Leadership and self-evaluation: the best practice for organizational performance today

Research article

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Abstract

Self-evaluation exercise remains unpopular among many employees and leaders across the globe. This is partly driven by the fact that many people would not want to find out how they are performing as employees or leaders in their respective organizations. This paper presents findings carried out on ten employees at the Ministry of Works in Kenya and their Chief Finance Officer. They were chosen using cluster quota random sampling. The instrument used to collect data was questionnaires and behavior observation while the data analysis techniques were statistic descriptive and multivariate analyses of variance. The study reveals that most employees and leaders who carry out self-evaluation exercises regularly end up being more productive in their organizations and this reflects directly on the performance of their respective organizations. The study recommends that many leaders and followers should carry out self-evaluation exercises to improve their leadership skills and the performance of their organizations.

Keywords: leader traits, organizational performance, organizational utility, periodic assessment, self-evaluation.

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Public Interest Statement

Self-assessments have a strong impact on how leaders are seen in their organizations. This study will be instrumental to different leaders on the need to re-examine their leadership approaches to improve the performance of their organization. The specific objective of this paper was to assess the influence of self-evaluation exercise on the performance of an organization. While the general objectives were to examine the impact of self-evaluation exercise on workers within an organization.

Introduction

Leadership can be considered to be the main factor that influences strategies for performance and creating upper hands in a dynamic state (Xenikou, 2017). Unfortunately, leaders in these organizations have not taken up the challenge of evaluating their approaches to leadership and their levels of achievement. This paper, therefore, seeks to look at the conceptual gap in leadership, self-evaluation, and performance of organizations. There are quite a several studies that deal with leadership and organizational performance. However, there exists limited history in archives on studies covering self-evaluation from the leaders. This study seeks to fill this gap. Additionally, the authority is seen as a main organizational utility that could assist achieve the adequacy and efficiencies of a hierarchical presentation; both financial and non-financial. Frich, Brewster, Cherlin, and Bradley (2015) define leadership as the association between a person and a gathering constructed around shared interests, in which the gathering occurs in a way set for them by the managers. Leadership could be affected by supporters' behavior through the use of specific methods such as team building, supporting, and tutoring. Also, value-based power and transformation styles are regarded as viewpoints that have a major impact on association presentation (Fowles, et al, 2015). It is the responsibility of leaders to create and realize the vision of their organizations by promoting their followers to work towards achieving a common goal. Effective leaders should be able to have and cope with a perfect evaluation of their strengths and weaknesses. By taking remedial action, they should strengthen their strengths and overcome their shortcomings. Self-conscious leaders can monitor both professionally and personally their progress and fields of enhancement. They can chart a futuristic action plan and define the development regions that will determine their future opportunities for growth and assist them to achieve success in their professional efforts. Successful leaders should have outstanding emotional and personal characteristics such as diplomacy, leading by example, and maintaining an empathic attitude. Northouse (2018), posits that inspirational leaders place great emphasis on fine-tuning their interpersonal and emotional skills to gain leadership recognition.

An assessment of performance is a significant instrument for maintaining the flow of communication between teams (Lussier, 2015). Periodic assessment is an opportunity for

executives and staff to review the latest past and discuss moving forward expectations. An assessment also serves as an opportunity for both people and teams to set objectives. Self-assessment often goes along with performance assessment. A chance for staff to reflect on themselves and consider their strengths and weaknesses, self-assessments are crucial not only for development as an employee but as an individual. Employees can acquire the understanding that helps them enhance by criticizing their job and conduct (Cashman, 2017). Self-assessments give several advantages for executives. They illuminate how the worker sees himself in the overall team and organizational context. It also shows any discrepancies or misconceptions between the manager and the worker. And, of course, self-assessments provide executives with a chance to get feedback on what motivates and encourages an employee to do their best job.

Modern staff is intrinsically motivated to operate independently and possibilities to learn and develop. Thus, from a leadership view, self-assessments that contribute to autonomy and growth are extremely important. According to Hassell (2013), work product from intrinsically motivated staff tends to be more impactful and sustainable than a job from extrinsic motivators, such as rewards or tactics of fear. Northouse (2018) observes that the first step is to embrace a mindset of development and recognize that there is no set human potential for adults. We are always in a state of becoming and our potential is increasing or decreasing depending on many variables, including the settings we reside and operate in. It stops individuals from becoming too transfixed on their perceived mistakes and becoming too attached to their triumphs by adopting this structure.

It is important to note that when carrying out self-assessment, it is extremely useful to provide difficult information to demonstrate what you have accomplished throughout the year. As stated by Binder, Absenger-Helmli, and Schilling (2015), if staff spends 10 seconds a day writing down their one greatest achievement, achievement, metric hit, and feedback received for that day, they would have 10 times more information than they would ever need for self-assessment. Grundy (2017) agrees with this view by observing that they encourage their customers to keep track of day-to-day and week-to-week accomplishments with the aim that when it is the ideal opportunity for self-assessment, there is almost no mystery about the fact that they are so profitable for the organization. Employees should be reliably skilled in self-assessment. This does not imply slamming the supervisor for bad initiative skills or condemning peers to make their lives more troubled. It also implies that one does not spout about an associate or director they like on an excessively near the home path. Whether giving fundamental or positive feedback, staying skilled is essential.

