THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Relationship between Self-Leadership, Employee Well-Being and Employee Performance

Eric Irakoze
Master Student, Donglink School of Economics and Management,
University of Science and Technology, China
Zhang Jian
Professer, Donglink School of Economics and Management,
University of Science and Technology, China
Jingjing Li
Ph.D. Student, Donglink School of Economics and Management,
University of Science and Technology, China

Abstract:
 This study explores the relationship between self-leadership, well-being and performance of employees. For this purpose, a field study was conducted with the data gathered from Burundi Revenue Authority situated at Bujumbura capital city, particularly at Virago headquarter and Emmaus house; a number of 266 employees were participated in this study. The correlation and regression analysis in SPSS helped to check hypothesizes of this research; the results revealed that there is a positive significant relationship between self-leadership, well-being, and performance of employees. However, the findings showed that attention as mediator has a positive significant effect on its roles played as mediation in the connection of Self-leadership and employee's well-being and intrinsic motivation as moderator has no impact within the relationship between self-leadership and employee performance.

Keywords: Self-leadership, well-being, and performance

1. Introduction

The organizations change into more organic structures by going beyond of the theory of centralized management; it is indispensable for the employees to have much control for their own work. The employees ensured that it is extremely effective on their jobs in the organization by attributing power and responsibilities among them(Anderson & Prussia, 1997), in this way, the self-leadership applications become necessary in such working environments, which are not centralized and put employee in the best condition in order to perform well tasks(Sesen, Arli, & Tabak, 2017).Nowadays self-leadership has been quoted to be a rapid way to change organizational environment and it is considered to be a distinct concept to improve organizational activities. An organization by relying on self-leadership theory, demonstrate the way it reaches at the targeted goal without excluding its employee's wellness.

Summarized by(Neck & Houghton, 2006), self-leadership has been linked together with some different variables which are performance, job satisfaction, innovation (creativity), independence, psychological empowerment, trust, self-efficacy, positive effect and team potency come out as a results of self-leadership. The relation of self-leadership and those variables is considered to be vital(Neck & Houghton, 2006).Although previous studies have focused on performance of the organization only without putting its employees into consideration, this study emphasizes on the organization and its employees as well.

The goal of the study is to provide required knowledge of self-leadership in companies' employees and an advanced operations activities which will help companies to reduce laziness of workers, avoidance of job absenteeism and fight against corruption, culture differences among employees by then help to ameliorate working units leading to well-being of them and a success of an organization. This study provides unique contribution of self-leadership to well-being of employees and employee performance, since no other research has been exploring its relations. This research will be guidance and an evidence of how it may be served within an organization to attain its targeted goals. Its distinction according to other researches generates an advantage to the companies and pushes the researchers to investigate more the implication of self-leadership with other concepts in different fields study.

This research will also work as an initiation to ascertain the implication of self-leadership on organizational performance with the inclusion of employee well-being. In the following pages, we describe the research variables and draw

conceptual model which help to theorize and scrutinize that attention and intrinsic motivation have the mediating and moderating roles in the relation of self-leadership, well-being and performance of employees respectively.

2. Literature Review

2.1. Self-Leadership and Its Strategies

Self-leadership is a step by which individual has responsibility of controlling his or her own behaviors, favors the influence and self-guidance according to specific behavioral and cognitive strategies required to carry out the activities(C. C. Manz & Sims, 1980; Charles C. Manz & Neck, 2004; Charles C Manz, 1986). The first appearance of self- leadership theory was in 1983 in practitioner-oriented book(Charles C. Manz, 1983), then researchers in general found that the self-leadership theory took origin from broad concept of self-management, it was defined by thought of leadership substitutes by(Sesen et al., 2017) ,and it was also an extension of the self-control theory of the mid-1980s(Neck & Houghton, 2006). The theoretical foundation of self-leadership construct thought pattern strategies was under development in 1990s then that self-leadership theory was applied into two primary areas: Self-management team and empowering leadership.

