

Group of Organisation Management System

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Abstract

This study looked at the connections between self-leadership behaviours and supervisor performance ratings, objective work performance, and job happiness in nine Chinese organisations to see if the notion of self-leadership could be used in a non-Western setting. We also looked at how job autonomy could affect how self-leadership behaviours and these work outcomes relate to one another. We examined 407 supervisor-subordinate pairs from a range of businesses in Hong Kong and the People's Republic of China. The findings revealed a favourable correlation between subordinates'. Even after adjusting for the personality attribute of conscientiousness, self-leadership behaviours are still associated with supervisor performance ratings and work satisfaction. Self-leadership, however, was not substantially correlated with actual work success. The associations between self-leadership behaviours and work outcomes like as performance rating, objective work performance, and job satisfaction were also affected by job autonomy. These results showed that the relationships between self-leadership and professional success identified in Western-based studies may be extrapolated to the Chinese organisational contexts examined in this study.

Keywords: Self-leadership, work performance, job satisfaction, job autonomy, organisational, contexts, Self-leadership.

Introduction

The majority of self-leadership publications are conceptual in nature, with only a small number of empirical studies looking at self-leadership in organisational contexts (Andressen, Konradt, & Neck, 2012; Neck & Houghton, 2019), despite the significance of employees' self-leadership strategies to the new organisational environment. There is still a dearth of research, in particular,

evaluating the benefits of self-leadership on work performance in organisational contexts (Brown & Fields, 2011; Neck & Houghton, 2019). There are just two standout cases. First, a study by Carmeli, Mietar, and Weisberg (2019) discovered a favourable correlation between self and supervisor assessments of creative behaviours at work and more usage of self-leadership practises in a sample of Israeli employees.

