

The Effect of Self-Leadership on Willin Change (Case Study: Saderat Bank Staff in Isfahan)

Elham Shahrbafe and Akbar Etebariyan
Department of Educational Sciences, Isfahan (Khorasgan) Branch,
Islamic Azad University, Isfahan, Iran

Abstract: This research examined the influence of self-leadership on inclination to change in Saderat bank staff of Isfahan City. This research in view of nature is descriptive-correlation study and considering the goal is practical. Statistical population is all staff of Saderat bank of Isfahan who have direct contact with customers. In this way total statistical population reported 922 people. The sample size equal to 272 people was calculated according to Cochran. The sampling was done by simple random sampling. A questionnaire was used to collect data. Haughton and Neck standard questionnaire was used for self-leadership and for the inclination to change variable, researcher made questionnaire was used. Validity was confirmed by professors and scholars. And reliability calculated by Cronbach's alpha wiche for all the questionnaire dimension >0.7 that show questionnaire has good reliability. Reliability of whole questionnaire obtained 0.965. The main hypothesis of the study was analyze by structural equation modeling and multivariate regression was used to test secondary hypotheses.

Key word: Self-leadership, Saderat bank, developmental change, transitional change, transformational change

INTRODUCTION

Considering rapid and accelerated changes of human knowledge, everything is changing and modifying severely. Organizations are interacting with environment as an open environment and require responding to changes to survive. Since, human resources are considered as the most important factor of organizations; equipping and preparing mentioned resources is very important for facing changes and all organizations with each type of missions should allocate the most amount of capital, time and program to training human beings in various aspects. Workforce of 21st century is mainly called as knowledge-focused workforce. Knowledge-focused workforce requires independency and power in order to decision making and fast action. They don't wait for leading and guiding of another person. Many researchers have confirmed a new style of leadership for responding these challenges. Self-leadership and its strategies can respond challenges in front of organizations in 21st century through emphasizing on converting to a more effective person.

Up to now, nearly all researchers of leadership area have drawn their attention to a person who is in the head position of organization and his relationship. This approach emphasizes on a vertical axis influence process

(for example top to dawn) where people are led by an individual person. This approach had been dominant thought paradigm of leadership era for a long time. A modern approach represents sharable leadership among the members of organization. Mentioned approach used to create new thought horizontal about informal leadership in organizations where people are enabled for making decision about their duties. Focusing on improving people's effectiveness, self-leadership tries to respond some challenges of organizations that want to develop in 21st century. The strategies of self-leadership can be divided into three general subjects: strategies allocated to behavior, strategies of natural award and strategies of constructive thought pattern. On one hand in recent decades, the speed of development in different parts of human societies has increased in a way that these rapid developments have changed the principles of many social values suddenly (Pardo and Martinez, 2003).

Based on what has been mentioned, self-leadership is a crucial requirement for organizations that are working in a variable environment and with high confidence. In another word self-leadership and changing are closely linked to each other while today the environment of business is deeply changing and on the other hand nearly movement to globalization have made organizations handle outside environment changes. Changing is a

permanent movement that each organization requires for its survival and they consider it extremely essential to survive. In order to adopt with today developed and dynamic environment and not get out of competition scene, organizations have to change permanently. These changes can be developmental or transformational or transitional. Developmental changes represent improvement in a skill, method, performance standard or situation that are not appropriate for current and future needs. Transformational changes are more complicated and are good responses to main movements in environmental powers and bazar regulations for success. Transformational changes are the most complicated type of changes. Simply saying, this change is fundamental change from one situation to another.

Organization's staff as the main section of organization that will face changing more show different behavioral patterns against these changes (developmental, transitional and transformational); a group of staff may accept these changes and go for it, some other ones may avoid changes and resist against them and the other group may be neutral to the changes that happen for organization and don't show any reactions. Therefore, identifying tendency to the various types of change in staff can be a necessary step in managing organizational changes so identifying effective factors and related to various types of willingness to change (developmental or transitional and transformational) is a discussed subject in change management. Self-leadership is one of variables that seems affects the staff's willingness. Investigating done researches shows that causal relationship between self-leadership and willingness to various types of changing based on Anderson and Anderson Model means developmental, transitional and transformational changes don't have any experience in researching can be discussed as a researchable subject in theoretical area.

