

Systematic Review and Development of Conceptual Framework: Self-Leadership, Psychological Capital and Mindfulness among Non-Governmental Organizations' Employees

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Abstract

This study aims to systematically review existing literature on self-leadership, psychological capital, and mindfulness among employees, particularly in non-governmental organizations (NGOs). The goal is to develop a conceptual framework that can guide future research on the interrelationships between these constructs in the NGO context.

A systematic review methodology will be employed, involving a comprehensive literature search, article selection, data extraction, and critical analysis. The findings will be synthesized to identify gaps in the literature and inform the development of a conceptual framework that focuses on the relationships between self-leadership, psychological capital, and mindfulness among NGO employees.

This research has the potential to contribute to the understanding of employee well-being and performance in NGOs. By highlighting the importance of self-leadership and its underlying constructs, the study can inform the development of targeted interventions and capacity-building programs for NGO workers.

Keywords: Self-leadership, Psychological Capital, Mindfulness, Non-Governmental Organizations, Conceptual Framework

1. Introduction

The concept of Self-Leadership is in early stages; however it has gained popularity recently and it is essential for employees of Non-Governmental Organizations (NGOs). Self-Leadership, which is leading oneself, has received less attention (Browning, 2018). The capacity to lead oneself toward both professional and personal goals and objectives while also making a positive impact on the performance of the organization is known as Self-Leadership. The three primary aspects of Self-Leadership-behavioral, motivational, and cognitive-must be the emphasis of this multifaceted concept. Self-leadership involves influencing oneself to complete necessary tasks, even those that lack intrinsic appeal. (Greg et al 2019). Khan et al. (2015) viewed different leadership philosophies are needed for different contexts. Leaders need to be able to adopt a particular style when needed. Organizations employ Self-Leadership theories in Human Resource Development initiatives to improve the performance of their leaders and, consequently, the overall organizational performance. There is plenty of potential for more research, regardless of the different theories and definitions of leadership (Lee, 2008). It is assumed that some constructs should influence employees' Self-Leadership, which improves their performance. Because it is associated with positive well-being, employee psychological capital is initially viewed as a valuable tool for enhancing performance. The second positive concept is Mindfulness, which is a great tool for better performance. The leadership and employees of a

Non-Governmental Organization play a critical role in achieving its objectives. Developing staff Self-leadership must be a top priority for the leader of Non-Governmental Organizations (NGOs). The development of employee Self-Leadership has become increasingly important to NGOs. Employees of NGOs typically have tough work styles. The majority of corporate and political research focuses on industrialized nations, neglecting social development leaders in the Non-Governmental Organization (NGO) sector. NGOs prioritize improving the lives of marginalized groups over political power, and the field of civic or non-profit leadership remains largely understudied and undervalued. The ability of the leader and employees of an NGO to achieve its objectives is essential. The leader of NGOs needs to be genuinely interested in encouraging employee' Self-Leadership. Employee' Self-Leadership has started to receive more attention from NGOs. It is difficult for field-level choices to be implemented when personnel lack confidence in their own leadership skills. To advance the objectives of NGOs and promote leaders within them, greater flexibility is required. Numerous organisations fail to assess their leadership needs (Venkatachalam, & Berfond, 2017).). In the present study, the main purpose is to review the existing literature on Self-Leadership, Psychological Capital and Mindfulness of employees working in NGO setting and design conceptual frame work for scope of research and recommend the benefits for various stake holders of NGOs.

The researcher has the opportunity to study NGOs in Tamil Nadu supported by major donors like UNICEF, USAID, and Avahan. This has sparked interest in understanding the factors that enable NGO employees to successfully complete demanding field tasks, including outreach to marginalized populations, healthcare delivery in remote areas, and promoting behavior change among vulnerable groups. In addition to the present research study, the author has conducted few more studies in the field of NGOs.

The structure of the present research article will highlight on the methodology which is used for the research, followed by some salient extracts of the content of the reviewed authors, salient findings and discussion, design of conceptual framework and finally conclusion.

