, M., & Ramirez, L. Time-tracking applications in hospitality: Reducing stress and enhancing organization. Journal of Hospitality Management, 11(2), 2023, 88–102.

Covey, S. R. The 7 habits of highly effective people (40th anniversary ed.). Free Press, 2024.

Article DOI: https://doi.org/10.37284/eajbe.8.3.3903

Duckworth, A. L., & Seligman, M. E. P. Self-discipline outdoes IQ in predicting academic performance of adolescents. Psychological Science, 31(6), 2020, 764–775.

Gupta, R., Sharma, P., & Kumar, S. Self-management tools and work-life balance in healthcare. International Journal of Healthcare Management, 18(4), 2022, 233–247.

Judge, T. A., Rodell, J. B., Klinger, R. L., Simon, L. S., & Crawford, E. R. Hierarchical representations of the Big Five personality traits: Implications for employee performance. Journal of Applied Psychology, 107(2), 2022, 213–230.

Khan, A., Ali, M., & Hussain, R. Self-management tools and employee productivity in the IT sector. Journal of Information Technology Management, 8(4), 2019, 101–117.

Kothari, C. R. Research methodology: Methods and techniques (4th ed.). New Age International Publishers, 2019.

Krejcie, R. V., & Morgan, D. W. Determining sample size for research activities. Educational and Psychological Measurement, 30(3), 1970, 607–610.

Locke, E. A., & Latham, G. P. Building a practically useful theory of goal setting and task motivation. American Psychologist, 57(9), 2002, 705–717.

Macan, T. H. Time management: Test of a process model. Journal of Applied Psychology, 84(3), 2019, 387–395.

Patel, S., & Singh, V. Self-management tools and employee productivity: Evidence from the healthcare sector in India. Journal of Organizational Studies, 20(3), 2023, 112–128.

Saunders, M., Lewis, P., & Thornhill, A. Research methods for business students (8th ed.). Pearson Education, 2019.

Zhang, X., Li, Y., & Wang, H. Influence of self-management tools on organization performance in manufacturing industries. Journal of Industrial Management Studies, 15(2), 2021, 77–93.