Saderat bank is one of the biggest banks in Iran that have had many changes inside its organization considering its specialization. Considering imposed sanctions, requiring various changes in organization is utterly necessary for Iran banking system. Saderat bank works internationally as well. Because of high affectedness from modern technologies and requiring adopting themselves with these technologies bank systems need to reinforce the ability of changing and willingness to change in their workforce which is one of the most important components of each organization. Therefore, this research's statistical population was selected among Saderat bank staff. Based on this the problem of current study is that if willingness to various types of changing as criterion variable through self-leadership among Saderat bank staff predictable

or not? Other particular goals also such as predicting various types of willingness to change through aspects of self-leadership will be investigated in this study.

Self-leadership

The concept and nature of self-leadership: As a systematic set, self-leadership has been defined out of strategies that through those people make themselves high performance and effectiveness (Houghton and Yoho, 2005). Self-leadership is a process that people affect themselves due to self-leadership and necessary self-motivation for working (Houghton *et al.*, 2004). Main assumption of self-leadership is that there is the responsibility of competence and the ability of innovation in human beings and they don't need any external regulators such as their bosses. If human beings are supported appropriately, they can monitor themselves and control their behaviors.

Self-leadership strategies: Self-leadership strategies can be divided into three general subjects; behavior-focused strategies, natural reward strategies and constructive thought pattern strategies (Houghton and Neck, 2002). Self-leadership represents the process of self-influence that includes self-direction and self-motivation. People who use self-leadership strategies improve their personal effectiveness through behavior-focused strategies, natural reward strategies and constructive thought pattern strategies (Norris, 2008). Behavioral strategies facilitate behavior management. Natural reward strategies help people to form their own imaginations and create joyful aspects in their activities and constructive thought strategies thought positive methods.

Behavior-focused strategies: Behavior-focused strategies include the ability of observing their behavior, thinking on the effect of behavior, identifying and assessing effective and ineffective behaviors, determining goals for improving and replacing behavior and rewarding of person to himself at the time of goals realization due to promote individual performance in life and work place.

Behavior-focused strategies include self-observation, self-goal setting, self-rewarding, self-punishment and self-cueing.

Natural reward strategies: Natural reward strategies provide this possibility for people to enjoy determined activity that this case leads to increasing competence, self-control and the feeling of having goal. People can facilitate natural reward strategies through change in perceiving or relevant behaviors with work performance that causes increasing the ability of self-controlling and work responsibility (Prussia *et al.*, 1998).

Constructive thought pattern strategies: Constructive thought pattern strategies are targeted to rebuilt mental processes which are facilitating for optimistic and positive thought patterns; they are also mental processes that can have significant effect on individual performance. These strategies include identifying and removing inefficient beliefs and assumptions, being involved with self-talking and constructor mental imagination. Inefficient assumption and beliefs often cause inefficient processes in thought habits that can lead to depression, sadness and personal inefficiency. Through process of changing and recognizing these deviated beliefs, people can minimize inefficient thoughts process and get involve in more rational and efficient cognitive processes.

Types of change

Developmental changes: It represents improvement in a skill, method, performance standard or situation that are not appropriate for current needs anymore, we face a system here that we know and now it is working. Most of these improvements include creating a rational modification in current operations and are motivated with customers, their works and finally themselves completely. Moreover in terms of content point of view, new condition which is the result of this transformation is utterly undetermined at the beginning of process and shows itself as the product of change-focused afford. goals such as do it better or more. Key concentration is on reinforcing or correcting an action which is working now and through this, performance and durability improvement and increasing satisfaction will be guaranteed.

Transition change: Transition change is more complicated and is necessary answer to main movements in environmental forces and market regulations for success. Transition change more than being improving something is replacing a completely different thing with

current situation, this change is when leaders get aware of problem or an opportunity which haven't been investigated appropriately yet. There is something in company's current operation which should change or it has to be created to answer now or future needs better. When executive managers, change leaders and staff teams met the readymade needs and opportunities, they will design a more ideal future to meet their different needs. In order to achieve new situation of organization, old motor of operation should be completely destroyed and make new situation through a passing period.