Theoretical framework

The paper is grounded on possible leadership theory (Cole, 2002), which is supported by the Okumbe (1998) model used to determine adequacy in classrooms for the initiative styles of headteachers. It is therefore appropriate as it recommends that the teacher use appropriate styles of leadership based on the situation. As stated by Hoy (2006), the hypothesis of chance reflects that on various variables, initiative adequacy is said to be needed. Johnson (2017) affirms that managers fall under two categories: job organized managers (homothetic) emphasizing the execution of activities to the detriment of human characteristics and human located managers (idiographic) emphasizing, for example, the human elements of organizations, the welfare of individuals. Besides, the studies conducted by both Hitt and Tucker (2016) rely on the possibility hypothesis promoting that the style and procedures of the association authority had elevated execution list techniques. Cashman (2017) showed that unseemly methods of leadership impact authoritative implementation. This inquiry was to establish whether chiefs using a combination of these methods of leadership improved the presentation of their specialties. Initiative styles dropped at either end of a lonely continuum in the fundamental value-based / transformation leadership model. Value-based managers would be engaged in a trade or exchange in which pay, status, or various awards are traded for labor exertion. While the value-based managers persuade subordinates to perform true to form, the managers of transformation usually motivate followers to achieve more than anticipated originally (Dartey-Baah, 2015). Transformational leadership needs the managers to create a vision for what is to come and share it. A transformative manager develops a closer relationship between him/herself and trust-and responsibility-dependent employees than authoritative understandings A transformative managers further shapes fearlessness, self-efficacy, and trust in their followers, has a strong effect on the relationship of followers with gathering/association and vision and lifts inspiration and objective achievement While a few scientists view transformation strategy as an "extensive" theory to a higher extent (Baškarada, Watson and Cromarty, 2017), other scientists expect that authority method may vary between environments and societies (McCarley, Peters and Decman, 2016). The Leadership Practices Inventory (LPI) was selected as the initial framework and free factor for this inquiry, created in the "New Leadership" room. A correlation with other administrative tools (Xenikou, 2017) suggests that the LPI is a reliable and accepted structure with a good take-up of stuff and elements from other speculations and tools, such as the MLQ (Bryant, Butcher and O'Connor, 2016).

Literature Review

Administrative evaluations assist everyone understand where they are and how they perform, integrating them into the association's goals. Working environments often engage in execution

evaluations every year, except that they should turn into an ongoing procedure for fairly and accurately evaluating officials and making a culture of constant correspondence and criticism. Self-evaluations cannot be just an annual opportunity. They are a piece of a progressive and standard reflection routine, Grossman and Valiga (2016) identified that if you take a gander in an execution portrayal, you will never see reality. It's too easy to even think about concentrating on a particular meeting or occasion and then create a general tale about execution. Doing so will keep away from fairness, or a type of restricted focus that focuses on continuing occasions, rather than the 10,000-foot perspective. It also creates an extensive, gift-and-take culture where employees are welcome to take an interest in criticizing. Generally, a comprehensive and open working environment has a more noteworthy possibility of succeeding (Xenikou, 2017).

Wehmeyer and Shogren (2016) argue that the difference between leadership and managers in the 21st century is still being discussed; as it may be, they argue that increasing exploration expresses that the initiative procedure by which any person affects a meeting of individuals to achieve a shared goal as opposed to increasing better solutions to characterizing power. The development authority methodologies, as stated by Johnson (2017), include authentic initiative, deep leadership, hired leadership, and flexible authority.

A manager's task is to increase the objectives of people for what they can move towards becoming and release their energies to try to arrive (Prasad and Junni, 2016), and this applies to different managers in their different degrees of power. A manager cannot be a manager unless there are adherents. Cashman (2017) argues that no one but followers can finally characterize their real requirements, thus employees must maintain opportunities for decision-making between real alternatives, and that managers should not avoid fighting but prefer to understand it by forming and interfering with it. Clashes are potential at different levels of power among individuals; hence the requirement for group works among managers and managers and their followers.

Cashman, (2017) maintains that managers' in transformation can make followers aware of the importance of the outcomes of the task. They encourage followers to increase above close to the group's domestic interests and move followers to greater demand requirements. Exercises of leadership practices help explain desires for direct reports, help direct reports accomplish wanted rewards and maintain a strategic distance from disciplines; and help encourage wanted results. Powerful managers utilize both transformational and value-based leadership in that transformational manager's practice enrolls eagerness and duty, while value-based initiative practices accomplish consistency with managers' demands (Binder, Absenger-Helmli and Schilling, 2015). Managers' in this manner must be progressively adroit in assessing employees' thought processes, foreseeing their reactions to activity, and evaluating their capacity bases to guarantee the achievement of such activities. These authority abilities are important if usage legitimate leadership of associations.

