

SELF LEADERSHIP AND ITS EFFECT ON PERFORMANCE IMPROVEMENT

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Abstract: In modern organisations, the management requires highly competent employees. If the employees are competent enough only then performance will be optimum. For performance improvement, the organisations provide lot of factors such as appraisal, training, incentive etc. The major idea that decides an employee performance is "self". Leadership play a vital role in directing the employees towards organisation goal. A leader not only be commanding, directing, motivating and guiding the group. They must be self directed, self aware and self motivated to lead the group. Though leadership can guide employees through motivation and support, performance depends on the employee's own self which drive them the most. In order to improve organisation performance employee's performance has to be improved. If the employees are made self aware, self directed and self motivated they can lead themselves and become highly performing. Now their emerges a dimension 'self leadership'. In this paper we are going to study about the self leadership, self leadership strategies, performance improvement and how they are related. The behavioural, natural reward and constructive thinking strategies are studied in detail. The sub scales of performance improvement are discussed. The relation between self leadership and performance improvement is that, if the employees have self leadership, it directly has positive effect on performance improvement.

Key Words: self leadership, self awareness, performance improvement, self directed.

1. INTRODUCTION:

The world competition is growing vigorously. Globalization of markets, improvement of technologies, product life-cycle reduction and rapid change in consumers demand made company's concerned with rivalry move quick through production of products and services. The organisations need to adapt with upcoming changes for its survival. Currently, the business outlook has been formed by a variety of integrated forces which has made organizations to discover new controlling conduct of management and performance improvement. It is important to know that vitality of value is formed from uninterrupted improvement of organisational performance. The organisation can meet the customer's expectation only through performance improvement. Performance improvement can be achieved only through permanent improvement of organizational capabilities and capacities. Consequently, organizations require advancing their performance to be competent to achieve superiority. Performance improvement plan is developed by contributing a frame work to guide for employees excellence to change behaviours and assist employees in their job. For success in performance improvement, competent leadership and employees with high self-leadership are needed. Effective leadership is happening with efficient self-leadership. Leadership concept can be explained by Manz and Sims (1991) before leaders can lead others efficiently they should learn to lead themselves: "If you want to lead someone, the first vital step is to lead yourself".

A Leader is one who acts as role model and has self leadership skills. They support their followers by developing self leadership skills in them. People knowing their strengths and effectively directing them to influence themselves are successful in their lives. Self leadership is as an effective tool which has positive influence on performance.

Self-leadership is a process in which individuals reshape themselves consecutively to achieve self-direction and motivation that are necessary for achievement. This process consist of strategies such as: Behaviour-oriented strategy that involves the capability to study behaviour, identify and evaluate effectual and unproductive behaviours to advance performance, Natural reward strategy that involves the ability of individual to recognize positive side of job and concentrating on its internal rewards, Constructive thinking strategy in which the individual's thoughts influence his/her activities which encourages progress-oriented, positive and constructive thinking. Employees with high self leadership understands organizational standards and move forward to fulfilment of organization purpose and help survive successfully in the existing economical world. Self leadership and its strengthening between the workers and managers in organizations, as a result helps to achieve performance improvement.

2. LITERATURE REVIEW:

2.1. SELF LEADERSHIP

A Leader is a person who directs, motivate, teach his followers to work towards the organisation goal. Leader with self leadership should be put to power because without self leadership a leader doesn't motivate others. Motivation is something individual and intrinsic. Manz proposed Self leadership (1983, 1986) and developed Self management theory with Neck (2004). Self leadership entered business management widely after twenty years. Self-leadership is associated to an option concerning who we are, our action and our goal. Everything is obtained as our environment creates opportunity and conditions by our choices

Cathy Wassermann, the career counsellor defined self-leadership as below:

It is a perceptual and strategic approach for self-development that provides a lifetime tool to achieve one's internal and external resources, active direction of one's path and obtaining one's insight more. This approach is based on the assumption that if we only use one percent of our brain along with self-awareness, focus and enhanced support, access to something more than our potential talents will become possible (Topper, 2009).

Self-leadership has been defined as an effectiveness process or leading oneself through using special sets of cognitive and behavioural strategies (Neck & Manz, 2004). Behavioural strategies involve encouragement of behaviours which lead to great result at the same time suppression lead to failures. Cognitive strategies assure to construction of autonomy and improvement of constructive thinking such as optimistic self-talk. For innovation in organisation self-leadership is essential when employees are confident to direct themselves in understanding the problems, finding solution, decision making and knowing the current opportunities and threats and encouraging creativity in them. Consequently, if employees not encouraged to self-leadership under crucial conditions, creativity cannot actualize in them.

Manz and Sims recommended that organization's leader should increase the individual's capability in self-management at place of work. When employees are taught to become self-directed labour force, managers can concentrate on long-term goals.

Self-leadership is a self-influenced process related to one's thoughts and behaviour and contains three main categories of developing self-management: 1) behaviour-oriented strategies, 2) natural reward strategies and 3) constructive thinking strategies.

