Exploring the Dimensions of Self-Leadership and its Factors among NGO Employees in Tamil Nadu

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Abstract: The study examined the various dimensions of Self-Leadership and its relationship with the variables Job Crafting, Work Engagement, Psychological Empowerment and Innovative Work Behaviour. The respondents were NGO employees in Tamil Nadu and a total of 64 employees participated in the study. Simple random sampling was employed and the study is a cross-sectional study. Five distinct factors were obtained from 21 item Self-Leadership they are General Self-Leadership Strategy, Self-Learning and Preparation, Goal Awareness and Belief Evaluation, Self-Talk and Internal Reward, and Tangible Self-Reward. A total of 79.425% of variance was observed. Thus, Self-Leadership could augment the proactive behaviour and increase self-motivation among NGO employees, contributing to the organisational success.

Keywords: Self-Leadership; Job Crafting; Psychological Empowerment; NGO Employees; Innovative Work Behaviour

Introduction

Individual actions and behaviour are carefully shaped by Self-Leadership in a careful process to meet the organisational and personal goals. Such guidance encourages the employees to act proactively. Managing oneself is crucial for the success of the organisation. The study examines the reliability of Self-Leadership and other variables such as Psychological Empowerment, Job Crafting, Work Engagement, and Innovative Work Behaviour. This will lead to self-motivation and self-guidance of NGO employees.

Related work

Self-Leadership is represented by a self-influence process. Self-Leadership influences the goal-setting of individuals [1], [2]. Cognitive and behavioural strategies foster proactivity at the workplace [3]. Self-goal setting and constructive thought patterns are measured using the Revised Self-Leadership Questionnaire [4]. Psychological Empowerment [5] and Work Engagement [6] act as antecedents for Self-Leadership, and self-motivation is vital for the NGO sector [7]. Job Crafting [8], [9] and Innovative Work Behaviour proactively modify work environments and heighten self-efficacy [10].

Key Contribution

Self-Leadership Strategies could enhance proactivity and self-motivation at workplace especially among NGO employees. It also influenced the self-influence process and goal-setting of individuals. Self-Leadership aids in shaping the individual thought and behavioural patterns for the betterment of the individual and the organisation.

Method, Experiments and Results

The study used a cross-sectional research design and simple random sampling. The respondents were from NGO employee and the total number of respondents were 64.

Table 1 Reliability analysis of measurement scales

Dimensions	**Cronbach's Alpha value**	**Question Items**
Visualizing Successful Performance (VSP)	0.723	3
Self-Goal Setting (SGS)	0.710	3
Self-Talk (ST)	0.771	3
Self-Reward (SR)	0.853	3
Evaluating Beliefs and Assumptions (EBA)	0.789	3
Self-Learning Strategies (SLS)	0.741	3
Focussing on Natural Rewards (FNR)	0.893	3
Psychological Empowerment	0.813	12
Job Crafting	0.816	19
Work Engagement	0.789	9
Innovative Work Behaviour	0.744	10

Table 2 KMO and Bartlett's Test for Self-Leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.730
Bartlett's Test of Sphericity	Approx. Chi-Square	1494.117
	df	210
	Sig.	.000

Table 3 Extraction of the principal components of Self-Leadership

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.897	42.368	42.368	8.897	42.368	42.368	8.312	39.582	39.582
2	3.287	15.654	58.022	3.287	15.654	58.022	3.051	14.529	54.111
3	1.750	8.332	66.353	1.750	8.332	66.353	2.375	11.307	65.418
4	1.684	8.017	74.371	1.684	8.017	74.371	1.843	8.775	74.193
5	1.061	5.054	79.425	1.061	5.054	79.425	1.099	5.232	79.425
6	.961	4.575	84.000						
7	.619	2.948	86.947						
8	.524	2.495	89.443						
Extraction Method: Principal Component Analysis.									