Frich, et al., (2015) characterize leadership as a procedure that affects one person's musings, demeanors, and procedures. For the remainder, managers set a bearing; assist others see what lies ahead; help imagines what can be achieved; support others, and push them. A meeting of individuals decreases quickly into disputes and struggle without leadership as an individual see issues in different aspects and lean towards different arrangements. Therefore, leadership focuses on a comparable manner and bridles each other's efforts. Therefore, authority is the ability to get other people to achieve something worthy of note that they may not usually do, and it stimulates people toward a goal. If there are followers, a manager is just a manager, despite the reality that employees may arrive after a lengthy break. A manager is not only going to walk at the front but has also chosen the heading. Frich further says that non-administrative organizations move too gradually, stagnate, and lose their direction, and on the off chance that fundamental management is timely, completed, and correct, things will go well at that stage. However, a decision autonomous of anyone else does not change anything except if its execution is carried out conveniently and successfully.

According to Getha-Taylor et al. (2015), chiefs who adopt an apprenticeship or mentoring work can provide outward reflections and truly needed viewpoints so that employees can consider disappointments as learning opportunities. They can also enjoy the recognition of a job accomplished very much, but not harping on previous triumphs, given that after some moment each organization has a necessity for pinnacle employee execution. As Wehmeyer and Shogren (2016) have pointed out, enthusiasm for self-assessment arose from a growing excitement for the region of self-sufficient teaching or student liberty. In any event, it has been regarded as one of the self-coordinated learning's most dangerous areas. It is usually considered that learners are not likely to have the vital knowledge to make such choices. Despite these responses, there are numerous explanations why in language courses self-evaluation should be energized.

Bonner, Greenbaum, and Mayer (2016), a leading self-assessment investigator, give six distinctive reasons why self-assessment can be useful for language learning. To start with, he focuses on adapting, simple, and simple self-assessment advances. It provides students the ability to prepare for the evaluation, resulting in benefits to the learning process. It also provides the two undergraduates and teachers a heightened degree of attention to the level of capabilities they have seen. Preparing in self-assessment, even in its simplest framework, such as asking what did I realize? Third, in terms of objective direction, it is extremely inspiring. Fourth, in the homeroom, the range of assessment processes is expanded using self-evaluation techniques. The student expands his / her scope of knowledge within the appraisal domain because of the use of self-evaluation. Fifth, the understudies take an interest in their evaluation by rehearsing self-assessment (Horton-Deutsch and Sherwood, 2017). In essence, they share the problem of assessment with the teacher. Finally, useful post-course effects will follow by efficiently including understudies in their assessment.

Dóci and Hofmans (2015), point out that governments of the globe have found that the associated types of procedures by association troughs have a significant impact on the objective achievements of organizations: the basis of an unmistakable focus on the execution of organizations by having a dream, clear goals and high standards for the association; connections and genuine associations with. Northouse (2015) argues that there are still debates about the comparison between the leadership and the board in the twenty-first century; nevertheless, he argues that increasing examination expresses that the initiative procedure by which a person affects a meeting of individuals to achieve a shared goal rather than increasing stronger solutions to characterizing power. The development authority methodologies, as stated by Ntoumanis, Quested, Reeve, and Cheon (2017), include authentic leadership, deep initiative, employee leadership, and flexible authority.

A manager's task is to increase the yearnings of people for what they can progress towards becoming and release their energies to try to arrive (Grossman and Valiga, 2016), and this applies to different managers s at their different levels of leadership. Unless there are employees, managers cannot be managers. Wehmeyer and Shogren 2016) argue that no one but followers can finally characterize their real requirements, so followers must maintain opportunities for decision-making between real alternatives, and that managers should not prevent disputes but prefer to understand them by forming them and interceding with them. Clashes are potential at different levels of power among individuals; hence the requirement for group works among managers and managers and their followers. Nobleman, (2016) maintains that managers in transformation can make followers aware of the importance of the outcomes of the venture. They encourage followers to increase above close to the group's domestic interests and push employees to greater demand requirements.

Authority practice exercises assist clarify wishes for direct reporting, assist direct reporting to achieve desired benefits and remain away from disciplines; and help encourage desired outcomes. Viable managers use transformative and value-based leadership to enroll energy and obligation in transformative managers ‘methods, while value-based authority procedures are consistent with managers ‘requirements (Ntoumanis, et al., 2017). Accordingly, managers must be gradually dexterous in evaluating the thought procedures of employees, predicting their responses to an activity, and evaluating their capability bases to ensure that such actions are carried out. These authority skills are crucial if organizations are to be properly administered.