2.2 BEHAVIOUR-ORIENTED STRATEGIES

Behaviour-oriented strategies involve observing self behaviour and thinking about behaviour, identifying and evaluating behaviours to determine reason and improve by replacing effective behaviour and giving reward to the individual and goals are achieved to enhance performance at work place. In behaviour-oriented strategies, the replacement of ineffective behaviour with effective behaviour results in positive outcome and improves performance. Behaviour-oriented strategies have factors such as self-goal setting, self-reward, self-punishment, self-observation and self-cueing. Self-leadership uses self-observation and then self-goal setting for strongly influencing individual's thinking and behaviours. Normally, self-observation helps to obtain our purpose and keep the individual in track with self goal setting. To motivate the individual for higher purpose self reward factor can be used to bring about favourable behaviours. Self punishment factor can be used as a limiting factor that keeps individual from unfavourable behaviours.

2.3 NATURAL REWARD STRATEGIES

Natural reward strategies focus on self motivation. People who do their work with great interest and involvement naturally focus on positive aspects of work and let the unfavourable behaviour behind. The individual's can put the positive aspects in front actively. This ability of focusing and concentrating on task by giving self reward increases self-control and competency which enhance the individual's enthusiasm in work.

2.4 CONSTRUCTIVE THINKING STRATEGIES

Constructive thinking involves controlling and changing thinking patterns of the individuals so that it has a positive effect on performance. Imagination helps to support goal setting of the individual and to create a clear image of what the individual have to become. The problem is that the individual's behaviour can be observed but his/her thinking is accessible only by him/herself which is a challenge for organizational change. The individual's thought only has effect on fostering future oriented, optimistic and constructive which enhance organisation performance. Constructive thinking involves mental image, self-talk and beliefs. Optimistic self-talk has higher importance because it involves personal motivation and self strengthening. Identifying and replacing of beliefs and assumptions that are inefficient will automatically eradicate negative thoughts. This is led to a positive approach and constructive thinking. An extensive range of self leadership skills in leadership is essential because a leader must lead himself to lead other people. Leaders should be clear about the purpose before they direct their followers to follow. Leaders must possess self reflective skills to understand and deal their strengths and weakness effectively. Leaders naturally have attractiveness and find enthusiasm in tasks they are involved and also have high self leadership and uses mental images to motivate their followers effectively on transitional perspective

3. PERFORMANCE IMPROVEMENT:

Performance can be defined with effectiveness and efficiency, effectiveness describes the degree of purpose attainment and efficiency depicts how resource successfully used to reach purpose. Effectiveness and efficiency are two main aspects of performance. Efficiency is the internal reason and effectiveness is the external reason for sections of performance. Therefore, performance is a function of efficiency and effectiveness of activities.

Improvement is attaining an innovative level of performance that is higher than the previous level and creating changes. Performance improvement is form of organisational development focused on increasing outputs and improving efficiency for particular process or procedure. Performance improvement can occur at different employee level, team level, unit level or divisional level and organisation as a whole. Therefore, performance improvement is a technique to analyze problems related to performance and instigate a structure to guarantee good performance. Environmental issues and competitors condition should be balanced by the organisation in their planning.

Performance improvement in organisational development is considered as organizational change, so plan is created by the management to measure current performance level. They also produce idea to change behaviours to achieve output. There are five dimensions considered in this paper to know performance improvement. The factors are the time spent for improvement, skills and mechanisms of performance improvement, improvement of perspective and purposes, operational improvements and improvement of results and feedback loops.

3.1 TIME SPENT FOR IMPROVEMENT

The time spent for improvement considers the improvement time spent for production, support from management, motivation for employees and observes the need for improvement.

3.2 SKILLS AND MECHANISMS OF PERFORMANCE IMPROVEMENT

The improvement mechanisms and skills are learning from experience, experimentation information transparency, information utilisation and information access.

3.3 IMPROVEMENT OF PERSPECTIVE AND PURPOSES

It describes different perspective of improvement process like root finding of improvement problems and purposes such as team goal to perform for improvement.

3.4 OPERATIONAL IMPROVEMENTS

It involves changes and improvements needed to be done in structure according to which job is carried out.

3.5 IMPROVEMENT OF RESULTS AND FEEDBACK LOOPS

It involves identifying and keeping track of result from improvement process and feedback loops.

4. SUGGESTIONS FOR PERFORMANCE IMPROVEMENT:

Performance improvement can be done by increasing Time spent on improvement, employee motivation, perceived need for improvement, learning from experience, gathering intelligence, experimentation, improving perspective, analysis of root cause of problem and process analysis, improvement in the result and feedback loops.

5. CONCLUSION:

In the increasing competition, the organisation requires never ending improvement of performance and it must possess flexible structure for increasing innovation and help for survival. Continuous performance improvement of organizations produces opportunities for organisational excellence, support the development plan. The present rising structure suggest that every employee from manager to last low level employee must have self leadership skills. Self leadership is considered to enhance productivity of capital, paves way to success and performance improvement. The relation between self-leadership and performance improvement was studied in this paper. It is describes that self leadership has a positive effect on performance improvement. Self leadership is more about self awareness, self directing, self reward and punishment and also constructive thinking. Here the individual gets to know more about his strengths and weakness how to handle it. When an employee knows how to handle himself he can lead others also and can be great achiever at work. Consequently the degree of performance improvement increases. Employees with self leadership not only manage environment, they are great handlers of their emotions and how they react to a situation. This quality makes them survivors in the challenging environment and makes them highest performers. They create challenging attitudes towards problems they face and achieve the goals. Self leadership has great part of self discipline and self awareness, perfect handling of emotions and reaction to problem. Self leadership make employees become competent enough which positively affects performance improvement of employees and increasing the organisation performance.

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