Transformational change: It is the most complicated type of change and mean while less perceived than all changes that organizations face today. Its simplest definition is fundamental change from one situation to the other. This change is that much significant that requires changing in culture, behavior and metal frame during the time for successful performing. In another word, transformation requires changing in human awareness which modify the method of organization and people looking to the world, customers, their works and finally themselves completely. Moreover in terms of content point of view, new condition which is the result of this transformation is utterly undetermined at the beginning of process and shows itself as the product of change-focused afford.

Conceptual model of research: Considering proposed theories, three strategies of behavior-focused, natural reward strategies and constructive thought pattern that were stated by Houghton and Neck (2002) can be considered as self-leadership strategies and for aspect of willingness to change, three kinds of developmental, transitional and transformational can be considered according to Anderson Model that the rate of willingness to different types of organizational changes will be investigated by these aspects. Considering these concepts, researcher proposes below conceptual model for his research (Fig. 1).

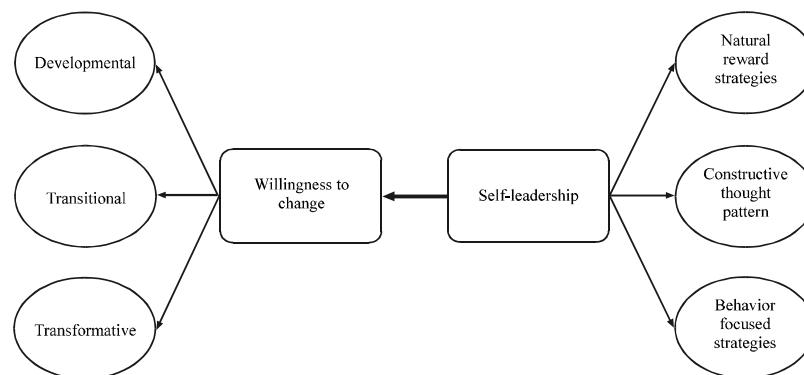


Fig. 1: Research conceptual model

Research hypotheses

Main hypotheses: The relationship between self-leadership and willingness to change can be explained through structural equations.

Sub-hypotheses:

- Willingness to transitional changes is predictable through the aspects of self-leadership
- Willingness to developmental changes is predictable through the aspects of self-leadership
- Willingness to transformational changes is predictable through the aspects of self-leadership

MATERIALS AND METHODS

This research is according to descriptive-correlation nature with the approach of structural equations and considering goal is functional and performing conditions for that is field method. For collecting data questionnaire was used. Standard questionnaire by Neck and Houghton (2006) was used for self-leadership variable. This questionnaire has 35 items that totally measures three aspects of behavior-focused strategies, natural reward strategies and constructive thought pattern. Researcher made questionnaire has been used for willingness to change. This questionnaire has three aspects and 39 items that totally measures transitional, developmental and transformational changes. The reliability of whole questionnaire was obtained based on Cronbach's alpha as 0.965 which is appropriate for researches of human science.

The statistical population is all staff of Saderat bank of Isfahan in 2015 that were directly in contact with customers. Therefore, headquarters staff wasn't considered in this population. So, the total number of statistical population was reported as 922 people. Sample volume based on Cochran formula in confidence level of 5 percent was obtained as 272 people. Based on this 272 questionnaires were distributed among staff of Saderat bank randomly that 223 accepted questionnaire were collected and analyzed.

Investigating research hypotheses

Testing model and main hypothesis of research: The relationship between self-leadership and willingness to change can be explained through structural equations. As it can be seen out of Lisrel Software output, main proposed model is as (Fig. 2).

All assessing model fitness indexes with their values have been proposed as follows and represent model's appropriate fitness. Based on the results of Table 1, model is appropriately fitted.

First sub-hypothesis: Willingness to transitional changes is predictable through the aspects of self-leadership. For investigating the effect of self-leadership strategies on staff's willingness to transitional changes, multi-variable regression has been used. Obtained results out of regression analysis have been shown in Table 3.