2. Research method

The systematic review is carried out using the following research techniques:

Step 1: Creating a list of review criteria for research publications

Step 2: Doing a comprehensive search for scholarly publications on Self-Leadership, Psychological Capital and Mindfulness

Step 3: Selecting pertinent articles and compiling a list of them

Step 4: Reviewing the papers which are short listed

Step 5: Extracting material out of the study papers

Step 6: The main conclusions of the review were summarized by the author.

In total 108 research articles were reviewed for understanding the research done in Self – Leadership, 75 research articles in Psychological Capital and 50 research articles on Mindfulness. The author for the current study focused on contents of research articles in the three constructs (Self- Leadership, Psychological Capital and Mindfulness) for examining the importance of the three constructs among employees and further looked for the existing research studies in NGO context. Time frame for the existing research articles is not considered.

Author has published research articles on the different constructs in the journals which are mentioned in the appendices.

3. Findings

The author has discussed and summarized only the salient highlights for the present research article. The strategies and actions used by leaders to manage, inspire, and guide others are referred to as their leadership styles. Employee performance and organizational outcomes are influenced by leadership styles (Nahavandi, 2002). The most effective leader in contemporary circumstances is one who can inspire others to take charge of their own lives. It's been called "super leadership," a contemporary leadership style (Manz & Sims 2001). Self-leadership is crucial for effective leadership in addressing global issues and concerns (Northouse, 2007). Self-leaders develop self-awareness, self-efficacy, and the ability to influence a leader's behavior, emotions, and communication (Bryant 2016). Self-leadership encompasses self-awareness, self-regulation, change agency, and a unique worldview. Leadership involves inspiring and empowering others (Browning 2018).

Self-leadership has been particularly effective in boosting motivation in remote work settings and has also mediated the relationship between transformational leadership and employee engagement (Andressen, Konradt, & Neck, 2012).

Self-leadership involves applying leadership principles to oneself through self-knowledge, self-awareness, self-management, and self-discipline. It functions as a self-influence model grounded in theories like social cognitive and self-regulation theories. This leadership style enhances individual dynamism (Goleman, 2013); Neck & Houghton (2006).

Self-reward is the finest motivation out of all of them since it gives the worker a built-in, organic reward for his hard work. Self-leadership is a process that empowers individuals to develop the self-motivation and self-direction needed to complete tasks (Manz & Neck, 2004). The concept of self-leadership has evolved to differentiate between various levels of self-influence and to provide a more comprehensive perspective. This includes the development of behavior-based self-management (Stewart et al. 2011). The concept of Self-Leadership has a lot of commercial applications in the contemporary global environment (Houghton, 2006). Self-awareness, motivation, decision-making, dedication, persuasion, empathy, social skills, self-control, and accountability are the most important Self-Leadership competencies to acquire (Ali & Anwar, 2021). Self-acceptance, self-management, self-growth, and self-discovery are crucial components of Self-Leadership (Mujuru, 2020). A person who possesses Self-Leadership qualities is thought to have foresighted, make wise decisions, and be dedicated to reaching his objectives. The formation of outstanding self-leaders is influenced by a number of factors, including goal-setting and self-discovery, or self-awareness.

Employee self-leadership is crucial for the effective implementation of service activities in NGOs. NGO employees often need to persuade others to change their behavior or facilitate access to services for beneficiaries as part of their daily work. In the context of their employment, NGO staff must be imaginative and deliberate in their actions. Both the organizations and the employees benefit from them. Recognizing the aspects of employees' Self-Leadership and how it affects them personally. An interest in comprehending the leadership dynamics of the organization is sparked by a detailed examination of NGOs' operations and the demanding nature of their work. The daily activities of NGOs are conducted with professionalism and expertise.

The accomplishment of an NGO's mission and goals now depends heavily on its leadership. Additionally, the leadership abilities of every member of the NGO staff are critical to the

organization's success. An effective leader has a big influence on how people operate at work and sets up the entire management team for success. Employees become more confident in their workplace as a result, and they also appreciate the leadership (Mufti et al., 2019).