The arriving self-management teams late 1980s showed self-leadership in general between employee members as a fundamental element of the self-managing process(Charles C Manz, 1986; Mathieu, Gilson, & Ruddy, 2006). In addition, for more 30 years, important research has directed on self-leadership theory, according to(C. Manz & Neck, 2004) the self-leadership concept come out from the ideas of self-management which was related to the process of influencing oneself. (Neck & Houghton, 2006) give a complete historical overview of the concept and how it is different from regarded to concepts including self-regulation and self management. The first previous research to evaluate and elaborate self-leadership in organizational setting was been revealed publicly in 1987, and it evaluated the tasks of self-leadership in context of empowering and self-managing teams in organization (Neubert & Wu, 2006). Some years later, self-leadership's constructive thought pattern strategies was completely under development and ameliorated through the title of "thought self-leadership"(Neck & Houghton, 2006),after it was demonstrated in a training –intervention based field study(Houghton, Madigan, & Neck, 2000).The results of that study explain how people who contributed to a training of self-leadership thought can increase mental performance ,positive effect (enthusiasm),job satisfaction and minimize negative effect (nervousness) which is similar to individuals not getting the training(Roberts & Foti, 1998) and (Sesen et al., 2017). From 1990s up to current century, Self-leadership theorists concentrated on improvement of self-leadership application concepts in an organization by following   different contextual settings like: spirituality in the workplace(Neck & Houghton, 2006) and(Houghton et al., 2000),performance appraisals; Organizational change; total quality management self-leadership teams; entrepreneurship; diversity management ; Job satisfaction; non-profit management; goal setting and goal performance; the United State Army; team performance; team sustainability; succession planning; and ethics.

Self-leadership constitutes a substitute point of view for traditional leadership and organization structures where the appointed leaders have control and effect power (Quinteiro, Passos, & Curral, 2016).

2.1.1. Self-Leadership Strategies

The way to increase the effectiveness of employee based on behavior-focused, natural reward and constructive thought individuals are helped by self-leadership as an organizational tool to arrive at its target(Neubert & Wu, 2006). Self-leadership strategies are divided into three different dimensions:

2.1.2. Behavior Focused-Strategies

Developing by(C. Manz & Neck, 2004), behavior-focused strategies are planned to enhance self-awareness directing to management of behaviors involving necessary but may be unpleasant tasks. Behavior-focused is one of components of self-leadership strategies which are tended to practice positive, favorite behaviors that conducted to the best results while preventing negative or unwanted behaviors that will take to failure of preferable outcomes (Bligh & Pearce, 2006).

2.1.3. Natural Reward Strategies

According to(Sang Long, Alifiah, Owee Kowang, & Wei Ching, 2015), natural reward strategies are used by individuals to measure perceptions which contribute to the construction of aspects conduct to good activities they involved.(Maria, 2015), discovered that natural reward strategies concentrate on bringing a good inherent aspects of a specific work that will create competence feelings, self-control, for a purpose of increasing intrinsic motivation. Apart from that, natural reward strategies distinguish two primary reward strategies; first, pleasure of work that facilitates someone to develop optimal functioning and task by itself grows to be naturally rewarding. The second strategy is to concentrate in the inherent task's aspects rewarding and give the image of perception by taking attention on undesirable facet of an organizational assignment (C. Manz & Neck, 2004).

2.1.4. Constructive Thought Pattern Strategies

It concerns with the creation of worthwhile cognitive thought processes. (C. Manz & Neck, 2004), mentioned that

these strategies facilitate individuals to identify dysfunctional beliefs by creation of new thought patterns that change existing thoughts into more positive ones. These strategies serve the generation of habitual ways of considering positive performance influence. Constructive thought pattern strategies are normally taken as thought self-leadership. It proposes that individuals may manage and be responsible to their thoughts by considering particular cognitive strategies shaped to facilitate constructive thought patterns' formation that affect positively performance in given organization(Houghton et al., 2000),by enhancing constructive thought pattern strategies used in organization to increase self-efficacy beliefs on team member for sharing leadership roles.