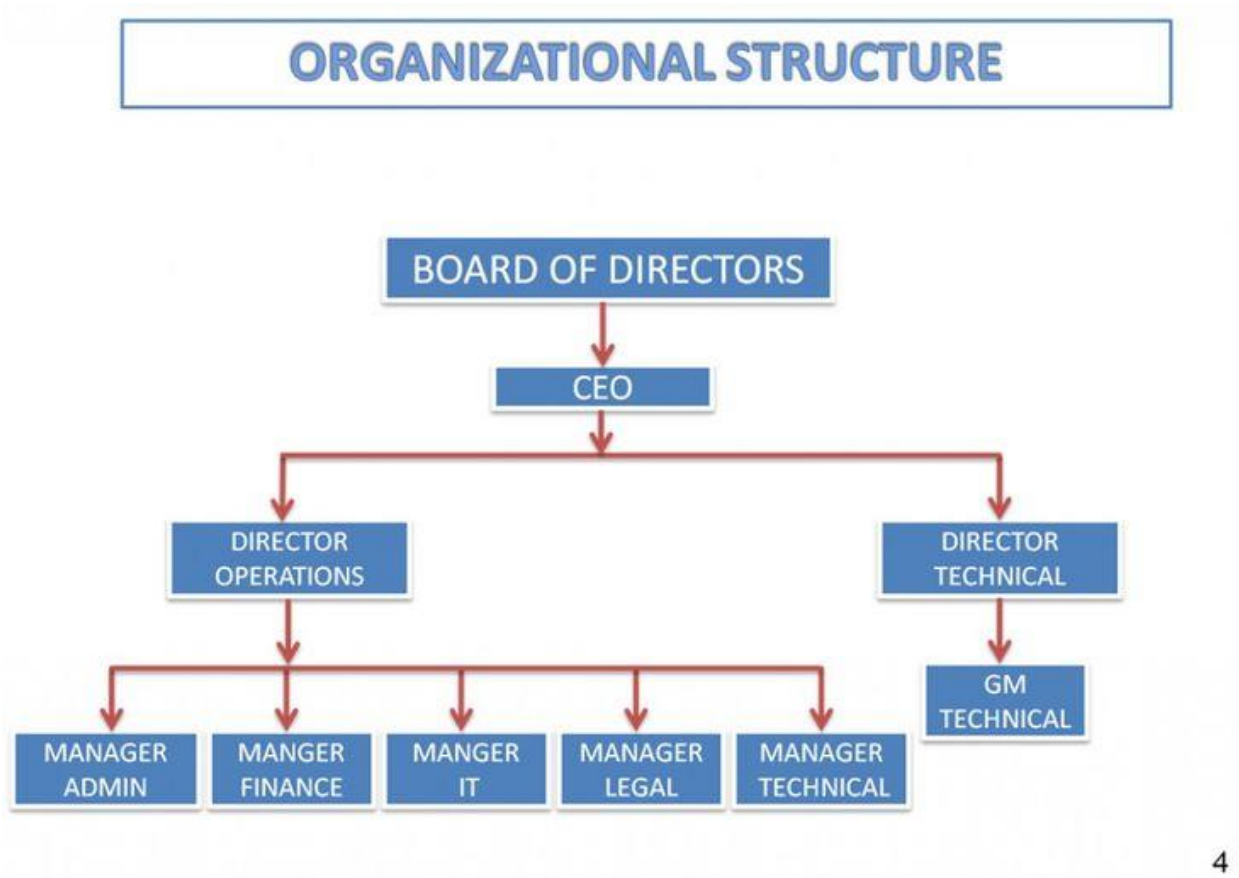


Fig.1: Group of Organisation Management System Flow

Second, Konradt, Andreen, and Ellwart (2009) looked at workers in German organisations and showed that self-leadership and individual performance in teams had a favourable relationship. The majority of self-leadership research has been done in the United States, and research on the applicability of self-leadership theory across cultures has lagged behind (Alves et al., 2019; Neck & Houghton, 2019; Stewart, Courtright, & Manz, 2011). Nevertheless, these results support the relationship between self-leadership and performance that is suggested by self-leadership theory. Multinational companies (MNCs) are expanding operations in non-Western nations like China as a result of the globalisation of the international economy and the swift economic growth of Southeast Asia. Western management techniques are being introduced to Chinese workers more and more.

Theory and Hypotheses

Using behavior-focused, natural reward, and constructive thought pattern strategies, people can control their own actions and thoughts to achieve their own and their organization's goals (Manz & Sims, 2001; Neck & Manz, 2010; Prussia, Anderson, & Manz, 1998). The collection of self-influence tactics put out by the earliest self-management experts are connected to behavior-focused selfleadership (Manz & Sims, 1980). The social learning theory developed by Bandura in 1986 serves as the foundation for these tactics.



Fig.2: Group of Organisation Management System Function.

It contends that a person's behaviour is impacted by both internal self-regulation mechanisms and external environmental variables. Manz and Sims (1980) identified a number of self-management techniques, including self-goal setting, self-observation, self-reward, self-punishment, and self-cueing (Manz, 1986; Neck & Manz, 2010), that people use to control their goal-striving behaviours.

The Moderating Role of Job Autonomy

The employee's conceptions of job autonomy are probably what limits the association between self-leadership and the supervisor performance rating, objective work performance, and job happiness, despite our hypothesis to the contrary. According to Oldham and Cummings (1996),

job autonomy refers to how much choice, flexibility, and independence an employer provides their workers when doing responsibilities for the position.

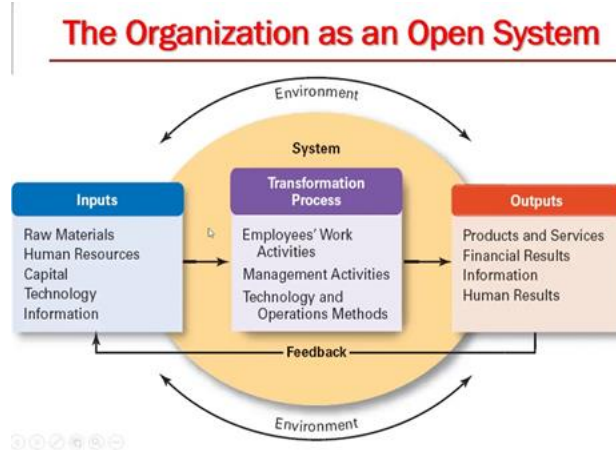


Fig.3: Group of Organisation Management System

According to Mischel's situational strength theory from 1977, low-autonomy professions place a lot of restrictions on workers since they "induce consistent expectancies regarding the most "Require skills that everyone has to the same extent, provide adequate incentives for the performance of that response pattern, and require an appropriate response pattern" (p. 347). People with high levels of self-leadership have less freedom to set challenging goals, use self-observation and self-reward strategies to achieve goals, and have fewer opportunities to wow their boss by exhibiting self-motivated behaviours in low-autonomy work environments.

Method Participants

In four distinct industries (engineering, public transportation, insurance, and manufacturing), we recruited participants from a wide range of organisations based in Hong Kong and mainland China using a modified snowball technique (Bryman & Bell, 2007). We originally contacted five organisations in Hong Kong using contacts known to the first author and inquired whether they would be prepared to participate in the study. Then it was requested of these connections to suggest contacts in other organisations who would be interested in the study. Out of the 14 organisations we contacted, 10 ultimately consented to take part in the study.

