

# SELF LEADERSHIP IN EMPLOYEES AND ITS RELATION WITH PERFORMANCE IMPROVEMENT

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## ABSTRACT

*Self leadership is the major influential factor for employees in the organisation and lead to performance improvement. Self leadership is the concept of being more self aware and self directed. Performance improvement is a continuous process for which the organisation strives hard. The aim of this study is to research the self leadership effect on performance improvement. The research conducted in an organisation and research design used is descriptive in nature. The data collected from the sample of 82 employees indicate that self leadership has a significant effect on performance improvement. The analysis was conducted by using correlation and regression analysis. The research demonstrates the correlation between the self leadership sub scales and performance improvement sub scales. The effects of self leadership dimension on performance improvement were examined by regression analysis. The analysis show that Behaviour focused strategy has a positive effect on performance improvement.*

**Keywords:** *self leadership, performance improvement, behaviour strategy, self aware.*

## I. INTRODUCTION

Self leadership is the concept of becoming influential over one's self. It involves individuals to direct and motivate themselves towards their goals. Nowadays Organisations are striving hard to be competitive enough in the market. In a competitive market the major factor they expect from the employees is performance improvement. When an individual become self aware and self directed it shows an effect on their performance improvement.

Self leadership has a significant effect on performance improvement. This study is conducted in Bharat Heavy Electricals Ltd., Trichy. The self leadership levels and performance improvement levels of the employees were analysed. The self leadership sub scales and performance improvement sub scales are correlated to find the association between them. The self leadership dimensions such as Behaviour focused strategy, Natural reward strategy and Constructive thinking strategy are independently related to performance improvement to find degree of dependence.

## II. THEORETICAL FRAMEWORK

### 2.1 SELF LEADERSHIP

Self leadership has been defined as an effectiveness process or leading oneself through using special sets of cognitive and behavioural strategies (Neck & Manz, 2004). Self leadership is influenced by dimensions such as behaviour focused strategy, natural reward strategy and constructive thinking strategy.

#### 2.1.1 BEHAVIOUR FOCUSED STRATEGY

Behaviour focused strategy is more focused on behaviour that lead to successful result. Behaviour focused strategy are needed for all the employees but it is difficult to follow. Behaviour focused strategy consists of: goal setting, self reward, self punishment, self observation, and self cue. The strategy involves successful behaviour such as setting goal to achieve, rewarding one's self, being tough on one's self during failure, observing one's own path towards success and making arrangements for work.

#### 2.1.2 NATURAL REWARD STRATEGY

Natural reward strategy emphasize on enjoying one's own job by focusing on the positive side of the job. By focusing on the positive side of job individual can avoid frustration in job and improve performance. There is a difference between self reward in behaviour strategy and this strategy. In self reward (behaviour focused strategy), an individual reward himself for completing a task. But in natural reward strategy reward is in the behaviour and satisfaction that arises from the behaviour. Employee should identify the activities that he enjoys in his job for acquiring natural reward.

### 2.1.2 CONSTRUCTIVE THINKING STRATEGY

Constructive thinking strategy is concentrating on directing the thoughts as desired. The individuals who have control over their thought pattern are highly effective. Developing constructive thought patterns leads to improving the mental models of one's own self. Constructive thought pattern consists of: visualization, evaluation of belief and self talk.

### 2.2 PERFORMANCE IMPROVEMENT

Performance improvement is achieving a new level of performance from the current level performance. The term performance defined by efficiency and effectiveness. Performance improvement consists of variables such as: Time spent for improvement, skills and mechanism, improvement of perspective, operational improvement and result and feedback (Fayek Aziz,R., & Mohamed Hafez,Sh.(2013)).

### III. OBJECTIVE OF THE STUDY

- ❖ To specify employees self leadership and performance improvement levels.
- ❖ To know correlation between self leadership and performance improvement sub scales.
- ❖ To determine relation between self leadership and performance improvement

### IV. RESEARCH METHODOLOGY

The study is conducted in the employees of Bharat Heavy Electricals Ltd., Trichy, Tamil Nadu, India. The major aim of this study is to find relation between self leadership and performance improvement. The data is collected from the sample size of 82 employees through questionnaire method. The research design involved in this study is descriptive research method. The scaling technique of the questionnaire is Likert five point scale. It is rated by the employees as "1- strongly disagree" to "5- strongly agree". The information collected is analysed using correlation and regression technique.

### V. HYPOTHESIS TESTING

The Hypothesis statements are given below

H1: Behaviour focused strategy has a positive effect on Performance improvement.

H2: Natural reward strategy has a positive effect on Performance improvement.

H3: Constructive thinking strategy has a positive effect on Performance improvement.

### VI. DATA ANALYSIS AND INTERPRETATION

#### 6.1 DEMOGRAPHIC STATISTICS

The demographic characteristics of participants are in the table below

**Table 1: Demographic characteristics of participants**

Variables	Classes	Frequency	Frequency percent
Gender	Male	63	76.8
	Female	19	23.2
Age	Below 30	14	17.1
	30-39	35	42.7
	40-49	7	8.5
	50 and above	26	31.7
Educational level	Bachelor degree	39	47.6
	Master degree	33	40.2
	Doctorate	-	-
	Others	10	12.2
Work Experience	1-5 years	6	7.3
	6-10 years	38	46.3
	11-15 years	7	8.5
	Above 15 years	31	37.8

#### 6.2 SELF LEADERSHIP AND PERFORMANCE IMPROVEMENT LEVELS

The self leadership and performance improvement levels are analysed with descriptive statistics. In this research cronbach alpha value of all questions in self leadership scale was 0.749; cronbach alpha value of performance improvement scales was 0.753.