Godfrey, (2016) characterizes leadership as a procedure by which the factors, dispositions, and methods of others are affected by one person. Managers’ set a course for the rest; help others to see what is to come; help them to see what can be accomplished; energize and move others. Since individuals see stuff in different respects and lean towards different arrangements, a meeting of individuals quickly decreases into dispute and conflict without initiative. In this way, leadership focuses on a comparable way and works together on the outfit. Henceforth, authority is the ability

to get other people to achieve something notable that they may not usually do, and it strengthens people towards a goal. If there are followers, a manager is just a manager, despite the reality that followers may arrive after a lengthy break. A manager is not only going to walk at the front but has also chosen the course. Factories further assert that organizations are moving too gradually, stagnating, and losing their direction without initiative, and on the off chance that fundamental management is convenient, completed, and correct, things will go well at that stage. However, a decision that is independent of anyone else does not change anything except if its use is made in a timely and convincing manner.

Methodology

Subjects in the study were 10 employees of the state department of public works. The study was conducted in six months. It used a quasi-experimental research design and cluster quota random sampling was used to select the subjects. The instruments used to collect data were questionnaires including behavioral observation and interviews. The population was taken from the department of finance and the department of human resources. Of the 10 evaluation questionnaires issued to these top management teams, 9 were duly filled and returned to the self-assessed questionnaires for comparison. The sample could be defined as a "judgment sample" capable of offering the contributions requested, Godfrey, (2016), as well as main informants allegedly knowledgeable about the problems being investigated and able to interact about them and ready to do so (Algesheimer, Bagozzi & Dholakia, 2018). The evaluation was carried out using a scale of 1-5. Therefore, the research contrasted the self-assessed mean and the mean calculated values from the respondent's means included in the research. The scale was the following;

Self-assessment

1.0- If you-rarely or never do what is described
2.0 - If you do what is described once in a while
3.0 - If you sometimes do what is described
4.0 - If you do what is described quite often
5.0 - If you do what is described frequently or always

Means Key for interpretation of results

1-1.4- If you-rarely or never do what is described
1.5-2.4 - If you do what is described once in a while
2.5-3.4 - If you sometimes do what is described
3.5-4.4- If you do what is described quite often
4.5-5 - If you do what is described frequently or always

Data Analysis

Kratochwill & Levin (2015) define data analysis as data processing for significant information purposes. The information collected from the questionnaires was properly verified in this research for reliability and verification of the received answers. To portray the features of the study's interest factors, descriptive statistics such as mean scores were calculated. Qualitative responses have been classified, coded, and grouped into topics emerging as suggested by Stauffer, Luedi, Kauf, Schmid, Diekmann, Wieferich, and Doll (2018).

Ethical Considerations

The term ethics is used to denote whether the study of good and bad and the morality of individual choices, Armstrong, Langlois, Laparidou, Dixon, Appleton, Bath & Siriwardena, (2017). The study took into account important ethical problems to cushion participants ' freedoms. The research was also conducted honestly and transparently so that data was not supplied under duress by any respondent. According to the principle of voluntary involvement, the respondents were not coerced to participate in the studies. Furthermore, the need to comply with informed consent and confidentiality relates to the concept of voluntary involvement. The respondents ' principle of anonymity has also been respected, meaning that the participants will stay anonymous throughout without revealing their identities. Respondents were briefed on the nature and purpose of the research during the study. All information and identity of the respondents were kept confidential and only the collected information was used for the intended purpose. The research was carried out with the respondents ' approval.

Findings

The analysis was systematically done. The study then compared the means taken from the scale provided in the study. The scale identified the degree of managerial skills that have been applied by the leader in the organization. The respondents were to choose their response and be realistic about the extent to which they engage in each behavior. They were required to select responses, not in terms of how they would like to see themselves but respond in terms of how they behave. The findings were then compared with the rating sheet available. Standard deviation represents the dispersion rate of responses. Therefore, a value of Standard deviation that is more than 0.5 represents a fairly distributed rate and vice versa. The findings are represented in table 1

Table 1: Findings

Statements	Mean	Std. Dev
I look for an opportunity that will test my skills and abilities	3.9	0.3
I describe the kind of future I want, my team, to create	3.9	0.8
I involve the team in planning action we will be taking	4.4	0.7
I am clear about my philosophy of leadership	4.3	0.7
I take time to celebrate when project milestone is reached	3.3	1.2
I stay up to date on new development in my field or my organization	4.4	0.7
I appeal to theirs to share my dream of what the future can be like	3.8	1.0
I treat all the members of my team with dignity and respect	4.8	0.7
I break projects down into	4.4	0.7
I recognize people for their contribution to the success of the assigned work	3.6	1.1
I can change the way people do things at work	3.8	1.0
I communicate a positive and hopeful outlook for the future of the organization	4.0	0.5
I give people a lot of discretion to make their own decisions	4.0	0.9
I make sure that people stick with the values that have been agreed on	3.8	1.2
I praised people for a job well done	3.8	1.1
I look for innovative ways the team can improve what is the cone for the organization	3.9	0.8
I show others how their long team future interests can be realized by investing in the common vision	4.1	0.9
I develop co-operative relationships with the people I work with	4.4	0.7
I let others know my beliefs on how to run the team I lead.	3.9	0.8
I give team members lots of appreciation and support for their Contributions	3.8	1.1
I ask 'what can we learn' when things do not go as exported	3.8	0.7
I look ahead and forecast what I expect the future to be like	4.0	0.7
I create an atmosphere of mutual trust in the projects I lead	4.7	0.5
I am consistent in practicing the values I believe in	4.1	0.8
I find ways to celebrate team accomplishments	3.1	0.9
I take risks with the way things are done even if there is a risk of failure	3.2	1.0
I am contagiously excited and enthusiastic about future possibilities	4.0	0.9
I get others to feel a sense of ownership for the projects they work on	4.2	0.7
I make sure that the workgroup sets clear goals, makes plans and establishes milestones for the projects I lead	4.6	0.5
I make a point of telling the rest of the organization about the odd work of my team	3.6	1.1

