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The Performance of Workers by Utilizing Self-Leadership in Health Sector: A Review

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ABSTRACT

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Introduction/Main Objectives: Leadership within an organization implies that has positive outcomes on work engagement, optimism, trust, commitment, satisfaction, creativity, and innovation. Every person can move the soul of leadership on themselves self which is called self-leadership. **Background Problems:** Self-leadership is defined as the process of determining oneself to establish the self-direction and self-motivation to perform. Additionally, self-leadership is designed to influence the positive outcomes of individuals. **Novelty:** The main focus of this paper is to access self-leadership and its possible impacts on workers or health professions in healthcare facilities. Workers in hospital and other healthcare organizations may show different behavior which can affect their performance. **Research Methods:** The current study is a descriptive qualitative study that explores the prior studies associated with self-leadership, human behavior, human resources, and performance. At first, relevant studies were collected related to self-leadership and the possible impacts of self-leadership. After that, the authors sum up the relevant studies and discuss the theory of self-leadership and how it can be used in a healthcare organization and hospital. The next step is revealing the author's views regarding the consequences of self-leadership in hospital and healthcare organizations. **Finding/Results:** As a result, self-leadership is an essential competency for appropriate behavior and improving individual performance.

1. Introduction

Self-leadership is a process through which people influence themselves to achieve the self-direction and self-motivation necessary to behave and perform desirable ways (Neck & Houghton, 2002). Self-leadership is derived from several related theories self-influence which includes self-regulation and self-control, and self-management (Houghton & Neck, 2002). Self-leadership relates to self-observation, goal setting, self-esteem, self-punishment and self-cues (Houghton & Neck, 2002). Self-leadership requires people to increase their ability to know why, how and when they show certain behaviors to overcome the appearance of unproductive behavior. Self-leadership aims to improve personal effectiveness through three categories of individual level strategies, namely behavior-focused strategies, natural reward strategies and constructive thought pattern strategies (Houghton & Neck, 2002). Self-leadership is an essential competency for appropriate behavior and improving individual performance. Self-leadership, a personal element, is another essential factor impacting organizational effectiveness, in addition to communication ability. Self-leadership refers to the collective thinking and behavior patterns used to exercise self-influence, emphasizing that autonomy is an inherent human nature. When autonomy and accountability are given, self-leadership refers to the process of leading oneself and engaging in responsible behavior (Manz&sims,2001).

On the other hand, healthcare organization is a group of healthcare providers which is focus on giving high quality care to patients. In short, it could be said that healthcare organization is an organization which provides a health services. Nowadays, health services are required to be better. This requires that health care facilities to develop themselves continuously in line with the existing developments in these communities. Developments that are carried out step by step trying to improve the quality of health services in hospitals can still follow the changes that exist. In order to raise the performance of human resources, in hospital for instance, some improvements should be done. Self-leadership shows positive outcome on job performance. To sum up, it could be stated that self-leadership helps managers and health profession to maintain and improve their behavior and job performance. Knowing the essential of self-leadership, then the main focus of this paper is to access self-leadership and its possible impacts on workers or health profession in healthcare facilities.

1.1 Self-Leadership and performance

Job satisfaction is the outcome of attitudes (such as cognitive, emotional, and behavioral ones) that are judgments either positive or negative about things, people, or events. Since these attitudes have an impact on employees' self-efficacy, task abilities, degree of effort, and job happiness, they are crucial for team effectiveness. It makes intuitive sense that people who feel more competent about their work are likely to be more satisfied, according to a review of the self-efficacy research. It is critical to consider if self-efficacy acts as a mediator between self-leadership and performance outcomes because there is a relationship between self-efficacy and job satisfaction (Politis, 2006).

This research looks at the links between general characteristics, self-leadership, and

organizational performance in performance of workers and job performance, as well as the mediating role of communication competency in the relationship between self-leadership and job performance. The following are the study's particular objectives:

(1) Determine the extent of self-leadership, organizational overall performance, and process overall performance amongst people operating in in health sector.