Table 1: Investigating model's appropriateness indexes (the value of standard index: Ping, 2004)

Index title	Standard value of index	Index value in the model	Conclusion
χ^2	-	12.300	Appropriate
χ^2/df	1-3	2.460	Appropriate
p-value	>0.05	0.125	Appropriate
GFI	>0.9	0.910	Appropriate
AGFI	>0.9	0.900	Appropriate
NFI	>0.9	0.950	Appropriate
CFI	>0.9	0.950	Appropriate
IFI	>0.9	0.950	Appropriate
RMR	Close to zero	0.058	Appropriate
RMSEA	<0.1	0.037	Appropriate

Table 2: Direct effects and calculated t-value

Result	T-statistics value	Impact factor	Case study
Confirmation	19.83	0.83	Self-leadership strategies-willingness to change
Confirmation	19.85	0.90	Behavior-focused strategies-willingness to change
Confirmation	17.69	0.83	Naturalrewardstrategies-willingness to change
Confirmation	8.96	0.47	Constructive thought pattern-willingness to change

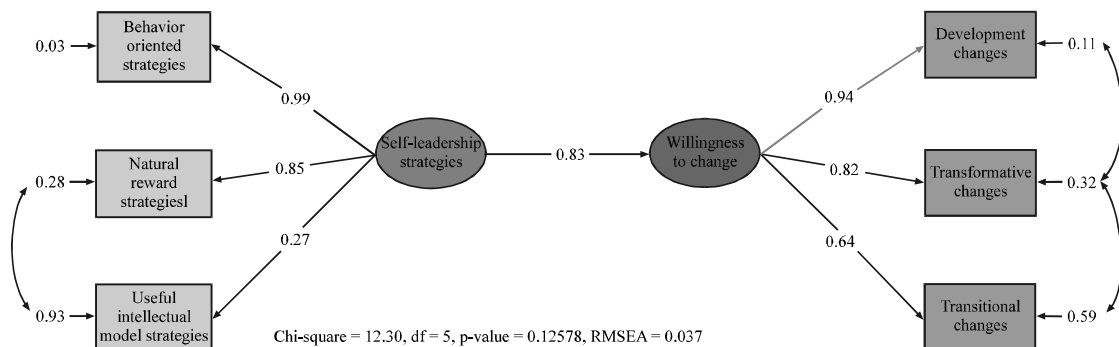


Fig. 2: Research standard model for investigating main hypothesis

Table 3: Investigating the effect of self-leadership strategies on transitional changes

Relationship	Correlation coefficient	Determination coefficient	F-value	Significant	Result
Self-leadership strategie transitional changes	0.710	0.504	73.982	0.000	Significant relationship

Table 4: The relationship between various types of self-leadership and transitional changes

Predictor variables	Criterion variables	B-values	t-values	Significant	Result
Constant number	Transitional changes	0.692	2.704	0.007	Significant relationship
Behavior focused strategies	Transitional changes	0.240	2.727	0.007	Significant relationship
Natural reward strategies	Transitional changes	0.440	4.858	0.000	Significant relationship
Constructive thought pattern strategies	Transitional changes	0.131	2.566	0.001	Significant relationship

Table 5: Investigating the effect of self-leadership strategies on developmental changes

Relationship	Correlation coefficient	Determination coefficient	F-value	Result
Self-leadership strategies-developmental changes	0.967	0.934	103.2	0.000

Table 6: The relationship between various types of self-leadership and developmental changes

Predictor variables	Criterion variables	B-values	t-values	Significant	Result
Constant number	Developmental changes	0.242	2.934	0.004	Significant relationship
Behavior focused strategies	Developmental changes	1.063	33.185	0.000	Significant relationship
Natural reward strategies	Developmental changes	-0.113	-3.431	0.001	Significant relationship
Constructive thought pattern strategies	Developmental changes	-0.014	-0.767	0.444	Nosignificantrelationship

Table 7: Investigating the effect of self-leadership strategies on transformational changes

Relationship	Correlation coefficient	Determination coefficient	F-value	Significant	Result
Self-leadership strategies-transformative	0.87	0.769	241.931	0.000	Significant relationship

Table 8: The relationship between various types of self-leadership and transformational changes

Predictor variables	Criterion variables	B-values	t-values	Significant	Result
Constant number	Transformative changes	0.431	2.615	0.010	Significant relationship
Behavior focused strategies	Transformative changes	0.391	6.519	0.000	Significant relationship
Natural reward strategies	Transformative changes	0.527	8.517	0.000	Significant relationship
Constructive thought pattern strategies	Transformative changes	-0.014	-0.404	0.686	Nosignificantrelationship

The relationship between various types of self-leadership and transitional changes has been shown in Table 4.