From the findings of question one, the respondent indicated that they looked for an opportunity that tested my skills and abilities. This was represented by a mean of 3.9 which is on scale 4 (3.5-4.4- If you do what is described quite often). This means that they often looked for opportunities that tested my skills and abilities. The findings also revealed that they described the kind of future they want, their team to create. This is revealed when the average mean was 3.9 and the dispersion rate of 0.8. The officers also indicated that they involve the team in planning action they were taking which is represented by a mean of 4.4, this was agreed by the majority of the respondents as indicated by the standard deviation. The officers also have identified that they are clear about their philosophy of leadership with a mean of 4.3 and a dispersion rate of 0.7. The leaders identified that they sometimes took the time to celebrate when the project milestone was reached. This can be seen in the mean value of 3.3. This indicates that the leaders took their time to look at the project possess and ensure that they work when to avoid later failures. The respondents indicated that they often stayed up to date on new development in their field or their organization as indicated in the mean value of 4.4 which fairly distributed across the board. This means that not every leader stayed up to date with the new development, they were not effectively following their organization proceedings.

The respondents highlighted that they often appealed to the employees under them to share their dream of what the future can be like with a mean of 3.8. This is a clear indication that the leaders effectively motivated and shared their vision with the people under them. The respondents identified that they treated all the members of their team with dignity and respect with a mean of 4.8. Equal treatment means that the leaders respected the privacy and gave them the peace of mind; this ensures that the organization works in harmony. The leaders also identified that they often break projects down into with a mean of 4.4. Leaders, therefore, ensured that the projects were working as they stipulated to ensure that they deliver their mandate. The leaders often recognize people for their contribution to the success of the assigned work as indicated in the mean of 3.6. The leaders, therefore, motivated their employees effectively to ensure they commit themselves to their work. The officers' identified that they often could change the way people do things at work with a mean of 3.8. This is a clear indication that the leaders were mindful of whether the direction taken by the employees have any effect on the overall performance of the organization towards attaining their vision and mission. The officers also revealed that they often communicated clearly on a positive and hopeful outlook for the future of the organization with 4.0. The organization runs on a series of communication channel therefore effective communication ensure that every department works as expected. The officers also revealed that they gave people a lot of discretion to make their own decision. As indicated by the mean of 4.0. This indicates the people's ideas were incorporated in the organization, this means that the organization is inclusive.

The respondents identified that they often make sure that people stick with the values that have been agreed on with mean 3.8. The organization is run by a series of ethical issues and values which must be followed to the latter. According to the result, the leaders sometimes bend no good values. The respondents revealed that they often praised people for a job well done with a mean of 3.8. This is a good indicator that ensures that the organization employees 'effort is recognized because it acts as motivation factors. Therefore, this should be done frequently to ensure they feel recognized. The officers recognized that they often look for innovative ways the team can improve what is the cone for the organization as indicated by the mean of 3.9. Innovation is a good initiative of an organization with its changing technology. It increases efficiency therefore leaders are supposed to be innovative and ensure that the efficiency is improved. The leaders also often show others how their long team future interests can be realized by investing in the common vision with a mean of 4.1. The leaders, therefore, revealed that they manage by example and they run all-inclusive, organization that is responsible for the inner growth of the employees. The officers also often develop co-operative relationships with the people they work with. The organizational relationship is paramount for internal cohesion therefore the leaders ought to do it frequently. This ensures that the entire department works cohesively and employees to employee cohesion.

The respondents also indicated that they often let others know their beliefs on how to run the team I lead with a mean of 3.9. Mentorship is a very good practice to ensure there is continuity in the organization therefore it should be done more often. The officers also often gave team members lots of appreciation and support for their Contributions with a mean of 3.8. Employees need to be appreciated and motivated to increase their commitment to the organization. Therefore, the officers effectively controlled the motivation factor of the employees. The officers often ask 'what could be learned' when things do not go as exported with a mean of 3.8. Running an all-inclusive organization increases organization staff commitment which increases organization performance. Therefore, the officers effectively run an all-inclusive organization. The respondents revealed that they often look ahead and forecast what the leader expects the future to be like with a mean of 4.0. Optimism is the way to ensure that the organization leaves beyond its management or ownership. There the organization leaders should look at where they want the organization to be in the future and what should be done to attain that. The officers frequently created an atmosphere of mutual trust in the projects they lead. Trust and accountability are the core of project performance. To ensure that project goes and interrupted the manager should ensure that trust and accountability are the centers of management. Therefore, this officer was adequately manned to ensure that their project work uninterrupted. The respondents indicated that they are consistent in practicing the values they believe in with a mean of 4.1. It takes effective leaders to effectively dispatch values they believe in onto the employees.