NGO leaders must navigate obstacles to deliver services efficiently. By collaborating with government, communities, and donors, they can manage pressures due to their leadership capabilities. Strong leadership is essential for both individual NGOs and the sector as a whole. Effective organizational leaders often build strong workforces through their leadership skills. It implies that the organization's workers ought to be given the opportunity to take on leadership roles inside their workplace.

Self-leadership has garnered significant attention and discussion. A leader's vision and energy are crucial for an NGO's progress and success. The NGO work environment demands self-direction and self-motivation from both leadership and team members. Therefore, it's intriguing to see how many Self-Leadership techniques NGOs' staff members apply and whether concepts like Psychological Capital and Mindfulness have an impact on people's Self-Leadership.

Certain constructs should have an impact on employees' Self-Leadership, which is a factor in their success. Since Psychological Capital is associated with good well-being, it is considered a useful resource for improved performance. Numerous favorable mental states have been shown to be impacted by Psychological Capital, according to research investigations. The second positive construct is Mindfulness, which is another excellent tool for improving performance in the workplace. The organization can develop both of these constructs.

The majority of political and business research has focused on developed nations, overlooking social development leaders in the non-governmental sector. These leaders prioritize improving the lives of marginalized groups rather than pursuing political power. The field of civic or non-profit leadership remains relatively unexplored, offering significant opportunities for research and development (Fowler, 2000). Like other organizations, NGOs experience phases of growth and change. Research exploring the roles and characteristics of NGO leaders at different stages of organizational growth is relatively limited (Neha, 2012). A systematic evaluation of NGO leadership in Bangladesh, India, and Pakistan is carried out (Hailey & Smillie, 2001). Their study's key finding is that most NGOs have had difficulty developing second-line leaders. All significant decision-making and daily operations are within the founders' authority.

The literature review revealed a dearth of important information and theoretical ideas that clearly demonstrate the connection between the ideas of Self-Leadership, Psychological Capital, Mindfulness,

There is still much to learn about leadership in Non-Governmental Organizations. Competent leadership is necessary to accomplish the responsibilities in the service industry. NGOs, like any other organization, undergo phases of growth and transformation. However, there has been limited research on the roles and characteristics of NGO leaders at various stages of their organizations' growth (Neha, 2012). NGOs often rely on leadership theories and limited empirical data. Further research is needed to understand how various leadership philosophies adopted by NGOs correlate with long-term employee satisfaction (Vasanth, 2019). Despite some notable studies on NGOs operating in India (Saks, 2006), actual data and studies on NGO leadership practices are scarce. Therefore, empirical research is essential to understand Self-Leadership within the NGO sector.

The concept of Self-Leadership is becoming more and more important in the context of NGO activity. It is necessary to make an effort to promote constructive and flexible thought patterns.

Numerous researches have demonstrated that mental imagery, self-talk, and positive thought patterns all enhance performance (Neck & Houghton, 2006; Neck & Manz, 1996).

Understanding the vast amount of research on self-leadership was made much easier by the literature review. The results showed that Self-Leadership is an essential component in enhancing employee's performance that Self-Leadership theory is a process of self-influence, and that self-efficacy is one of the variables that mediates Self-Leadership. Only recently have Self-Leadership studies attracted attention, and in order to better comprehend Self-Leadership theory, it is required to conduct research on Self-Leadership studies in many nations and cultural contexts.

The conceptual paradigm has combined job engagement, Self-leadership, Psychological capital, and Mindfulness. Self-leadership has a positive effect on work engagement and has a better predictor of Psychological Capital than Mindfulness (Kotzé, 2018). In contrast to self-leadership, which is partially mediated by Psychological Capital, self-leadership's influence on the dedication component of work engagement is fully mediated by Psychological Capital. The study suggests that mindfulness and self-leadership techniques are valuable personal resources in the workplace, particularly considering their impact on Psychological Capital and their direct and indirect links to job engagement. Psychological Capital encompasses resources like hope, optimism, self-efficacy, and resilience, which contribute to personal and professional growth (Luthans & Youssef-Morgan (2017).