2.2. The Relationship between Self-Leadership and Employee Well-Being

Behavior focused strategies is to keep up positive, preferable behaviors that conduct to successful result while squeezing negative ,undesirable behavior that conduct to unsuccessful results. Natural reward strategies helped to create the situation where an employee is motivated by good aspect inherent of the task(Neck & Houghton, 2006) .Employees shaping perception by making attention from disagreeable aspects of a task and concentrate on inherently tasks' aspect rewarding(C. Manz & Neck, 2004)those strategies create the competence feeling and self-determination. The need for self-determination requires seeking freedom from pressures such as contingent rewards(Negovan, 2010). The theory of evaluation Cognitive deals with individuals who will look for finding and overcoming challenges thus, to boost competence feelings and self-determination. However,(Taris & Schaufeli, 2014) prove neither the linkage between work characteristics and well-being, nor that between well-being and productivity got much attention. The researchers assumed that the greatest important reason for examining workers performance and well-being in relation is to show that satisfied and cheerful workers will be more productive than others (the "happy-productive worker" hypothesis,(Negovan, 2010). However, more than 25 years different broader conceptualizations of well-being have been proposed that it doesn't only include effect but it includes also behavior and motivation which guide to the feelings and happiness of the workers.(Negovan, 2010; Taris & Schaufeli, 2014; Thao & Hwang, 2010), finally, well-being may be considered in many different ways and it connects to a large variety of concepts which includes Self-leadership.

- H1: Self-Leadership can positively influence employee' well-being.

2.3. Relationship between Self-Leadership and Employee Performance

Self-leadership provided particular human behavioral and cognitive strategies aimed to influence positively personal effectiveness. Individuals can effectively set themselves the behaviors which help to attain their performance levels(Olivier, 2010). Entire body of research mentions that the process of setting challenges in working place and specific tasks can meaningfully improve individual performance levels(Aziri, 2011). According to some studies and researches conducted under productivity of workers, emphasized the fact that the satisfaction of employees with their job will have a greater performance, and individual who are performing well their tasks assist on job retention than those who are performing poorly(Elnaga & Imran, 2013). Based on the field of Human Resource, employee performance is whatever is related to carry out tasks in manner of achieving the goal of company. It includes everything which affects directly or indirectly works of employees. An organizations have to inform who attributed to be the best worker performance wise and reward him,(Aziri, 2011)has demonstrated that when goals are difficult to attain, employees tend sacrifice themselves to carry out tasks. Research evidence (e.g.(Charles C Manz, 1986)states that self-leadership strategies like positive self-talk and mental imagery can contribute to increase self-efficacy levels which is a main determinant of confidence ; performance expectancies that brings to more successful self-regulation and ameliorate performance(Avey, Wernsing, & Luthans, 2008).

- H2: Self-Leadership can positively influence employee' performance.

2.4. Attention as Mediator between Self-Leadership and Employee Well-Being

Work involvement (attention) is step to which employees engage in work or seek to carry out given duties. According to(Negovan, 2010)well – being is defined as the experience of high level of pleasant feelings and mood, low levels of feeling or mood and life satisfaction, employee well- being can be considered as all quality of employee serving at work(Taris & Schaufeli, 2014) Well-being is divided into 3 categories: Happiness (i.e. satisfaction), health (i.e. Strain) and Social (i.e. quality relation at work (Thao & Hwang, 2010),the study focus on all of these categories. Employee become happy once he/her is successful to what is doing and when self-leadership is poorly applied in organization employees work under supervision of the employers then they don't gain any more from their work, much attention is intervening by giving morale to employees discouraged to engage deeply into the work as they see the potential of enjoying the work done by themselves, employees are more happy and socially interacted amongst themselves. This is provoked by the high level of self-leadership skill applied in given organization. Employees want to work in the situation where people get satisfaction from serving others and compare their achievement favorably to that of others, finally enjoyment of having their accomplishment and being recognized by others for their accomplishment, self leadership relying on leadership perspectives have the potential to enhance employee's work involvement(attention) by increasing his/her self-confidence in his/her capability to carry on certain task (self-efficacy), which turn in results to high performance(Houghton et al., 2000). Additionally, self-leadership can impact attention in another manner. For example, a volunteer who sets unrealistically high goals, or who has such goals imposed from above, may become

frustrated rather than engaged in work to attain the targeted goal, the effect of leadership on work-related outcomes may differ because of contingency factors, such as leaders' providing incentives that fulfill employees' needs, and the effectiveness of that leadership may improve. Work involvement takes tasks meaningful and push employees in complex tasks by employing different skills, then put together the unit of employees fight against the competition. Employees with much attention tend to build a strong tie with an organization, haven't the idea of leaving the company once their interests are not served, they strive to set a standard performance of company, they expresses the environment are working in as a conducive one to get their need which psychologically make them happy and increase their well-being.