(2) Examine the variations in work engagement based on the general characteristics of in health sector employees.

(3) Analyze whether communication competency has a role as a mediator in the relationship between self-leadership and worker performance.

2. Literature Review

2.1 Self-leadership

Self-leadership involves a process of self-influence in which individuals employ a variety of particular tactics to control their actions and thoughts (Knotts, K. G., & Houghton, J. D. (2021). Some studies explored about the definition of self-leadership itself. Self-leadership is sets of behavioral and cognitive designed to shape individual performance outcome. Self-leadership is the process by which individual controls his/her own behaviors, creates influence and leads it using specific behavioral and cognitive strategies (Neck & Houghton, 2002). Self-leadership is a process through which employees motivate and navigate themselves to attain desired behaviors and ends (Carmeli, 2006). Self-

leadership roots in some related theories which are self-influence including self-regulation, self-control, self-management, intrinsic motivation theory, social cognitive theory, and clinical cognitive psychology (Mansor, Darus, & Dali, 2013). Generally, self-leadership is defined as a set of strategies in order to achieve higher levels of performance through oneself. Self-leadership is divided into three different dimensions which are behavior-focused strategies, natural reward strategies, and constructive thought pattern strategies. Behavior-focused strategies aim to increase individual's self-awareness and to lead successful necessary tasks. Behavior-focused strategies include self-observation, self-goal setting, self-reward, self-correcting feedback, and practice. Self-leadership measurement scale has previously been developed, self-leadership questionnaire (SLQ). Some improvement was done in making the prototype of SLQ. More recently, Houghton & Neck (2002) measured self-leadership using the revised self-leadership questionnaire (RSLQ) which consists of 35 items. Representing three dimensions of self-leadership, RSLQ consists of nine sub-scales. Behavior-focused strategies are planned to encourage positive, appropriate behaviors that lead to successful outcomes.

a. Self-goal setting is the goals process of oneself. Self-goal setting allows workers or health profession to define the goals to be achieved by them. Then, this strategy may affect the better form and more effective behavior.

b. Self-reward is a form of self-esteem. The existence of self-reward may be able influence oneself to work and behave better. This is due to the appreciation of the effort that has been done.

c. Self-punishment is a feeling of guilt that is felt due to bad behavior. Then, this might motivate a person for not doing the same behavior, otherwise doing better behavior.

d. Self-observation is the process of giving attention or watching yourself for the actions that are being done. The existence of self-observation can control the behavior of individuals to continue performing a better behavior.

e. Self-cueing is to practice the desired behavior before actual performance, which can help to prevent harm (Houghton & Neck, 2002). One example of the behavior in question is to record the notes of activities to be performed. On the other hand, natural reward strategies underline the enjoyable aspects of given tasks, works and activities so that a person feels motivated to be act in tasks or activities. Staff members who, via the application of self-leadership tactics, are efficient with the use of resources due to their improved self-regulatory effectiveness in the pursuit of individual goals should have more extra resources that they can direct at the team (Neck and Houghton, 2006). In an interdependent team setting, work role performance can be essentially regarded as a process of self-regulation with regard to numerous goals (DeShon et al., 2004). In short, finding employment activities that are already joyful is a component of natural reward techniques. Focusing on the most enjoyable or fulfilling aspects of a work or task rather than the unpleasant or challenging ones is another one of these tactics. Activities that are naturally satisfying tend to improve feelings of

competence, self-control, and purpose (Norris, 2008). Prior to starting a new task, workers or health profession should have a positive idea or illustration about the tasks and the completion of the tasks. Employees will be more motivated and ready to complete their work after they have done 'positive self-talk' and 'mental imagery' (McShane & Glinow, 2003).