**Table 2: Self leadership levels**

Variables	N	Mean	Std. Deviation
Goal setting	82	4.2866	.49709
Self reward	82	3.4756	1.06835
Self punishment	82	3.6768	.73018
Self observation	82	4.2134	.50326
Self cue	82	3.9390	.90741
Natural reward strategy	82	4.1951	.67475
Visualization	82	4.2439	.47300
Evaluation of beliefs	82	3.8415	.58203
Self talk	82	3.8415	.97461
self leadership total	82	3.96	.71

**Table 3: Performance improvement levels**

Variables	N	Mean	Std. Deviation
Time spent for improvement	82	3.5488	.84842
Skill and Mechanism	82	4.2988	.50222
Improvement of perspective	82	4.2378	.45964
Operational improvement	82	4.2591	.41284
Result and feedback	82	4.1280	.59738
performance improvement total	82	4.09	.56

As given in table 2 and 3, The arithmetic average ratings range to five point Likert scale as: 1.00-1.80 range "never" (very low), 1.81-2.60 range "rarely" (low), 2.61 -3.40 range "occasionally" (moderate),3:41 to 4:20 range "usually" (high) and 4:21 - 5:00 range "always" (very high) was specified. The self leadership level was found high(X=3.96) and performance improvement level was also found high(X= 4.09).

**6.3 CORRELATION**

The correlation were found between the self leadership sub scales and performance improvement sub scales.

**Table 4: Correlation findings**

Variables	Time spent for improvement	Skills and mechanism	Improvement of perspective	Operational improvement	Result and feedback
Goal setting	0.179	0.333**	0.455**	0.589**	0.343**
Self reward	0.294**	0.100	0.144	0.144	0.368**
Self punishment	0.071	-0.104	0.204	-0.31	0.004
Self observation	0.286**	0.245*	0.298**	0.458**	0.544**
Self cue	0.172	0.122	0.080	0.273*	0.254*
Natural reward	0.177	0.281*	0.187	0.326**	0.259*
Visualization	0.339**	0.274*	0.269*	0.518**	0.412**
Evaluation of belief	0.303**	0.227*	0.166*	0.231*	0.032
Self talk	0.077	0.06	0.264*	0.287**	0.152

\*-correlation is significant

As seen in table 4: In determining the correlation between the sub scales. The correlation range are r=0 to 0.20 –“no correlation or negligible”, r=0.20 to 0.40 –“low correlation”, r=0.40 to 0.60- “moderate correlation”, r=0.60 to 0.80 – “high correlation”, r=0.80 to 1.00 – “very high correlation”. According to this range, the correlation is predicted. In terms of self leadership, Goal setting has positive correlation with time spent for improvement(r=0.179), low correlation with skills and mechanism(r=0.333), moderate correlation with improvement of perspective(r=0.455),moderate correlation with operational improvement(r=0.589)and low correlation with Result and feedback(r=0.343).Similarly other variables are related and predicted according to the range.

## 6.4 REGRESSION ANALYSIS

The multiple regression was found for Behaviour focused strategy, natural reward strategy, and constructive thinking strategy with performance improvement.

**Table 5: Multiple regression analysis**

Independent variable	Dependent variable	Model summary		ANOVA		Coefficient			Hypothesis	Result
		R	R <sup>2</sup>	F	P	Beta	t	p		
Behaviour Focused Strategy	Performance improvement	0.612	0.375	15.57	0.000	0.371	3.109	0.003	H1	accepted
Natural reward Strategy						0.158	1.602	0.113	H2	rejected
Constructive thinking Strategy						0.212	1.845	0.069	H3	rejected

As seen in the table 5, the multiple regression analysis is conducted. The regression model established between self leadership dimensions and performance improvement was found significant ( $F=15.56$ ,  $p=0.000$ ). The model explains that about 37% ( $R^2=0.375$ ) of variance in the dependent variable performance improvement can be predicted by self leadership. For a significant effect of independent variable on dependent variable  $p$  value  $< 0.05$ . Behaviour focused strategy has a positive effect on performance improvement and there is a significant relationship between the variables ( $\beta=0.371$ ,  $t=3.109$ ,  $p=0.003$ ) as the  $p$  value is  $<0.05$ . Natural reward strategy has no effect on performance improvement ( $\beta=0.158$ ,  $t=1.602$ ,  $p=0.113$ ) and Constructive thinking strategy has no positive effect on performance improvement ( $\beta=0.212$ ,  $t=1.845$ ,  $p=0.069$ ).

## VII. CONCLUSION

Self leadership is one of the potential skills that an employee must possess. By practising the self leadership strategies employees can be empowered in all levels. It brings about better leader in every employee. Self leadership has a positive effect on performance improvement. The performance improvement of an employee indirectly leads to the organisational improvement. The self leadership dimension behaviour focused strategy has positive effect on performance improvement. The development of behaviour focused strategy in employees undoubtedly increase the performance improvement.

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