Based on Table 4, all self-leadership strategies affect willingness to transitional change. Regression relationship among various types of self-leadership strategies and transitional changes is as follows:

$$\begin{aligned} \text{Transitional changes} &= 0.240 + 0.69 \\ &(\text{behavior-focused strategies}) + 0.44 \\ &(\text{natural reward strategies}) + 0.131 \\ &(\text{constructive thought pattern strategies}) \end{aligned}$$

Second sub-hypothesis: Willingness to developmental changes is predictable through the aspects of self-leadership.

For investigating the effect of self-leadership strategies on staff's willingness to developmental changes, multi-variable regression has been used. Obtained results out of regression analysis have been shown in Table 5.

The relationship between various types of self-leadership and developmental changes has been shown in Table 6.

Regression relationship among various types of self-leadership strategies and developmental changes is as follows:

$$\begin{aligned} \text{Developmental changes} &= 0.242 + 1.063 \\ &(\text{behavior-focused strategies}) + (-0.113) \\ &(\text{natural reward strategies}) \end{aligned}$$

Third sub-hypothesis: Willingness to transformational changes is predictable through the aspects of self-leadership.

For investigating the effect of self-leadership strategies on staff's willingness to transformational changes, multi-variable regression has been used. Obtained results out of regression analysis have been shown in Table 7.

The relationship between various types of self-leadership and transformational changes has been

shown in Table 8. Regression relationship among various types of self-leadership strategies and transformational changes is as follows:

$$\begin{aligned} \text{Transformational changes} &= 0.431 + 0.391 \\ &(\text{behavior-focused strategies}) + 0.527 \\ &(\text{natural reward strategies}) \end{aligned}$$

RESULTS AND DISCUSSION

Checking main hypothesis: The relationship between self-leadership and willingness to change can be explained through structural equations.

The results of Table 2 represent that self-leadership strategies with standard value of 0.83 and t-value 19.83 (bigger than 1.96) have significant and positive effect on willingness to change. Sub-scales of behavior-focused strategies, natural reward strategies and constructive thought pattern strategies also with standard value of 0.90, 0.83, 0.47 and calculated t-value of more than 1.96 have significant and positive effect on willingness to change. To sum up, it can be said that self-leadership strategies significantly and positively affect willingness to change. The results of this research are aligned with Neck in 1996 research. Both these researches have achieved significant relationship between self-leadership and willingness to change in staff. Considering these results, through increasing the level of self-leadership of Saderat bank staff, their willingness to change will increase as well. Therefore, it can be concluded that all self-leadership aspects are effective on willingness to change of staff. Based on Table 2, it can be seen that behavior-based strategies have the most effect on willingness to changes in staff. Effect coefficient among self-leadership strategies and willingness to change is equal to 0.90 and the value of t-statistic for this equation is equal to 19.83 that shows the relationship of behavior-focused strategies affect willingness to change significantly and considering the value of 0.90 which has the most value among self-leadership aspects, it can be concluded that behavior-focused strategies have the most effect on willingness to change in Saderat bank staff. After that natural reward strategies with effect coefficient of 0.83 and t-value of 17.69 have the most effect on willingness to change. Considering obtained t (bigger than 1.96) it can be concluded that natural reward strategies have significant effect on willingness to change. After these two types of strategies, constructive thought pattern strategies with effect coefficient of 0.47 and t-value of 8.96 have effect on willingness to change. t-value shows that constructive thought pattern strategies have significant effect on willingness to change that this rate is equal with effect coefficient of 0.47.

Investigating the first sub-hypothesis: Willingness to transitional changes is predictable through the aspects of self-leadership.

According to Table 4, it can be seen that behavior-focused strategies has significant effect on the willingness of staff in Saderat bank to transitional changes in confidence level of 0.05. According to the results, it is seen that regression coefficient between behavior-focused strategies on willingness of staff in Saderat bank to transitional changes is 0.240 that shows the effect of behavior-focused strategies on transitional changes in confidence level of 0.05. As a result with increasing 1 unit of increasing in behavior-focused strategies, 24% staff's willingness to transitional changes will increase so it can be concluded that the ability of observing their behavior, thinking on the effect of behavior, identifying and assessing effective and ineffective behaviors, determining goals for improving and replacing behavior and rewarding of person to himself at the time of goals realization due to promote individual performance in life and work place can have positive effect on staff's willingness to do transitional changes and accept a system completely different from the current one.