Constructive thought patterns strategies consist of Visualizing successful performance, Self-talk and Evaluating beliefs and assumptions.

a. Visualizing successful performance is to imagine a task can be solved with positive results. Positive results are usually acceptable from organizations such as getting a certain award.

b. Self-talk is defined as what we covertly tell ourselves. Self-talk is talking to yourself about thinking or action. Self-talk can help to make decisions and recognize oneself. Through self-talk, an individual can throw negative things into his mind and help complete his work. In addition, self-talks is assert to evaluate, command and train oneself in order to gain better outcome.

c. Evaluating beliefs and assumptions is an individual way of analyzing values and beliefs about perceived events and deciding to keep these values and beliefs or manage those values and beliefs as expected to be highly effective strategies and thinking.

It can be concluded that constructive thought pattern strategies focus on ascertaining and transforming thought patterns in desirable ways. In sum, the function and important of self-leadership strategies is to simplify human perception of

control and responsibility which positively affects performance outcomes. Through this advantage, it is important to set self-leadership in organization due to the positive impact on employee's behavior.

Self-leadership requires people to increase their ability to awareness of why, how and when they display certain behaviors to address the appearance of unproductive behavior. Self-leadership aims to enhance personal effectiveness through three categories of individual-level strategies, namely behavior-focused strategies, natural reward strategies and constructive thought patterns strategies (Houghton & Neck, 2002).

2.2 *Healthcare organization*

Healthcare organization is an organization which provides a health services. Healthcare organizations, for instance hospital and primary healthcare are organizations which provide high quality service. Improving public health requires quality health care. Changing people's behavior to fit the health development program takes time and effort. The hospital provides quality, affordable public health care. Health service support facilities play a key role in improving Indonesians' health. In light of the critical role that employee well-being plays in a company's ability to remain productive, it is imperative that the leadership style at Airlangga Hospital in Surabaya Province be examined in relation to the conditions of the hospital's workforce (ardiana, n., & tasnim, t. (2021). Human resources, the different kinds of clinical and non-clinical staff who   make each individual and public health intervention happen, are the most important of the health system's inputs (World Health Organization, 2000). On the other hand, in order to create a good or best quality service, it should have comprehensive resources. In healthcare organization, the most essential resource is human resources. The role and importance of human resources in the organization is that all potential human resources that can be utilized as an attempt to achieve success in achieving goals both individually as well as within the organization. High job performance by workers and health profession could be obtained through good management implementation. This is related to leadership in the organization. Raising the performance of worker in healthcare organization can be gained by set self-leadership.

3. **Method, Data, and Analysis**

This paper is a descriptive-qualitative study which explores the previous studies related to self-leadership, human behavior, human resources and performance. Firstly, it collected the studies related to self-leadership and possible impacts of self-leadership. Secondly, it sums up the related studies and explains the theory of self-leadership and how it can be used in healthcare organization.   Utilizing the extensive databases of Google Scholar and the Google search engine, a thorough search was conducted to find the pertinent papers and data published from 2000 to May 2021. To ensure the search for pertinent research, the following keywords were used: self-leadership, organizational performance, human behavior, health sector, and appropriate combinations of the above.

3.1 *Purpose of the study*

To explore papers on the self-leadership in health sector.

3.2 *Research Analysis*

Summarize the contents of the papers selected for the target, and organize them by year, measurement chart Distinction, the frequency and percentage by the general characteristics of the study subjects were obtained. In addition, the relationship between variables related to health sector self-leadership It was analyzed.

3.3 *Inclusion and Exclusion Criteria*

The key criterion for article selection was how well workers in the health sector performed when exercising self-leadership. All publications published between 2000 and 2021 that could be accessed through Google Scholar and the Google search engine are included in the current review analysis. Additionally, peer-reviewed literature on the topic that was written in English was included in the current study. Conference papers, articles that weren't peer-reviewed, and publications that weren't in English were all excluded from the study.