The respondents identified that they sometimes find ways to celebrate team accomplishments with mean 3.1. Every effective must incorporate the employees in the company achievements; this can only be done through celebration and rewards. Therefore, this should be done frequently to ensure that the employees are part of the process untilled the end. The officers sometimes take risks with the way things are done even if there is a risk of failure. Risk is the major challenge that affects organizations all, over the world. They must be dealt with whether they are of the present or the future. Avenues should be to project the organization from such calamities. The respondents indicated that they are often contagiously excited and enthusiastic about future possibilities with a mean of 4.1. Optimism is the way to ensure that the organization leaves beyond its management or ownership. There the organization leaders should look at where they want the organization to be in the future and what should be done to attain that.

The respondents indicated that they often get others to feel a sense of ownership for the projects they work on with mean 4.2. Running an all-inclusive organization increases organization staff commitment which increases organization performance. Therefore, the officers effectively run an all-inclusive organization. The offers frequently made sure that the workgroup sets clear goals, makes plans, and establishes milestones for the projects I lead with a mean of 4.6. The prosperity of an organization depends on the clear stipulated goals and strategies to attain it. Therefore, managers should ensure that the organization runs to the on plans and set goals. The respondents indicated that they often make a point of telling the rest of the organization about the odd work of their team with a mean of 3.6. Frequent updates on where the organization is coming from and where the organization is going help in the motivation process of the employees, this also facilitates the process of growth evaluation.

Question: Self-assessment responses questions

Comparison of the responses is presented on the table below;

Table 2: Responses Comparisons

Statements	Mean	Self-assessment
I look for an opportunity that will test my skills and abilities	3.9	4
I describe the kind of future I want, my team, to create	3.9	4
I involve the team in planning action we will be taking	4.4	5
I am clear about my philosophy of leadership	4.3	5
I take time to celebrate when project milestone is reached	3.3	5
I stay up to date on new development in my field or my organization	4.4	4
I appeal to theirs to share my dream of what the future can be like	3.8	4
I treat all the members of my team with dignity and respect	4.8	5
I break projects down into manageable units	4.4	4
I recognize people for their contribution to the success of the assigned work	3.6	5
I can change the way people do things at work	3.8	5
I communicate a positive and hopeful outlook for the future of the organization	4.0	5
I give people a lot of discretion to make their own decisions	4.0	5
I make sure that people stick with the values that have been agreed on	3.8	5
I praised people for a job well done	3.8	5
I look for innovative ways the team can improve what is the cone for the organization	3.9	5
I show others how their long team future interests can be realized by investing in the common vision	4.1	5
I develop co-operative relationships with the people I work with	4.4	5
I let others know my beliefs on how to run the team I lead.	3.9	5
I give team members lots of appreciation and support for their Contributions	3.8	5
I ask 'what can we learn' when things do not go as exported	3.8	4
I look ahead and forecast what I expect the future to be like	4.0	5
I create an atmosphere of mutual trust in the projects I lead	4.7	5
I am consistent in practicing the values I believe in	4.1	5
I find ways to celebrate team accomplishments	3.1	4
I take risks with the way things are done even if there is a risk of failure	3.2	4

I am contagiously excited and enthusiastic about future possibilities	4.0	5
I get others to feel a sense of ownership for the projects they work on	4.2	4
I make sure that the workgroup sets clear goals, makes plans and establishes milestones for the projects I lead	4.6	5
I make a point of telling the rest of the organization about the odd work of my team	3.6	5
Composite mean	**4.0**	**4.7**

From the findings given above, the majority of the responses provided were consistent with the self-assessment test from the leader evaluating self. The study therefore can authoritatively state conclude that they were very consistent with the leader. Not every response was consistent with what the leader had. There was some instance that the leader evaluating self-provided higher rating than the observers for instance on recognition of people contribution to increasing their work performance. The observers provided 3.6 and the leader's rating were 5.0 and on time taken to celebrate when project milestone is reached differed with almost 1.7(observers had 3.3 and I had 5). But generally, the responses were consistent. There is no much difference between the composite score between the leader's self-assessment and observers' assessment. But from the observers, the composite score is 4.0 which belongs to often do whatever was described but my self- assessment provided 4.7 which belongs to frequently do what is required. The suitable way to measure this difference is by determining the observers' scores through the calculation of the mean of the ratings per question in all the statements provided. The self- assessment questions mean was also calculated, which means they were taken the way they are because it's an individual assessment. The means were then presented in tables for comparison and inferential. These means were calculated from descriptive statistics in SPSS.