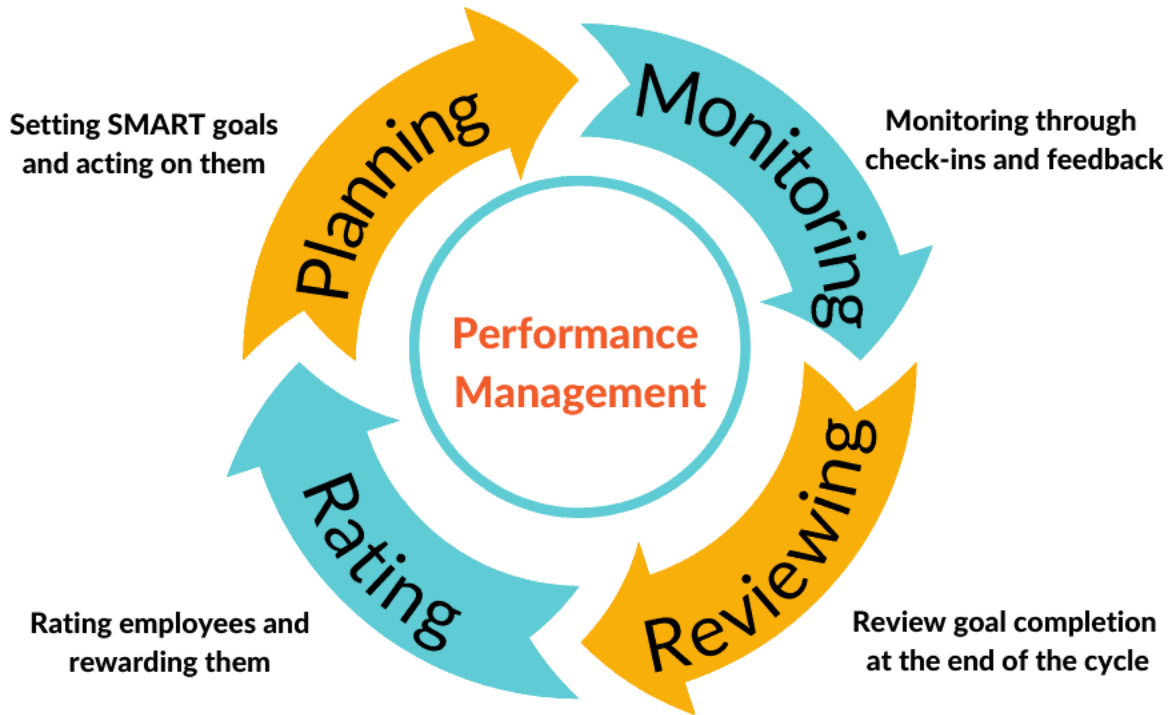


Fig.4: Group of Organisation Management System Cycle

Chinese people made up every single employee in these 14 businesses. 182 insurance sales representatives from five insurance firms in Hong Kong made up one set of respondents. 80 engineers from various organisations who were members of the Hong Kong Institution of Engineers (HKIE) made up another group. 61 workers from one Hong Kong public transport business made up the third set of responders. 89 workers from three manufacturing companies in mainland China made up the fourth group. The human resource managers at each firm and the chairman of the HKIE were requested to forward an email to their workers or HKIE members inviting them to participate in the study once we had received approval from the organisation for involvement in the study.

In this email, the study's objectives and the specifics of participant involvement—including the fact that participation was entirely voluntary—were described. Employees who wanted to participate had to answer questions on self-leadership behaviours, work autonomy, and job satisfaction on a "subordinate" questionnaire package. In exchange, each staff participant would receive a personalised report outlining their level of self-leadership abilities. All participants were

also told that their supervisors would be contacted to get their work performance evaluations by the human resources managers or the chairman of the engineering institution.

Measures

The following measures, aside from objective work performance, had their questionnaire questions translated into Chinese utilising Brislin's (1980) translation/back-translation method in order to be used as pre-validated measures. The first author, who is fluent in both Chinese and English, translated survey items into Chinese. A back-translation was then obtained from a second bilingual scholar. Finally, a different scholar checked the English original and the English version that had been backtranslated and discovered no errors.

Control Variables

Age, gender, educational attainment, and organisational tenure (measured in years) served as controls in our analyses. These factors have been linked to the outcome variables of job satisfaction and performance in previous studies (e.g., Hom & Griffeth, 1995; Spector, 1997; Sturman, 2003). Industry categories and location were also taken into consideration as control factors because our respondents worked in four distinct industries in Hong Kong and mainland China. Engineering served as the comparator category, with dummy variables for manufacturing, insurance, and public transportation.

Results

We performed a number of CFAs to assess the discriminant validity of the measures before testing the hypotheses. We used a CFA to analyse the five main variables in our model—self-leadership, job autonomy, job satisfaction, conscientiousness, and performance ratings—in order to assess the uniqueness of the research variables. The item parcelling approach suggested by Bogozzi and Edwards (1998) was employed on the variable of job autonomy because it had more than seven items in order to lower the number of parameters in the structural equation modelling. Three parcels were used to mimic both job autonomy and conscientiousness, with objects being randomly assigned to each parcel.

The components inside each subscale were added together and averaged to form 10 composite indicators, which were then divided into 10 parcels for selfleadership. The five-factor model was then utilised as the baseline model, with the objects or packages given to the five matching variables. The baseline five-factor model was compared to five alternative models. The other alternative models all showed considerably inferior fit than the baseline model, with a $\chi^2(289) = 840$, CFI =.92, GFI =.88, RMSEA =.07, and SRMR =.07 for the basic five-factor model. The study of self-leadership, conscientiousness, job autonomy, job happiness, and job performance as separate variables was justified by these findings.

Conclusion

In conclusion, we think that this study significantly advances the field of self-leadership. The study discovered that, in a Chinese cultural setting, self-leadership is positively associated to supervisor performance evaluation and work satisfaction. Our work enhances knowledge of how self-leadership tactics could be universal across cultural barriers and broadens the scope of self-leadership research beyond a Western environment. Our research also suggests that the degree of autonomy that people have at work affects the efficacy of their self-leadership behaviours.

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