Table 4 Rotated Component Matrix for Self-Leadership

Questions	Components				
	1	2	3	4	5
During task performance, when I find I lack any necessary skills, I try to find a way to obtain them so I can succeed	.907	-.170	.172	.055	-.029
I find my own favourite ways to get things done.	.906	.179	.042	.020	-.110
Sometimes I find I am talking to myself (out loud or in my head) to help me deal with difficult problems I face	.888	.034	.114	-.159	.102
I visualize myself successfully performing a task before I do it	.884	-.274	.266	.013	-.056
When I have a choice, I try to do my work in ways that I enjoy rather than just trying to get it over with	.882	.121	-.040	.202	.117
I try to mentally evaluate the accuracy of my own belief about situations I am having problems with	.867	-.092	.203	-.013	-.046
I established specific goals for my own performance	.837	-.417	.289	.007	.016
I seek out activities in my work that I enjoy doing	.750	.386	-.249	.024	.099
I openly articulate and evaluate my own assumptions when I have disagreement with someone else	-.742	.270	-.145	.343	.164
I purposefully visualise myself overcoming the challenge I face	.703	-.484	.314	-.285	-.171
When I do something well, I reward myself with a special event such as good dinner,movie,shopping trip,etc.	.666	-.422	.520	.007	.087
Sometimes I picture in my mind a successful performance before I actually do a task	.628	.385	-.190	.199	.151
Before beginning a task, I prepare myself looking for information that I believe I may need	.047	.854	.053	-.053	-.156
I work toward specific goals I have set for myself	.199	-.761	.356	-.104	.104

Before I start performing a task, I try to improve my knowledge so I can perform better	.059	.505	.334	-.396	.053
I consciously have goals in mind for my work efforts	.058	.111	.825	-.071	-.046
I think about my own beliefs and assumptions whenever I encounter a difficult situation	.207	-.175	.822	.162	.065
When I'm in a difficult situation I will sometimes talk to myself (out loud or in my mind) to help me get through it	.057	.081	-.057	-.736	.127
Sometimes I talk to myself (out loud or in my head) to work through difficult situations.	.569	-.010	-.127	.625	.152
When I have successfully completed a task,I often reward myself with something I like.	-.079	.538	.168	.623	-.049
When I do an assignment especially well, I like to treat myself to something or activity I especially enjoy	-.013	-.176	.035	-.114	.935
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 9 iterations.					

Discussions

The Cronbach's alpha reliability above 0.70 is considered good. Focussing Natural Rewards (FNR) has an alpha value of 0.893, Self-Reward has an alpha value of 0.853 among Self-Leadership Dimensions and has the strongest internal consistency. Psychological Empowerment has an alpha value of 0.813, Job crafting has an alpha value of 0.816, Work engagement has an alpha value of 0.789 and Innovative Work Behaviour has an alpha of 0.744. Kaiser-Meyer-Olkin (KMO) has a value of 0.730 and it is above the threshold 0.6 suggesting sample size is adequate and correlation between the items are strong. Bartlett's Test of Sphericity is highly significant thus accepting the alternate hypothesis. Eigen Value greater than 1 is retained and 5 components were extracted which accounts for 79.425% variance and so it is robust. Component 1 is most significant (42.368%) and captures the essence of Self-Leadership. Rotation sums of squared loadings have an even distribution across five factors (39.58% to 5.23%) and makes it easier to interpret. Thus the 21 items were simplified into 5 items. Component 1 (General Self-Leadership Strategy) is the strongest factor and has a loading of above (0.80) and has visualisation, finding enjoyable ways to work and goal setting. It is a broader mindset. Component 2 (Self-Learning and Preparation) has a loading of 0.854 for items "looking for information", 0.505 for "improving knowledge" thus focusing on preparation before starting a task. Component 3 (Goal Awareness and Belief Evaluation) ha a loading of 0.825 for "evaluating beliefs and assumption" and 0.822 for self-direction. Component 4 (Self-Talk and Internal Reward) has a negative loading of -0.736. Component 5 (Tangible Self-Reward) has a loading of

0.935 for “treat myself to something” thus represents external rewards. Thus, there is a high discriminant validity for Self-Leadership.

Conclusions

The study examined the various dimensions of Self-Leadership and its relationship with the variables Job Crafting, Work Engagement, Psychological Empowerment and Innovative Work Behaviour. The respondents were NGO employees in Tamil Nadu and a total of 64 employees participated in the study. Simple random sampling was employed and the study is a cross-sectional study. Self-Leadership Strategies could enhance proactivity and self-motivation at workplace especially among NGO employees. It also influenced the self-influence process and goal-setting of individuals. Self-Leadership aids in shaping the individual thought and behavioural patterns for the betterment of the individual and the organisation. The study cannot be generalised because the sample size is very small and restricted to a few geographical regions. Longitudinal research would help to find out the long-term impacts of the model.

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