Subjects in the study were 10 employees of the state department of public works. This staff was in close touch with the Chief Finance Officer. The population was taken from the department of finance and the department of human resources. Of the 10 evaluation questionnaires issued to these top management teams, 9 were dully fielded and returned to the self-assessed questionnaires for comparison. The sample could be defined as a "judgment sample" capable of offering the contributions requested, as well as "main informants" allegedly knowledgeable about the problems being investigated and able to interact about them and ready to do so. For this research, primary information was gathered. The primary data was gathered in each commercial bank from the director/manager in charge of planning or policy. The Drop-and-pick technique distributed the self-administered, semi-structured questionnaires. The questionnaire was used to investigate the findings, views, and opinions of the respondent regarding the research factors. The questionnaire was semi-structured and had several open-ended and closed-ended issues used to

obtain information from the participants. In general, structured questions are used with randomly ordered statements of the 5-point Likert type, varying from' never does what's described to' do what's often or always described.' Participation will be voluntary and confidentiality and anonymity will be guaranteed to all participants.

Questionnaires have been allocated for reaction to the appropriate participants. Options for confidentiality have been given. The questionnaire consisted of the questionnaire on the 30 items on management methods. During March / July 2019, the study duration lasted four weeks. After two weeks, a reminder was sent. While it is thought that 360-degree evaluations produce the most extensive outcome, this is often not practically achievable in a study context. Measuring organizational efficiency is a specific challenge for scientists when there is no availability of objective information. The study used subjective measures with a suitable scale, such as the Excel scale and SPSS. The research will be conducted by comparing the respondent's reactions to the self-assessment responses. The evaluation was carried out using a scale of 1-5. Therefore, the research contrasted the self-assessed mean and the mean calculated values from the respondent's means included in the research. The scale was the following;

Self-assessment
1.0 - If you-rarely or never do what is described
2.0 - If you do what is described once in a while
3.0 - If you sometimes do what is described
4.0 - If you do what is described quite often
5.0 - If you do what is described frequently or always

Means
1-1.4- If you-rarely or never do what is described
1.5-2.4 - If you do what is described once in a while
2.5-3.4 - If you sometimes do what is described
3.5-4.4- If you do what is described quite often
4.5-5 - If you do what is described frequently or always

The information collected from the questionnaires was properly verified in this research for reliability and verification of the received answers. To portray the features of the study's interest factors, descriptive statistics such as mean scores were calculated. Qualitative responses have been classified, coded, and grouped into topics emerging. The most outspoken lesson learned from this assessment is that I was not effectively motivating and providing a conducive work environment for my employees. I also notice that I have not been effectively involved in innovation. I, therefore, intend to put more attention to employees' welfare and technological know-how of the

organization. The other point of concern is motivation therefore I intend to formulate motivation strategies for the employees under men and the environment at large.

Discussions and Conclusions

Many studies reveal that the officers effectively managed those employees under them. This is evident in previous related literature wrote by different authors. Therefore, the elders dispatch all their leadership skills effectively as indicated in the findings. For example, the study indicated that the leaders looked for opportunities that tested my skills and abilities, they also described the kind of future they want, their team to create, they involve the team in planning action they were taking which is represented. The officers also indicated that they involve the team in planning action they were taking which is represented, this was agreed by the majority of the findings as indicated by the standard deviation. The officers also have identified that they are clear about my philosophy of leadership. The leaders identified that they sometimes took the time to celebrate when the project milestone was reached. This can be seen in the mean value. However, These findings conquer the research works of Peters M. This indicates that the leaders took their time to look at the project possess and ensure that they work when to avoid later failures.

According to other related studies, it is evident that leaders often stayed up to date on new development in their field or their organization. This is in agreement with the works of Bonner J, M. This means that not every leader stayed up to date with the new development, they were not effectively following their organization proceedings. The findings highlighted that they often appealed to their employees under them to share their dream of what the future can be like with. This is a clear indication that the leaders effectively motivated and shared their vision with the people under them. The findings identified that they treated all the members of their team with dignity and respect. Equal treatment means that the leaders respected the privacy and gave them the peace of mind; this ensures that the organization works in harmony. The leaders also identified that they often break projects down into. Leaders, therefore, ensured that the projects were working as they stipulated to ensure that they deliver their mandate. The leaders often recognize people for their contribution to the success of the assigned work. The leaders, therefore, motivated their employees effectively to ensure they commit themselves to their work. The officers' identified that they often could change the way people do things at work. These findings go hand in hand with the works of Cashman K (2007). This is a clear indication that the leaders were mindful of whether the direction taken by the employees have any effect on the overall performance of the organization towards attaining their vision and mission.