According to Table 4, it can be seen that natural reward strategies has significant and positive effect on the willingness of staff in Saderat bank to transitional changes in confidence level of 0.05. According to the results, it is seen that regression coefficient between natural reward strategies on willingness of staff in Saderat bank to transitional changes is 0.440 that shows the effect of natural reward strategies on transitional changes in confidence level of 0.05. As a result with increasing 1 unit of increasing in natural reward strategies, 44% staff's willingness to transitional changes will increase. This effect is more than behavior-focused strategies; natural reward strategies have the most effect on transitional changes. These strategies provide this possibility for people to enjoy determined activity that this case leads to increasing competence, self-control and the feeling of having goal. People can facilitate natural reward strategies through change in perceiving or relevant behaviors with work performance that causes increasing the ability of self-controlling and work responsibility. Therefore, increasing natural reward and making work more enjoyable for staff can facilitate the preparedness and willingness of people for doing transitional changes and total change of old systems and methods.

According to Table 4, it can be seen that constructive thought pattern strategies has significant effect on the willingness of staff in Saderat bank to transitional changes in confidence level of 0.05. According to the results, it is seen that regression

coefficient between constructive thought pattern strategies on willingness of staff in Saderat bank to transitional changes is 0.131 that shows the effect of constructive thought pattern strategies on transitional changes in confidence level of 0.05. As a result with increasing 1 unit of increasing in constructive thought pattern strategies, 13.1% staff's willingness to transitional changes will increase. These strategies concentrate on creating and changing thought pattern ideally, this point should be paid attention that constructive thought pattern strategies can only affect willingness to transitional changes and cannot affect the other organizational changes aspects, constructive thought pattern strategies effect on willingness to transitional changes has also been less than behavior-focused strategy and natural reward ones.

Investigating the second sub-hypothesis: Willingness to developmental changes is predictable through the aspects of self-leadership.

According to Table 7, it can be seen that behavior-focused strategies has significant and positive effect on the willingness of staff in Saderat bank to developmental changes in confidence level of 0.05. According to the results, it is seen that regression coefficient between behavior-focused strategies on willingness of staff in Saderat bank to developmental changes is 1.063 that shows the effect of behavior-focused strategies on developmental changes in confidence level of 0.05. As a result with increasing 1 unit of increasing in behavior-focused strategies, 106.3% staff's willingness to developmental changes increases in confidence level of 0.05. This aspect after self-leadership strategies has the most effect on developmental changes. In fact this one is the only aspect of self-leadership ones that have positive effect on developmental changes and causes reinforcing them. According to these, the only aspect and the most important one that can help developmental changes is behavior-focused strategies. Behavior-focused strategies include self-observation, self-goal setting, self-rewarding, self-punishment and self-cueing. In fact these strategies include revision in the behavior of person to be able to improve his behaviors due to organizational and life goals.

According to Table 7, it can be seen that natural reward strategies has significant and negative effect on the willingness of staff in Saderat bank to developmental changes in confidence level of 0.05. According to the results, it is seen that regression coefficient between natural reward strategies on willingness of staff in Saderat

bank to developmental changes is -0.113 that shows the effect of natural reward strategies on developmental changes in confidence level of 0.05. These two variables have reverse relationship with each other. As result with one unit of increase in natural reward strategies the rate of 11.3% of willingness of staff in Saderat bank to developmental changes will decrease. Of course it has to be paid attention that this effect is very small against the effect of behavior-focused strategies. Improving natural reward strategies creates a kind of habit for receiving positive feedback for person and passing the time, person will lose his willingness for changes in routine trend of work and resists against small changes that is in relation with the way of doing works with changing some of his skills.

According to Table 7, it can be seen that constructive thought pattern strategies doesn't have significant effect on the willingness of staff in Saderat bank to developmental changes in confidence level of 0.05. It means that these strategies cannot decrease or increase the willingness to developmental changes. Constructive thought pattern strategies concentrate more on creating and changing thought pattern ideally but these factors don't have any effects on willingness to simple changes and cannot improve the trend of performing developmental changes.

Investigating the third sub-hypothesis: Willingness to transformational changes is predictable through the aspects of self-leadership.