- H3: Attention has a mediating effect or (impact) in the relationship between Self-Leadership and employee' well-being.

2.5. Intrinsic Motivation as Moderator of Self-Leadership and Employee Performance

According to(Elnaga & Imran, 2013) intrinsic motivation relies on the reason why we perform certain activities for inherent satisfaction or pleasure, it occurs when we react without any external evident rewards in other hand it is a pleasure of activity or it is seen as an opportunity to take, apply and update our potential(Carmeli, Meitar, & Weisberg, 2006) Intrinsic motivation is moderating the self-leadership and employee's performance, in this concept individuals intrinsically motivated perform job because they are enjoying it and takes them into the behaviors that are found rewarding them. As(Neck & Houghton, 2006)stated that individual by increasing self-leadership skills seek to have greater performance then employees have to gain from the new skills which intrinsically motivate them. Self-leadership theorists mention that individuals who apply self-leadership behaviors are likely to have opportunity oriented mental constructs, be more resistant to endure challenges and seek to get the solution of the problems(Sesen et al., 2017). According to(Olivier, 2010) self-observation explains the extension to which employees can progress to their work, or are aware of their own work performance. However, Employees are resources in organizations, and they required to be skilled and developed in way to perform, employee performance represents the general belief of employee about his or her behavior and contributions in organizational success. Employees with high self-leadership are eager to do work and tend to carry out well their tasks. This research hypothesized that an employee's intrinsic motivation may moderate the influence of leadership on work engagement as Self determination theory emphasized. Furthermore, some field studies have demonstrated that employees who are autonomy supportive in workplace by taking the example to students with greater intrinsic motivation, curiosity, and desired for challenge(Grolnick, Deci, & Ryan, 1997). Similarly, researches showed that there is an autonomy-supportive parents, relative to supervising parents, have children who are more intrinsically motivated (Grolnick et al., 1997).

- H4: Intrinsic motivation has a moderating effect or (impact) in the relationship between Self-Leadership and employee' performance.
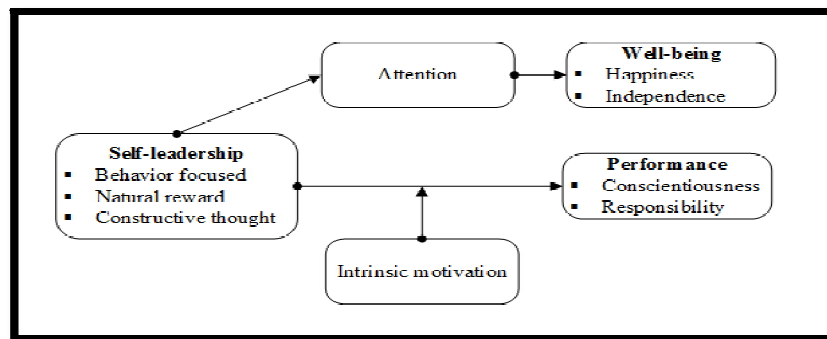

Figure 1: Conceptual Model

3. Methodologies

3.1. Design

This research adopted a descriptive research design in way to relationship between self-leadership, employee well-being and employee performance. A descriptive design according to(Ellis, Levy, & Lauderdale, 2008)enables the researcher to describe the relevant aspects of the phenomena under consideration and provide full information about each relevant variable.

3.2. Participants

A total of two hundred sixty six (266) respondents was been selected for the survey. The sampling technique required was been stratified random sampling.