One other study by Cole, G. A revealed that leaders often communicated clearly on a positive and hopeful outlook for the future of the organization. The organization runs on a series of communication channel therefore effective communication ensure that every department

works as expected. The officers also revealed that they gave people a lot of discretion to make their own decision. This indicates the people's ideas were incorporated in the organization, this means that the organization is inclusive. Our study identified that managers often make sure that people stick with the values that have been agreed on. The organization is run by a series of ethical issues and values which must be followed to the latter. According to the result, the leaders sometimes bend no good values. The findings revealed that they often praised people for a job well done. This is a good indicator that ensures that the organization employees' effort is recognized because it acts as motivation factors. Therefore, this should be done frequently to ensure they feel recognized. The officers recognized that they often look for innovative ways the team can improve what is the cone for the organization. Innovation is a good initiative of an organization with its changing technology. It increases efficiency therefore leaders are supposed to be innovative and ensure that the efficiency is improved. The leaders also often show others how their long team future interests can be realized by investing in the common vision.

The leaders, therefore, revealed that they manage by example and they run all-inclusive organization that is responsible for the inner growth of the employees. The officers also often develop co-operative relationships with the people I work. The organizational relationship is paramount for internal cohesion therefore the leaders ought to do it frequently. This ensures that the entire department works cohesively and employees to employee cohesion. The findings also indicated that they often let others know their beliefs on how to run the team they lead. Mentorship is a very good practice to ensure there is continuity in the organization therefore it should be done more often. The officers also often gave team members lots of appreciation and support for their Contributions. Your employees need to be appreciated and motivated to increase their commitment to the organization. Therefore, the officers effectively controlled the motivation factor of the employees. The officers often ask 'what could be learned' when things do not go as exported. Running an all-inclusive organization increases organization staff commitment which increases organization performance. Therefore, the officers effectively run an all-inclusive organization.

Many studies revealed that they often look ahead and forecast what they expect the future to be like. Optimism is the way to ensure that the organization leaves beyond its management or ownership. Therefore, the organization leaders should look at where they want the organization to be in the future and what should be done to attain that. The officers frequently created an atmosphere of mutual trust in the projects they lead. Trust and accountability are the core of project performance. To ensure that project goes and interrupted the manager should ensure that trust and accountability are the centers of management. Therefore, this officer was adequately manned to ensure that their project work uninterrupted. The findings indicated that they are consistent in practicing the values they believe in. It takes effective leaders to effectively dispatch values they believe in onto the employees. The officers identified that they sometimes find ways

to celebrate team accomplishments. Every effective must incorporate the employees in the company achievements; this can only be done through celebration and rewards. Therefore, this should be done frequently to ensure that the employees are part of the process untilled the end.

Research conducted by Armstrong S revealed that sometimes leaders and managers take risks with the way things are done even if there is a risk of failure. Risk is the major challenge that affects organizations all, over the world. They must be dealt with whether they are of the present or the future. Avenues should be to project the organization from such calamities. The findings indicated that they are often contagiously excited and enthusiastic about future possibilities. Optimism is the way to ensure that the organization leaves beyond its management or ownership. Therefore, the organization leaders should look at where they want the organization to be in the future and what should be done to attain that. The findings indicated that they often get others to feel a sense of ownership for the projects they work on. Running an all-inclusive organization increases organization staff commitment which increases organization performance. Therefore, the officers effectively run an all-inclusive organization. The offers frequently made sure that the workgroup sets clear goals, makes plans, and establishes milestones for the projects they lead. The prosperity of an organization depends on the clear stipulated goals and strategies to attain it. Therefore, managers should ensure that the organization runs to the on plans and set goals. Numerous studies indicate that leaders often make a point of telling the rest of the organization about the odd work of their team. Frequent updates on where the organization is coming from and where the organization is going help in the motivation process of the employees, this also facilitates the process of growth evaluation.

Recommendations

The main objective of this paper was to assess the importance of self-evaluation among leaders and the performance of organizations. The study recommends that the leaders and managers within various organizations should ensure that their daily decision should be in line with the organization's policy and follow the organization's ethical standards. Organization employees are the greatest assets of the organization, the study, therefore, recommends that the leaders should effectively find avenues to motivate and improve the relationship between them. From the findings, they often stayed up to date. Improved technology increases innovativeness and efficiency. Therefore, the study recommends that the leaders should concentrate on technological change and they should put more effort into this. The finding indicated that the leaders often recognize people for their contribution to the success of the assigned work, this should be frequently done. The study, therefore, recommends that the managers should put more effort into recognizing the efforts made by the employees they lead. The leaders also should put more effort into improving the communication channels. This is because communication controls the overall operation of the organization. The study recommends that managers should improve work

environmental management. The organization's work environment is not conducive enough for working. On whether the organization follows ethical considerations, this should be done in conjunction with other relevant departments. The organization leaders should look at where they want the organization to be in the future and what should be done to attain that or basically, they should be optimistic about what the future holds. To ensure that project goes uninterrupted managers should ensure that trust and accountability are the centers of management and managers should ensure that the organization runs functions as per plans and set goals. The organizational relationship is paramount for internal cohesion therefore the study recommends that the officers ought to do it frequently. This ensures that the entire department works cohesively and employees to employee cohesion.

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