

Influence of Self-Leadership in Employees at Work on Life Satisfaction and Vitality

Dr.K.Sindhura

Assistant Professor,
MEASI Institute of Management,
Royapettah,
Chennai-600014

Abstract

Self-Leadership is the approach by which an individual self-regulated himself (Manz 1986). He defined Self-Leadership as a genuine self-approach to guiding oneself to success in naturally motivating activities as well as directing oneself to complete tasks that are not naturally inspiring. The finest leader is one who can inspire others to take the initiative; (Manz & Sims 1991). In organisational behaviour, the concept of Self-Leadership defies conventional wisdom about defining leadership (Ali & Anwar, 2021).

The researcher has examined the impact of Self-Leadership of the employees working for Non-Governmental Organizations on their Life-Satisfaction and Vitality. The primary goal of this study is to determine whether Self-Leadership at Work can result in specific desirable behaviours among employees. The tools which were used to elicit data were - Self Leadership (Marques-Quinteiro, Curral & Passos, 2012) Subjective Vitality (Ryan & Frederick, 1997), and Life satisfaction (Diener, Emmons, Larsen & Griffin 1985).

The dimensions of Self-Leadership are regressed on Vitality and Life Satisfaction. The dimensions caused a variance of 45% and the estimates are positive, indicating that the Self-Leadership dimensions have a positive effect on Vitality. Similarly, the dimensions caused a variance of 69% and the estimates are positive indicating the Self-Leadership dimensions have a positive effect on Life Satisfaction. Overall Self-Leadership has significant at (B=0.39, $\beta=0.37$, CI=0.32, 0.48, $p<0.01$) for Vitality. Similarly, the overall Self-Leadership is positively related to Life Satisfaction with R square value of 0.63, Adjusted R square value of 0.63, and F value of 1021.88.

Keywords: Self-Leadership, Vitality, Life Satisfaction, Employees.

Introduction

There are various approaches to defining and understanding leadership. Some of the main themes that must be considered while studying leadership include: leadership as a course of influence, leadership as a collective phenomenon, leadership as goal-oriented behaviour, leadership as qualities, and leadership as a concept of power. In the field of management, leadership refers to the process of offering guidance and motivating employees to achieve their goals (Northouse, 2003). Manz and Sims (1991) emphasised that the best leader in current times is one who inspires others to lead themselves. It is known as "super leadership," a contemporary leadership style. Self-leadership is critical to effective leadership when dealing with global challenges and concerns (Northouse, 2007). Self-leaders gain self-awareness and efficacy, as well as the ability to influence a leader's communication, emotions, and conduct (Bryant, 2018). Browning (2018) defined leadership as the process of motivating and enabling

people; however, Self-Leadership included characteristics such as self-awareness, self-regulation, and being a change agent, as well as a different viewpoint on the world. Jooste et al. (2015) stated that Self-Leadership leads to Shared Leadership. The primary ideas of empowerment include researching, inspiring, and influencing oneself to attain desired behaviours and maximise talents. Neck and Houghton (2006) described self-leadership as self-knowledge, self-awareness, self-management, and self-discipline, each of which contributes to the application of leadership in the organisation. They stated that Self-Leadership is a model of self-influence that fits within the framework of descriptive and deductive theories such as self-regulation and social cognitive theories. The new leadership style boosts everyone's ability to self-lead.

Self-leadership entails self-awareness, goal-setting, self-honouring, avoiding pessimism, and embodying change, which are the wishes of the leader to see in his immediate environment. Self-leadership are based on three key theories: self-control (Gottfredson, 2017), social-cognitive theory (Bandura, 1986), and self-determination (Deci & Ryan, 1985). Manz (1986) proposed a Self-Leadership theoretical framework that is heavily based on control theory concepts. The most important self-leadership abilities to master are self-awareness, motivation, decision-making, dedication, persuasion, empathy, social skills, self-control, and accountability (Ali & Anwar, 2021).

The author has selected Non- Governmental Organisation (NGO) sector for the current study. With highlights from the existing studies that were available, it is understood that a minimum number of research is conducted on self-leadership in NGO sector. Large businesses engage in employee development programmes, which add to the organization's overall performance. Non-governmental organisations, on the other hand, have a limited investment in their personnel due to financial constraints. NGOs are frequently challenged with significant personal and organisational challenges. They serve the most marginalised and underprivileged communities. NGO staff tend to have a rigorous work style. Resource constraints and workplace problems need NGO personnel to be adaptable. Their primary responsibilities include social development, health services, empowering the marginalised, campaigning for policy changes, and so on. They provide services in all aspects of their job while also taking on advocacy projects.