3.3. Validity and Reliability of Data

To ascertain the validity of instrument, the researcher administered questionnaires to the clear selected respondents. This was adding to choosing a clear sample population that gave a representation of the entire population. Consultations were made on area of great meaning based on what the research what to solve and how to ask the respondents that the right information is got from them. To elaborate the reliability of instruments, the data was analyzed and fed in SPSS using Cronbach's coefficient alpha which was .929

3.4. Procedure

Data was gotten from respondents of each department of the Organizational Structure, was included Junior Staff, Middle Staff, Senior Staff, and Management Cadre by using a simple random technique to choose respondents from each level of Burundi Revenue Authority. The research instrument was used for this study was questionnaire formulated by the researcher under self-leadership, employees well-being and employee performance. The questionnaire was developed on a five point Liker scales measuring from Strongly Disagree as response 1 to Strongly Agree as response 5(Ellis et al., 2008).All questions was arranged in one direction and all the constructs were been operationally defined. The questionnaire was been preferred because it was easy to gather information; it served the respondents to get enough time to respond to the questions. It is also to highlight that information related to employee's performance was provided by the supervisors or people who commanded a group of employees by evaluating each employee participated to this survey.

3.5. Measures

Raw data was been entered into the Statistical Package for Social Sciences (SPSS) and analyzed using descriptive, Pearson correlation and regression analyses. The correlation coefficients from the regression helped to show the effect of the independent variables on the dependent variable.

4. Results

		Mean	SD	1	2	3	4	5
1	Self-leadership	140.7030	15.71270	1				
2	Well-being	28.4925	3.72066	.574**	1			
3	Intrinsic Motivation	27.8797	4.39904	.360**	.434**	1		
4	Attention	36.3684	5.11450	.525**	.433**	.547**	1	
5	Performance	119.1842	13.11228	.595**	.362**	.229**	.360**	1

Table 1 Correlations Matrix between Variables
**. Correlation Is Significant at the 0.01 Level (2-Tailed)
N=266

Pearson correlation was used in order to ascertain the linkage between variables. The table1shows the Mean, Standard deviation and the correlations between the variables of the research, the findings presented in the table1 respond to hypotheses H1&H2 respectively. Considering the correlation between self-leadership and others variables .Self-leadership and Well-being are positively correlated (r=0.574; p<0.01), and it shows the strong positive correlation between self-leadership and performance (r=0.595; p<0.01), However, the findings indicate that there is a positive significant relationship between Self-leadership and well- being. Hence, the hypothesis (H1) is supported.

The analysis demonstrates that there is also a significant strong positive relationship between self-leadership and performance (r=0.595, p<0.01). Hence the hypothesis (H2) is also valid.
A regression analysis was used in order to evaluate hypotheses and find out the relationship between the variables and assess the power independent variables regarding the dependent variables. As hypothesis (H3) examine if attention as mediation has an impact or effect on the relationship between Self-leadership and well-being. The results on the table2 demonstrate that attention has impact or effect on its role played as fully mediator in the relationship between Self-leadership and Well-being(β=0.181, p=0.000), hence a statistical results provide a complete support on hypothesis (H3).

Relations	β	t	p
Self-leadership → Well-being	0.574	11.400	0.000
Self-leadership → Attention	0.525	10.022	0.000
Attention → Well-being	0.433	7.802	0.000
Self-leadership &Attention → Well-being	0.479	8.227	0.000
Self- leadership→ Attention→ Well-being	0.181	3.113	0.002

Table 2: Standardized Betas and Degree of Significance of Variables From
Regression Analysis
Note N=266

4.1. The Results of Hierarchical Regression Analysis of Attention

	Model1	Model2	Model3	Model4
Self-leadership	0.574	0.525		0.479
Well-being				
Attention			0.433	0.181
Self-leadership * Attention				
Adjusted R^2	0.327	0.273	0.184	0.349
ΔR^2	0.330	0.276	0.187	0.354
F	129.953	100.444	60.865	71.959
ΔF	129.953	100.444	60.865	71.959

Table 3
N=266

The following findings Table 3 were assessing the moderation of intrinsic motivation as a role of self-leadership and employees' performance. It indicates that no impact or effect has been found in moderation role played by intrinsic motivation in the relationship between self-leadership and employee's performance (β=-0.061, p=0.218).