Psychological Capital has a significant impact on mental health, which in turn influences social and personal connections, job success, and resourcefulness. Enhancing and optimizing this capital can lead to increased achievement and psychological well-being (Youssef-Morgan & Petersen, 2019). Understanding Psychological Capital, which is a basic concept in human capacities, success, and greatness, is necessary to boost motivation inside a company. Having Psychological Capital gives one a competitive edge and encourages self-directed thinking and constructive change in the workplace. A positive psychological movement that emphasized psychological capital and strengths may have contributed to the rise of Psychological Capital (Lyubomirsky et al., 2005). It has emphasized behaviors and guided people toward desired outcomes in a range of work contexts. Building Psychological Capital contributes to improving people's mental health and fostering a supportive work environment. Positive human resource assets that could be evaluated, managed, and expanded to increase worker productivity are known as psychological capital (Luthans, 2002). The development of Psychological Capital among staff members will boost the organization's positive motivation. Conversely, a positive organizational climate could help employees build Positive Psychological Capital. (Luthans & Youssef-Morgan, 2017).

NGOs have to work to improve their employees' Psychological Capital, which may be a useful asset to the company. Improving employees' psychological resources can lead to enhanced job performance (Badran & Youssef-Morgan, 2015). Numerous studies have examined Psychological Capital in various settings. It is evident that a strong correlation exists between employees' Psychological Capital and productivity (Ahmad et al., 2019). Understanding the theoretical underpinnings of Psychological Capital may be relevant (Luthans & Youssef (2002)., Psychological Capital itself played a more significant role than its individual components. Positive evaluations, proactive behaviors, performance tenacity, and overcoming obstacles form the foundation of Psychological Capital (Luthans, 2007). Higher psychological capital employees are more optimistic about their achievement (efficacy and optimism) and expected

good things to happen at work. They exhibited greater resilience in the face of adversity (Avey et al., 2011).

Through their own efforts, people could pick up and react to a variety of behaviors. Either positive or negative behavior could be involved. Positive Psychological Capital could elicit positive affective emotions, which could help people's thought-action range to increase (Fredrickson, 2001). Zaman et al. (2017) investigated whether perceived leadership styles and workplace advice network closeness might be moderated by positive psychological capital. Based on the social exchange hypothesis, the study made the case that individuals affected the groups they belonged to, and groups in turn affected individuals.

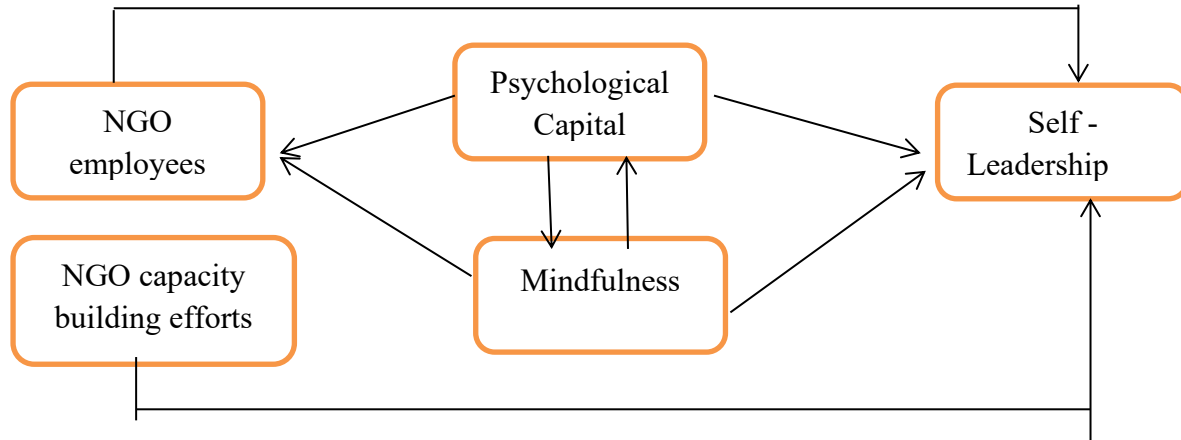
Numerous businesses firmly believe that Mindfulness has significantly improved their organizations' success. Among the companies that were mentioned are Apple, Nike, Goldman Sachs, Google, Intel, and Aetna. The "Knowledge" of being conscious of one's surroundings and accepting things as they are, is the definition given for Mindfulness. A person who practices mindfulness is more conscious of the present and reacts to it suitably. Even if people possess this trait, they must constantly work to put it into practice. Reduced stress, better coping with disease, easier recuperation, fewer signs of depression, and enhanced mental health are all advantages of Mindfulness. A growing number of researches have focused on Mindfulness in recent years. Mindfulness is the discipline of paying attention to and being conscious of current events and experiences (Brown & Ryan, 2003). Mindfulness is a state of conscious awareness of one's feelings, emotions, and physical sensations. It involves the conscious registration of sensory inputs, including the five physical senses, kinesthetic senses, and mental processes (Brown et al., 2007). When mindful, individuals are acutely aware of their thoughts, feelings, sensations, activities, and surroundings in the present moment. This allows for focused attention on what is important and enables a heightened awareness of specific stimuli or phenomena (Kornfield, 1993).