It is difficult to describe the nature of the work that the staff perform to achieve their tasks. They must be very committed, passionate, patient, and resilient to empower, inspire, and effect change. In this setting, employee efficiency in providing services through NGOs necessitates active employees who can function as self-leaders. The NGO's objective could not be fulfilled alone by the organization's leader. The emerging field of non-profit or civic leaders and leadership remains mostly underdeveloped and neglected. NGOs, like other organisations, go through stages of growth and transformation (Fowler, 2000).

To properly implement their services, NGO leaders must overcome the challenges they face. Their leadership ability enables them to manage the pressures of working with funders, the government, and the people. Strong leadership is thus very important in individual Non-Governmental Organisation and in the entire sector of Non-Governmental Organisations. Non-governmental organisations encounter personal and organisational hurdles in carrying out their objective. Leadership is critical in tackling these difficulties (Apostu, 2013).

It is often assumed that if the organization's CEO had excellent leadership abilities, he would be able to build a strong staff. It indicates that the organisation's employees should be allowed

to behave as leaders in their workplace. Self-Leadership is significant since it has been seen to give several benefits to both the company and individual employees. Individuals must learn to lead themselves before they can lead others (Manz & Sims, 1991).

The individuals who practice Self-Leadership will make significant contributions to the organisation since they will perform and behave to attain personal and organisational objectives. Employee's Self-Leadership affects job happiness, productivity, quality, creativity, self-efficacy, psychological empowerment, and career success.

In a non-governmental organisation, the leader and employees are essential to the organization's capacity to achieve its goals. Leadership has generated a great deal of conversation and interest. Non-governmental organisations have begun to place a larger emphasis on the development of employee's Self-Leadership.

The present research examines the influence of Self Leadership on the Vitality and Life Satisfaction of employees working in NGOs. The research findings will contribute to a better understanding of NGO employees' Self-Leadership and influencing notions. The findings are likely to be used by many stakeholders affiliated with Non-Governmental Organisations (NGOs).

Research Method

The research method allows for the systematic execution of the research investigation. To achieve the study's objectives, it is critical to employ a suitable research methodology. Choosing an appropriate design for the research study is a vital decision that the researcher must make before carrying out the research (Abutabenjeh & Jaradat 2018). Research methodology is the systematic theoretical investigation of methods used in a particular field of study (Kothari, 2004).

The research study's objectives provide a defined focus for the investigation. The scope of the research is determined by the researcher's aims. The data gathering methods, data analysis, interpretations, and study results were all done based on the study's objectives. The research objectives must be highly focused and framed to specify specifically what, how, why, and who was being investigated (Meadows, 2003) and they must be in tune to guarantee that they were clear, exact, accountable, organised, and substantively relevant (Robson, 2002).

The major purpose of this empirical study is to see whether Self-Leadership at Work can lead to specific desirable behaviours among employees. The current study employed a cross-sectional design. The researchers collected data from NGO staff with diverse traits and demographics. Questionnaire and Scales were chosen based on their previous use in similar studies and their capacity to measure the variables under consideration. In this study, a variety of measures are used, including questionnaires/scales.

The Self-Leadership of the employees is measured using the questionnaire developed by Marques-Quinteiro, Curral, and Passos, (2012). The scale has 21 items which measured the following dimensions of Self-Leadership: Visualizing Successful Performance (VSP), Self-Goal Setting (SGS), Self-Talk (ST), Self-Reward (SR), Evaluating Beliefs and Assumptions (EBA), Self-Learning Strategies (SLS), and Focussing on Natural Rewards (FNR). The subjective Vitality Scale developed by Ryan and Frederick (1997) is used to measure the

vitality of the employees. The Satisfaction with Life Scale developed by Diener, Emmons, Larsen, and Griffin (1985) are used to measure the Life Satisfaction of employees