Relations	β	t	P
Self-leadership→ Performance	0.595	12.024	0.000
Moderator	-0.061	-1.236	0.218

Table 4: Standardized Betas and Degree of Significance from Regression Analysis

4.2. The Results of Hierarchical Regression Analysis of Intrinsic Motivation

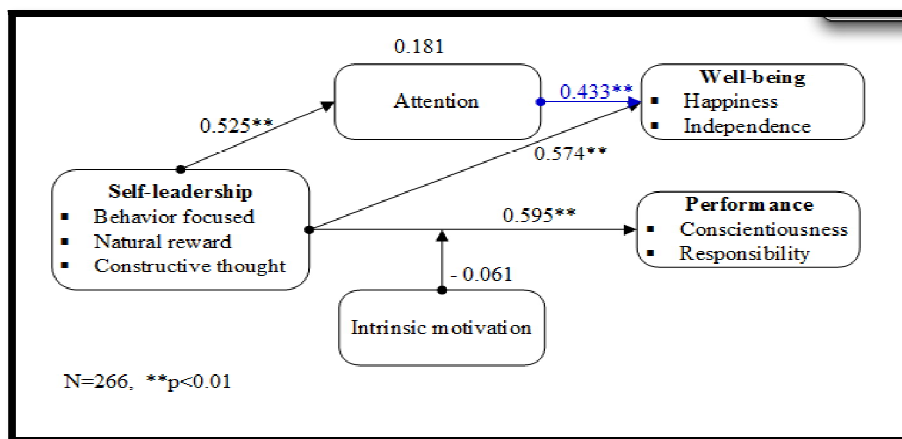|				Model1	Model2
Self-leadership				0.595	0.589
Performance					
Intrinsic motivation					
Moderator					-0.061
Adjusted R^2				0.351	0.353
R^2				0.351	0.353
F				144.573	73.195
ΔF				144.573	73.195

Table 5

Figure 2: Hypothesized Model with Results

5. Discussion

The results found in this study have a great significant meaning at any organization. The fact that some companies are stagnant does not improve the way job must be done; they need the employees and managers who have ability of self-

leadership to take the responsibility of changing things or being creative. This will be a good example for other companies' employees to refer to the company's successful applied this theory, which will involve a high employee performance and therefore employees will have the well being at their work.

According to the results found in the hypothesis (H1) which has been positively significant(r=0574, p<0.01) this indicate that once self-leadership increases well-being increase also, the findings prove that an employee who has self-leadership is a great asset for the company. The findings from other studies explain that self-leadership behaviors have affected employee's happiness which leads to the success of organization (Harter, Schmidt, & Keyes, 2002).

The results originated in the hypothesis (H2) (r=0.595,p<0.01) shows that there is a positive relationship between self-leadership and performance of workers which means that employees already fixed on the goals always have good performance in the company. The institutions by installing self-Leadership program boost the output from the workers to be good more and more. As(Birdi, Robinson, Wall, & Wood, 2008) mentioned that self leading of employees is the most useful way to improve the productivity which is the good indicator of employee performance. Individual by fostering self-leadership skill will improve performance of an organization(Houghton et al., 2000).

The results of Hypothesis (H3) display that attention as mediator has a positive impact in the relationship between self-leadership and well-being. This indicates that once companies arrived at the point of installing self –leadership theory ,employees will not be guided by the supervisor ,they will guide themselves then self-leadership behaviors will govern among the employees in different departments of the company on the other hand attention of employees self-leaded will push employees to be committed to their work and engaged them deeply in work which as the generated results will make them in an indirect way to feel happy of the tasks, enjoy the work environment and then foster their well-being.

Hypothesis (H4) shows that the intrinsic motivation as moderator has no impact in the relationship between Self-leadership and employees performance (β=-0.061, p= 0.218). The outcome got can't justify the implication of intrinsic motivation as moderator in the relation between self-leadership and employee performance. The fact is because most of companies have adopted a smart objective system which stipulates that an employee who is self-guided in his work arrives at his goal in a targeted period given must necessarily well rated or promoted in its function; this is considered as extrinsic motivation. There is a perspective suggestion which state that a decrease in external reward may increase natural reward and intrinsic motivation which are linked to self-leadership(Taris & Schaufeli, 2014).