According to Table 8, it can be seen that behavior-focused strategies has significant effect on the willingness of staff in Saderat bank to transformational changes in confidence level of 0.05. According to the results, it is seen that regression coefficient between behavior-focused strategies on willingness of staff in Saderat bank to transformational changes is 0.391 that shows the effect of behavior-focused strategies on transformational changes in confidence level of 0.05. As a result with increasing 1 unit of increasing in behavior-focused strategies, 39.1% staff's willingness to transformational changes will increase so it can be concluded that self-observing, self-goal setting, self-rewarding, self-punishment and self-guidance affect the rate of willingness to transformational changes and cause increasing transformational changes.

According to Table 8, it can be seen that natural reward strategies has significant effect on the willingness of staff in Saderat bank to transformational changes in confidence level of 0.05. According to the results, it is

seen that regression coefficient between natural reward strategies on willingness of staff in Saderat bank to transformational changes is 0.527 that shows the effect of natural reward strategies on transformational changes in confidence level of 0.05. As a result with increasing 1 unit of increasing in natural reward strategies, 52.7% staff's willingness to transitional changes will increase. Natural reward is related to positive experiences about doing a work and the process of achieving that. Successful performance of a work is motivating itself and is considered as a reward. People should look at the work as a pleasant, enjoyable and suitable action because such this view creates a kind of ability, competition and self-control and finally will lead to performance improvement. Natural reward strategies are person's abilities in receiving positive aspects of duties and concentrating on their natural rewards. The ability of concentration on duty because of receiving natural reward causes increasing competence, self-control and having goal that can promote self-motivation in that person. It should be considered that the most effect on willingness to transformational changes among staff is for natural reward strategies. Through reinforcing these strategies, banks can increase willingness to fundamental changes that require them. when the area of environmental and market changes expand, motivates the need for change in culture and people and the need for transformational changes will increase, this kind of change that include all stimulus and fundamentally change organizational systems and considering the results a strategy that can more affect willingness to these changes is natural reward.

According to Table 8, it can be seen that constructive thought pattern strategies don't have significant effect on the willingness of staff in Saderat bank to transformational changes in confidence level of 0.05. It means that constructive thought pattern strategies cannot increase or decrease the rate of willingness to transformational changes. In fact constructive thought pattern strategies can only affect transitional changes and this effect is less than other aspects of self-leadership. In fact it can be concluded that instead of investing on constructive thought pattern strategies improvement, bank can invest on other aspects of self-leadership and get better result.

CONCLUSION

According to the results of the analysis, influence of self-leadership on inclination to change through structural equation model was explained. Self-leadership influence on inclination to change by 0.83 as impact factor

with $t = 19.83$ (greater than 1.96) as significant amount. Also self-leadership have a positive and significant influence on inclination to developmental, transitional and transformational change.

RECOMMENDATIONS

Considering the results obtain from analyzing hypotheses, researcher proposes below recommendations:

Considering the main hypothesis of research and Table 2 for improving willingness to change in staff, self-leadership strategies can be reinforced. Due to this, some methods can be used for improving self-leadership strategies some of them are:

- Holding workshops related to the way of using self-leadership strategies effectively
- Using brochures and posters for reinforcing self-leadership among staff
- Setting skillful goals in order to increase staff's efficiency in actions based on self-leadership
- Expanding and developing motivational beliefs due to reinforcing the ability of self-leadership
- Encouraging the spirit of self-controlling and self-leadership of staff through verbal or social persuasions
- Modifying culture and organizational atmosphere in order to facilitate using self-leadership strategies
- Increasing the rate of using leadership strategies through making pattern

Considering second sub-hypotheses, behavior-focused strategies predict willingness to developmental changes more than other strategies as result for increasing willingness to developmental changes; managers should concentrate on behaviors such as self-observing, self-goal setting, self-rewarding, self-punishment and self-guidance to be able to reinforce behavior-focused strategies among their staff.

Considering first and third sub-hypotheses, natural reward strategies reinforce transitional and transformational changes more than other strategies as result for increasing willingness to transitional and developmental changes, managers can concentrate on behaviors such as identifying positive, pleasant and enjoyable aspects of duty, positive aspects of duty more than negative ones, differentiating among rewards that are separated from job and those which are related to the job, thinking on rewards that are naturally parts of job and

following that increasing job satisfaction and not expanding the ability of differentiation and concentration on internal motivators such as job like communicational advantages and mental health.

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