Sampling

The sample size for the study is 600. Double sampling is used to increase the accuracy of study estimates. The study used random selection, with four districts chosen. Four districts, Chennai, Vellore, Salem, and Madurai, were selected by lottery from a total of 38 districts in Tamil Nadu using the probability sampling method. A list of NGOs operating in these four areas was compiled with the help of the NGO network group. 60 Non-Governmental Organisations (NGOs) participated in the study from the four districts of Tamil Nadu. The tools which were used to elicit data are Self-Leadership (Marques-Quinteiro, Curral, and Passos, 2012) Subjective Vitality (Ryan & Frederick, 1997), and Life satisfaction (Diener, Emmons, Larsen & Griffin 1985). The mode of data collection is a one-to-one interview. The respondents' socio-demographic profile is obtained before administering the scales and questionnaire. The socio-demographic factors include age, gender, marital status, education, total number of years of work experience in the NGO, and total number of years in the current job. The acquired data is subjected to reliability coefficients - Cronbach Alpha, Confirmatory Factor Analysis, and Hierarchical Multiple Regression are done on the obtained data.

Findings

40.66% of respondents are under the age of 30, 34.17% are between the ages of 31 and 40, and 25.17% are older than 40. Male employees make up a somewhat larger percentage (51.67%) than female employees (48.33%). According to the respondents' educational backgrounds, 66.10% were postgraduates, 30.54% were graduates, 1.68% were professionals, and 1.68% were diploma holders.

About their work experience, 40.26% of the respondents have experience in their present position of less than 5 years, 50.34% of the respondents have experience in their present position of 5 to 10 years, and a small percentage of 9.40% have experience in their present position for more than 10 years. The respondents' job experience is divided as follows: 46.31% have 5 to 10 years of experience, 46.31% have less than 5 years of experience, and 7.38% have more than 10 years.

Table 1: Results of Hierarchical Regression Analysis: Self-Leadership-Vitality and Life Satisfaction

Variables	B	S.E.	β	t	CI		R2	$\Delta R2$	F
					Lower	Upper			
Vitality									
Step 1 Number of Projects Handled	0.05	0.03	0.07	1.67**	0.09	0.11	0.05	0.03	2.78**
Step 2 Number of Projects Handled	0.06	0.02	0.08	2.69**	0.11	0.12	0.46	0.45	71.93**

Visualizing successful performance	0.21	0.05	0.31	4.26**	0.11	0.30			
Self-Goal Setting	0.37	0.04	0.47	8.83**	0.29	0.45			
Self-Talk	0.01	0.04	0.14	0.29	0.07	0.08			
Self-Reward	0.19	0.04	0.17	4.33**	0.10	0.27			
Evaluating Beliefs and Assumptions	0.17	0.05	0.15	3.18**	0.07	0.27			
Self-Learning Strategies	0.01	0.03	0.05	3.18**	0.27	0.64			
Focussing on Natural Rewards	0.31	0.04	0.49	8.44**	0.24	0.38			
Life Satisfaction									
Step 1 Number of Projects Handled	0.04	0.04	0.04	1.05**	0.03	0.10	0.02	0.00	1.10**
Step 2 Number of Projects Handled	0.01	0.02	0.02	0.70**	0.02	0.05	0.69	0.69	190.97**
Visualizing Successful Performance	0.15	0.04	0.20	3.64**	0.07	0.23			
Self-Goal Setting	0.19	0.04	0.21	5.36**	0.12	0.27			
Self-Talk	0.16	0.03	0.17	4.72**	0.22	0.30			
Self-Reward	0.18	0.04	0.15	4.99**	0.11	0.25			
Evaluating Beliefs and Assumptions	0.17	0.05	0.13	3.67**	0.07	0.25			
Self-Learning Strategies	0.04	0.03	0.05	1.49**	0.01	0.09			
Focussing on Natural Rewards	0.36	0.03	0.49	11.30**	0.29	0.42			

Overall, there was a positive relationship between Self-Leadership and Vitality, with an R square value of 0.60, an adjusted R square value of 0.59, and an F value of 1001.81. Overall, Self-Leadership was significantly associated with Vitality ($B=0.39$, $\beta=0.37$, $CI=0.32, 0.48$, $p<0.01$). The variance was 59%, and the estimations were positive, showing that the Self-Leadership characteristics improve vitality.

Overall, there was a positive relationship between Self-Leadership and Life Satisfaction, with an R square value of 0.63, an adjusted R square value of 0.63, and an F value of 1021.88. Overall, Self-Leadership was significantly associated with life satisfaction ($B=0.98$, $\beta=0.79$,

CI=0.92, 0.98, $p < 0.01$). A 63% variance and positive estimates indicate that the Self-Leadership aspects improve life satisfaction (Table 1).