In that case the employees do not work to get the benefit from task or take advantage of the job. They work only for what they are motivated for (promotion or good rating).(Neck & Houghton, 2006) (Man865)States that self-leadership behavior in organization at employee level will be supported more by intrinsic motivation like emotions of being competent, self-guidance, and purpose than external motivation which are praise and recognition offered by the managers and leaders in organization.

Most of time, the system of smart objective adopted by some companies diminishes the way employees are engaged or involved in the job because an employee who does not manage to reach its goal may feel discouraged.

However,(Neck & Houghton, 2006)found that contingencies of external motivation can be effective for considering self-leadership strategies in case that a given task is lacking characteristics of intrinsic motivation. Thus, to some level, Self-leadership of individual is not only supported by intrinsically level of individual motivation, but can also be maintained by higher level of extrinsic rewards. This concludes no implication of intrinsic motivation at a given company as moderator in individual self-leadership and employee performance.

6. Conclusion

In general, self leadership theory in some countries is not currently applicable at the workplace. My study is focused on any country's employees to change their way of working and enter in a world where the fact of being self-directed will be an advantage of well being, performance of employees and in a global way at national beneficial level of any given country economy. This study is useful to demonstrate the significance of self-leadership that manifests the well being and performance of employees which have the positive effect on the economic ranking of country at the regional level around it. The study helps a country's company to take the advantage of applying this theory of self-leadership to be more competitive with the other regional companies.

Although, theoretically mentioned in the literature, no research directly conducted to scrutinize the relationship between Self-leadership, Well being and performance of companies employees' in general .However, relying on the reference theoretically found in literature review and statistical findings gotten we conclude a positive significant relation between Self-leadership ,employee well-being and employee performance .

7. References

i.   Anderson, J. S., & Prussia, G. E. (1997). The self-leadership questionnaire: Preliminary assessment of construct validity. Journal of Leadership and Organizational Studies, 4(2), 119–143.
ii. Avey, J. B., Wernsing, T. S., & Luthans, F. (2008). Can positive employees help positive organizational change?: Impact of psychological capital and emotions on relevant attitudes and behaviors. Journal of Applied Behavioral Science, 44(1), 48–70.
iii. Aziri, B. (2011). JOB SATISFACTION : A LITERATURE REVIEW, 3(4), 77–86.

iv.   Birdi, K., Robinson, A., Wall, T. D., & Wood, S. J. (2008). the Impact of Human Resource and Operational Management Practices on Company Productivity: a Longitudinal Study. Personnel Psychology, 61, 467–501.

v.   Bligh, M. C., & Pearce, C. L. (2006). the Importance of Self- and Shared Leadership in Team Based Knowledge Work: a Meso-Level Model of Leadership Dynamics.

vi.   Carmeli, A., Meitar, R., & Weisberg, J. (2006). Self-leadership skills and innovative behavior at work. International Journal of Manpower, 27(1), 75–90. Retrieved from http://www.emeraldinsight.com/doi/10.1108/01437720610652853

vii.   Ellis, T. J., Levy, Y., & Lauderdale, F. (2008). Framework of Problem - Based Research - A Guide for Novice Researchers on the Development of a Research - Worthy Problem. The International Journal of an Emerging Transdiscipline, 11, 17–33. Retrieved from http://inform.nu/Articles/Vol11/ISJv11p017-033Ellis486.pdf

viii. Elnaga, A., & Imran, A. (2013). The Effect of Training on Employee Performance. European Journal of Business and Management, 5(4), 2222–2839.

ix.   Grolnick, W. S., Deci, E. L., & Ryan, R. M. (1997). Internalization within the family: The self-determination theory perspective. Parenting and children's internalization of values: A handbook of contemporary theory, (January), 135–161.