3.4 *Characteristics of the Study*

155 papers were selected for additional review after an initial evaluation of 1156 published article titles. After duplicates were removed, the abstracts of 116 papers were chosen for screening. After screening, the full articles from the remaining 50 publications were picked, while the abstracts from the remaining 67 publications were ignored. After carefully reviewing the publications, 20 further studies that did not adhere to our inclusion criteria were eliminated. The remaining 30 articles were considered in the study for high-quality data analysis. Respectively as shown in Figure-1.
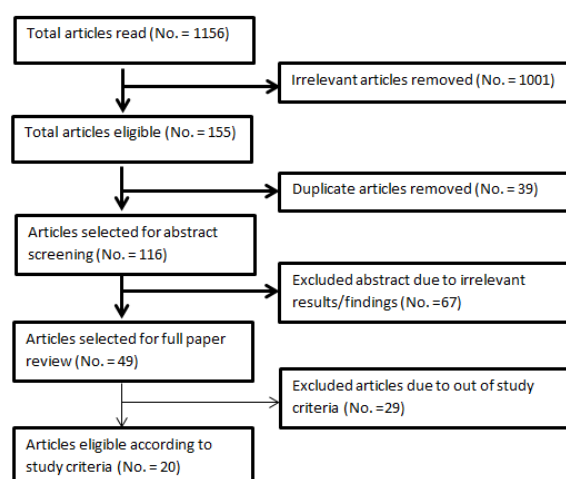

Figure.1 Review process adapted for the performance of workers by utilizing self-leadership in health sector.

4. **Result and Discussion**

Self-leadership is a unified strategy that plays a positive role in predicting work-role innovation (Sesen, Tabak, & Ozgur, 2017). Self-leadership, in general, is an influence-related process through which people (and working groups) guide, inspire, and lead themselves in order to achieve desired behaviors and results. It has roots in self-influence theories that highlight the ideas of self-navigation, self-control, and self-management (Banerjee, B. 2021). Innovative behavior is the set of processes each individual is able to recognize a problem and generate ideas or solutions. In addition, individuals are also able to work to build support and create appropriate concepts to use that are beneficial to the organization (Carmeli, 2006). On the other hand, the concept of self-leadership and self-efficacy is assumed to influence Organizational Citizenship Behavior (OCB) (Mansor, Darus, & Dali, 2013). This assumption can be proven by the high level

of self-leadership and self-efficacy of teachers, they are willing to fulfill their duties. When self-leadership and self-efficacy are at a high level, it can be an investment dedicated to others and tasks. In addition, teachers with self-leadership skill will show more innovative behavior than those without self-leadership (Sesen, Tabak, & Ozgur, 2017). In addition, studies have shown a positive relationship between the three dimensions of self-leadership toward innovative behavior in employees (Carmeli, 2006). In addition, studies show that self-leadership has a significant and positive relationship to the willingness to change. All dimensions in self-leadership are known to be effective in the will to change. This is especially the behavior-focus strategy dimension which has the greatest effect on the willingness to change (Shahrbaf & Etebariyan, 2016).

Besides, study showed that self-leadership had significant effects on job satisfaction, organizational, commitment and innovation (Sesen, Tabak, & Ozgur, 2017). Job satisfaction is the attitude of employee towards the job including positive and negative evaluation in aspects of working environment. The roles of health profession are really crucial for the quality of health service. Health profession or workers in hospital carry out many tasks and activities which need focus and skill. While it doesn't support by great working environment, then it may affect their job satisfaction. In case of healthcare organization, every worker has different responsibilities to be done. Then, it is important to creating an enjoyable situation by organization and by employee itself through self-leadership, natural reward strategies. Furthermore, there is a relationship between leadership and nurse's

compliance in implementing patient safety guidelines in hospital (Handayani, Anggraeni, & Maidin, 2014). Three principles of leadership are directing, monitoring and evaluating, and coordinate. It should clear that directing someone to lead in order to complete the nurse's tasks. Then, improving employee performance means a leader should provide feedback to his subordinates both verbally and in writing. Feedback is one evaluation form in assessing staff performance by the leader. Last, coordinate includes information exchange and group meeting. This is required in forming teamwork to be more solid in healthcare. These three compounds take someone to lead and can bring in a better direction for creating a patient safety culture in the hospital. This may show the same result when it comes to self-leadership. Effective leadership in organization follows then by individual. In this sense, it is important for all staff member in hospital to have a self-leadership skill. In addition, there is a positive relationship between self-leadership and individual innovation in employees working in the health field. Self-leadership enables leaders and organizations to more easily identify blind spots or unreachable areas and improve perception from within and the environment (Pircher, 2015). Then, it is found that self-leadership is involved in more innovative behaviors, this provides a suggestion for what an organization can do for improving innovative behaviors achieving successful innovation of an organization (Park, Moon, & Hyun, 2014). Risky activity may result in failure, whereas innovative behavior that introduces new ideas to the process of job performance might bring about beneficial outcomes like an improvement in work performance. An