Table 2: Reliability Measures

S.No	Variables	No. of Items	Cronbach Alpha	AVE	CR
1	Self-Leadership	21	0.915	0.78	0.94
4	Vitality	7	0.749	0.57	0.91
5	Life satisfaction	5	0.894	0.63	0.89

Source: Primary Data

The Cronbach Alphas for all metrics were calculated using SPSS Version 23. The internal consistency approach, which is used to test the consistency of the variables chosen in the questionnaire, was used to estimate the measures' reliability. All the scales had a reliability of at least 0.7, and Table 2 shows the reliability, average variance extracted, and composite reliability for all constructs (Table 2).

Table 3: AVE and Correlation among the Variables

S.No	Variables	Mean	S.D.	1	2	3	4	5	6	7
1	Self-Leadership	3.67	0.34	0.97						
4	Vitality	1.94	0.37	0.36**	0.24**	0.49**	0.96			
5	Life Satisfaction	5.25	0.42	0.79**	0.78**	0.19**	0.20**	0.95		

Table 3 shows the mean, S.D., AVE, and intercorrelation between the variables: Self-Leadership, Vitality, and Life Satisfaction, the square roots of AVE are highlighted diagonally and are greater than the correlation with other variables so discriminant validity is established. From the standardized co-efficient table, it is concluded that Self-Leadership had a strong positive correlation with Vitality. The correlation analysis confirmed positive relationship among all the variables (Table 3).

Table 4: Results of Hierarchical Regression Analysis: Self-Leadership-Vitality and Life Satisfaction

Variables	B	S.E.	β	t	CI		R^2	ΔR^2	F
					Lower	Upper			
Vitality									
Step 1 Number of Projects Handled	0.05	0.03	0.07	1.67**	0.09	0.11	0.05	0.03	2.78**
Step 2	0.06	0.02	0.08	2.69**	0.11	0.12	0.46	0.45	71.93**

Number of Projects Handled									
Visualizing successful performance	0.21	0.05	0.31	4.26**	0.11	0.30			
Self-Goal Setting	0.37	0.04	0.47	8.83**	0.29	0.45			
Self-Talk	0.01	0.04	0.14	0.29	0.07	0.08			
Self-Reward	0.19	0.04	0.17	4.33**	0.10	0.27			
Evaluating Beliefs and Assumptions	0.17	0.05	0.15	3.18**	0.07	0.27			
Self-Learning Strategies	0.01	0.03	0.05	3.18**	0.27	0.64			
Focussing on Natural Rewards	0.31	0.04	0.49	8.44**	0.24	0.38			
Life Satisfaction									
Step 1 Number of Projects Handled	0.04	0.04	0.04	1.05**	0.03	0.10	0.02	0.00	1.10**
Step 2 Number of Projects Handled	0.01	0.02	0.02	0.70**	0.02	0.05	0.69	0.69	190.97**
Visualizing Successful Performance	0.15	0.04	0.20	3.64**	0.07	0.23			
Self-Goal Setting	0.19	0.04	0.21	5.36**	0.12	0.27			
Self-Talk	0.16	0.03	0.17	4.72**	0.22	0.30			
Self-Reward	0.18	0.04	0.15	4.99**	0.11	0.25			
Evaluating Beliefs and Assumptions	0.17	0.05	0.13	3.67**	0.07	0.25			
Self-Learning Strategies	0.04	0.03	0.05	1.49**	0.01	0.09			
Focussing on Natural Rewards	0.36	0.03	0.49	11.30**	0.29	0.42			

Multiple regression is the extension of simple linear regression. This strategy is used when a variable's value must be predicted based on the values of two or more additional variables. The dependent variable is the variable to forecast (also known as the outcome, target, or criterion variable). The independent variables determine the value of the dependent variable -also known as the predictor, explanatory, or regressor variables (Uyanık & Güler 2013).

SPSS version 23 was used to conduct hierarchical multiple regression analysis. Bootstrapping a regression model provides insight into the model parameters. It is useful to know how much

random variation exists in regression coefficients because of tiny changes in data values. Bootstrapping practically any regression model is feasible. Bootstrap resampling, on the other hand, maybe computationally costly because it uses a high number of subsamples. The bootstrap method is a resampling technique that estimates population statistics by replacement sampling (Stine, 1989).

The dimensions of Self-Leadership namely Visualizing Successful Performance, Self-Goal Setting, Self-Talk, Self-reward, Evaluating Beliefs and Assumptions, Self-Learning Strategies and Focussing on Natural rewards were regressed on Vitality and Life satisfaction.