x.   Harter, J. K., Schmidt, F. L., & Keyes, C. L. M. (2002). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. Flourishing: Positive psychology and the life well-lived., 205–224. Retrieved from http://content.apa.org/books/10594-009

xi.   Houghton, J. D., Madigan, R. M., & Neck, C. P. (2000). A look insideSelf-leadership perceptions of Extension Educators.

xii.   Manz, C. C. (1983). The art of self-leadership : strategies for personal effectiveness in your life and work. Englewood Cliffs, N.J. : Prentice-Hall.

xiii. Manz, C. C. (1986). Self-leadership: toward an expanded theory of self-influence processes in organizations. Academy of Management Review, 11(3), 585–600. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=4306232&site=ehost-live

xiv.   Manz, C. C., & Neck, C. P. (2004). Mastering self-leadership : empowering yourself for personal excellence. Pearson/Prentice Hall.

xv.   Manz, C. C., & Sims, H. P. (1980). Self-Management as a Substitute for Leadership: A Social Learning Theory Perspective. Academy of Management Review, 5(3), 361–368. Retrieved from http://amr.aom.org/cgi/doi/10.5465/AMR.1980.4288845

xvi.   Manz, C., & Neck, C. P. (2004). Mastering Self-Leadership: Empowering Yourself for Personal Excellence (3rd ed.). University of Massachusetts - Amherst: Prentice-Hall.

xvii. Maria, K. (2015). Self-Management and Its Part in Knowledge Workers's Experiences of High Performance, (May), 81.

xviii. Mathieu, J. E., Gilson, L. L., & Ruddy, T. M. (2006). Empowerment and team effectiveness: An empirical test of an integrated model. Journal of Applied Psychology, 91(1), 97–108.

xix.   Neck, C. P., & Houghton, J. D. (2006). Two decades of self-leadership theory and research. Journal of Managerial Psychology, 21(4), 270–295. Retrieved from http://www.emeraldinsight.com/doi/10.1108/02683940610663097

xx.   Negovan, V. (2010). Dimensions of students' psychosocial well-being and their measurement: Validation of a students' Psychosocial Well Being Inventory. Europe's Journal of Psychology, 2, 85–104. Retrieved from www.ejop.org

xxi.   Neubert, M. J., & Wu, J.-C. C. (2006). An investigation of the generalizability of the Houghton and Neck Revised Self-Leadership Questionnaire to a Chinese context. Journal of Managerial Psychology, 21(4), 360–373. Retrieved from http://dx.doi.org/10.1108/02683940610663132%5Cnhttp://dx.doi.org/10.1108/02683940610663132%5Cnhttp://dx.doi.org/10.1108/02683940610663132

xxii. Olivier, E. (2010). Evaluation of employee commitment as an imperative for business success. Thesis.

xxiii. Quinteiro, P. M., Passos, A., & Curral, L. (2016). Thought self-leadership and effectiveness in self-management teams. Leadership, 12(1), 110–126.

xxiv. Roberts, H. E., & Foti, R. J. (1998). Evaluating the Interaction Between Self-Leadership and Work Structure in Predicting Job Satisfaction. Journal of Business and Psychology, 12(3), 257–267. Kluwer Academic Publishers-Plenum Publishers. Retrieved March 21, 2018, from http://link.springer.com/10.1023/A:1025067128193

xxv.   Sang Long, C., Alifiah, M. N., Owee Kowang, T., & Wei Ching, C. (2015). The Relationship between Self-Leadership, Personality and Job Satisfaction: A Review. Journal of Sustainable Development, 8(1). Retrieved from http://www.ccsenet.org/journal/index.php/jsd/article/view/41460

xxvi. Sesen, H., Arli, O., & Tabak, A. (2017). Consequences of Self-Leadership : A Study on Primary School Teachers. Educational Science:Theory&Practice, 17(3), 945–968.

xxvii. Taris, T. W., & Schaufeli, W. B. (2014). A conceptual and theoretical overview.

xxviii.Thao, T. L. T., & Hwang, C. J. (2010). Factors Affecting Employee Performance – Evidence From Petrovietnam Engineering. Journal of Management Research, 21(3), 21–33.