organization must be adaptable, have adequate conflict management procedures in place, and foster an environment conducive to creativity for innovative behavior to emerge (Jung, H.S.,&Yoon,H.H.2018).

Organizations which are willing to foster innovation would benefit from administering self-leadership training to their workforce (Gomes, Curral, Caetano, & Quinteiro, 2015). Hence, organizations need to invest on the development of their employees' right set of self-leadership strategies, in order to improve their self-regulatory ability that in consequence might lead to the overall improvement of an organization's functioning. The performance of health care systems depends ultimately on the knowledge, skills and motivation of the people who are responsible for delivering healthcare services (World Health Organization, 2000). Self-leadership strategies allow improvement of nurse's self-regulatory ability to manage their organizational standards. Those are gained by increasing the degree of internal influence, knowledge, skills and motivation, which in turn enhances their individual effectiveness (Neck & Houghton, 2006). To sum up, self-leadership has a great positive impact on individual's outcome as mention above. It may greatly useful when it is applied in healthcare organization. Taking implementation of patient safety practices as an example, staff who has a good self-leadership skill will have better compliance to implement tasks related to patient safety. This is because they could create some enjoyable ways on working and do not have any pressure. Also, innovation is essential in healthcare organization. Today, healthcare service has been rapidly increased as well as

demands of society on healthcare service and competitive environment.

4.1 *The Value of Self-Leadership for Healthcare sector*

According to the results of the current study, self-leadership is important for the health of the healthcare sector's workforce engagement. The present study demonstrates that an individual's self-leadership should be taken into account, even though the healthcare literature presupposes that greater job autonomy is crucial for employees' wellbeing. Healthcare workers can use their job autonomy more effectively if they can take the initiative (Presseau et al. (2014).

However, the literature on self-leadership makes the assumption that through self-leadership, individuals will raise their sense of self-efficacy in relation to their performance, and that this sense of self-efficacy will also mitigate the detrimental impacts of high-stress work situations (Lovelace et al., 2007; Unsworth and Mason, 2012). If we go along such lines, self-leadership training needs to be prioritized in order to strengthen the job autonomy of healthcare professionals, especially if they lack the necessary leadership skills.

5.   Conclusion and Suggestion

This study serves that self-leadership has a great and positive impact on staff behaviors which could be followed by great performance. Self-leadership is known related to willingness to change, job performance, innovative behaviors, individual innovation, job satisfaction and organizational performance. Since human resources plays the most important role in healthcare organization, then when it comes

to healthcare providers, self-leadership skill may have great impact in order to increase the quality of healthcare service. I would like to make the following suggestions:

a. To measure the effectiveness of studies on self-leadership in the health sector It is necessary to standardize one tool and generalize the results.

b. To begin with a conceptual analysis of self-leadership in the health sector the development of tools to classify female differentiation should be preceded It also sparks interest in self-leadership in the health sector in the clinical field, and self-leadership Training. It is necessary to carry out in each hospital.

c. Enabling the establishment of a competency-based education system through development is necessary. Apply the above various measures to provide workers with self-leadership Increasing the worker's job satisfaction and organizational engagement will increase the hospital's productivity. Therefore, in the future, Research for the development of self-leadership measuring tools suitable for clinical situations, Study of the Leadership Competency Model, and the Establishment of a Self-Leadership Promotion Program. We hope that this study clarifies the dynamics of these scenarios and offers practical guidance for enhancing decision-making, and self-leadership, lowering the stress caused by time constraints and related factors, and enhancing the healthcare experience.

Acknowledgment

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