Overall Self-Leadership was positively related to Vitality with an R square value of 0.60, Adjusted R square value of 0.59, and F value of 1001.81. Overall Self-Leadership was significant at (B=0.39, β =0.37, CI=0.32, 0.48, $p<0.01$) for Vitality. A variance of 59% and the estimates were positive, indicating that the Self-Leadership dimensions have a positive effect on Vitality.

Overall Self-Leadership was positively related to Life Satisfaction with an R square value of 0.63, Adjusted R square value of 0.63, and an F value of 1021.88. Overall Self-Leadership was significant at (B=0.98, β =0.79, CI=0.92, 0.98, $p<0.01$) for Life Satisfaction. A variance of 63% and the estimates were positive, indicating that the Self-Leadership dimensions have a positive effect on Life Satisfaction.

It is inferred that the effect of Vitality on dimensions of Self-Leadership namely Visualizing Successful Performance (B=0.21, β =0.31, CI=0.11, 0.30, $p<0.01$), Self-Goal Setting (B=0.37, β =0.47, CI=0.29, 0.45, $p<0.01$), Self-Talk (B=0.01, β =0.14, CI=0.07, 0.08, $p<0.01$), Self-Reward (B=0.19, β =0.17, CI=0.10, 0.27, $p<0.01$), Evaluating Beliefs and Assumptions (B=0.17, β =0.15, CI=0.07, 0.27, $p<0.01$), Self-Learning Strategies (B=0.01, β =0.05, CI=0.27, 0.64, $p<0.01$), Focussing on Natural Rewards (B=0.31, β =0.49, CI=0.24, 0.38, $p<0.01$), is significant. The dimensions caused a variance of 45% and the estimates were positive, indicating that the Self-Leadership dimensions have a positive effect on Vitality.

The effect of Life Satisfaction on dimensions of Self-Leadership namely Visualizing Successful Performance (B=0.15, β =0.20, CI=0.07, 0.23, $p<0.01$), Self-Goal Setting (B=0.19, β =0.21, CI=0.12, 0.27, $p<0.01$), Self-Talk (B=0.16, β =0.17, CI=0.22, 0.30, $p<0.01$), Self-Reward (B=0.18, β =0.15, CI=0.11, 0.25, $p<0.01$), Evaluating Beliefs and Assumptions (B=0.17, β =0.13, CI=0.07, 0.25, $p<0.01$), Self-Learning Strategies (B=0.04, β =0.03, CI=0.01, 0.09, $p<0.01$), Focussing on Natural Rewards (B=0.36, β =0.49, CI=0.29, 0.42, $p<0.01$), is significant. The dimensions caused a variance of 69% and the estimates were positive indicating the Self-Leadership dimensions have a positive effect on Life Satisfaction (Table 4).

Discussion and Conclusion

NGO personnel must make decisions, be innovative, persuade others, demonstrate their commitment, and so on in their workplaces. An employee with a greater level of Self-Leadership will be able to apply all these factors and complete the assignment. Browning (2018) found that educating people to become self-leaders resulted in organisations becoming more service-oriented, cost-efficient, imaginative, and effective. Finally, a culture that encourages Self-Leadership will help an organisation achieve excellence. Bill Hybels (2002), a well-known NGO leader, claimed that self-management is always the most challenging of management challenges. When an organisation understands how a leader's authority affects its

employees, it is much easier to invest in further development and training in that area. The study conducted among Non-Governmental Organizations concluded that leader authority has an impact on employees' organisational trust (Manjula & Sindhura, 2020).

Some of the main contributions of this study to the NGO sector are emphasizing the importance of the construct of Self-Leader among NGO employees and to understand how Self-Leadership helps in the vitality and life satisfaction of the employees. As previously indicated, the research study attempted to fill gaps in the existing literature on the Self-Leadership of employees working in the NGO sector. The concept of Self-Leadership must be reinforced and explained since it is not commonly used. Neck and Manz (1996) claimed that in organisational settings, Self-Leadership has been found to improve individual positive mood states and subjective well-being of the individuals. Understanding the dimensions of employee Self-Leadership and their impact on vitality and life satisfaction would be beneficial to the development and management of NGO staff. The research study has made a significant contribution to the NGO sector by giving useful insights for boosting Self-Leadership among employees and paving the road for increasing the employee's vitality and life satisfaction.

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