Mindfulness can influence physiological stress (Delgado-Pastor et al., 2015). The impact of various aspects of Mindfulness, including attention regulation, body awareness, emotion regulation, decentering, and non-attachment, is being explored (Bednar et al. 2020), and observed that these aspects enhanced people's mental health.

4. Conceptual Framework

There is adequate information in the review to understand the importance of Self-Leadership for individuals and organizations. There are other possible study topics that could be investigated in the future. Some of these include studies on the strategies used by NGOs to help their personnel develop their Self-Leadership skills or to teach them to do so. Additionally, how the company works to develop employees' Psychological Capital and Mindfulness. This background can also be used to assess the impact of the NGO training program. Research can also be done to find out if NGOs are hesitant to support their staff members in exercising Self-Leadership.

Author of this research recommends a conceptual framework for research which can be used for studying Self- Leadership, Psychological Capital and Mindfulness among the NGO employees.



More constructs can be added in the framework. Empirical research supported by qualitative research will be ideal to use the conceptual framework. Qualitative research can describe the variables studied which will be useful for the stake holders to use the data. Some of the main assumptions which can be made from the conceptual framework are:

1. NGO employees to be successful in their work operation will have high level of Psychological Capital.
2. NGO employees to be stress free in their work execution will have high level of Mindfulness.
3. NGO employees who have high level of Psychological Capital will also have high level of Mindfulness.
4. NGO employees who have high level of Mindfulness will also have high level of Psychological Capital.
5. NGO employee's Psychological capital will influence their Self-Leadership.
6. NGO employee's Mindfulness will influence their Self-Leadership.
7. NGO employees Psychological Capital and Mindfulness will influence their Self- Leadership.
8. NGO capacity building training efforts will increase their Psychological Capital, Mindfulness and Self-Leadership.
9. NGO employee's high level of Self-Leadership will influence the organisation positively.

5. Conclusion

Tamil Nadu has a substantial network of Non-Governmental Organizations (NGOs) that actively work across various sectors. They complement government programs by supporting social development and welfare initiatives for the poor and marginalized. The NGOs operate in Tamil Nadu's rural and urban areas. Numerous tasks pertaining to social issues are executed by NGOs. They strive to support the initiatives of other institutions, including businesses and the government. Human rights, economic growth, disaster aid, and environmental preservation are among the humanitarian ideals that underpin the majority of its duties. However, minimal

numbers of research articles are available on NGOs. Research on the employees who are on the ground executing the difficult task in difficult terrain is not available.

The literature review greatly helped in understanding the extensive research that has been done on Self-Leadership, Psychological Capital and Mindfulness. The knowledge gained from the research is translated to a conceptual frame work and presented. The findings of the review and conceptual framework will help future researchers to adopt novel methods to execute the research.

The findings will be useful for all the stakeholders working with NGOs. The main limitation of the current research is the author has focused on only NGOs for future research. Author concludes that the main purpose of the research is accomplished and it can also be replicated for other variables / constructs.

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