VALIDATION OF THE SELF-MOTIVATION SCALE: A STUDY OF ITS RELATIONSHIP WITH AUTHENTIC LEADERSHIP AND WORK ENGAGEMENT

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Abstract

Authentic leadership and work engagement are crucial for organizational success, yet the role of self-motivation remains underexplored. This study validated a self-motivation scale and examined its relationship with authentic leadership and work engagement in manufacturing organizations. Exploratory factor analysis revealed a four-dimensional structure with good construct validity. Structural equation modelling showed that self-motivation was positively associated with work engagement, and authentic leadership had a significant positive impact on both. However, self-motivation didn't significantly mediate the relationship between authentic leadership and work engagement. This study's main focus is validating the self-motivation scale, establishing it as a multifaceted construct with empirical validity. By doing so, it contributes to applied psychology and psychometrics, shedding light on self-motivation's complex role in leadership-engagement dynamics. The research also highlights self-motivation's potential to independently predict job performance, emphasizing the importance of precise motivational construct validation.

Key Words - Self-motivation, Authentic leadership, Work Engagement

INTRODUCTION

Organizations have always focused on the effective management of human resources for organizational performance. Jihye Oh and Daeyeon Cho (2017). In the ever-changing work place of today employee involvement is crucial to the success of the organisations. Work engagement is a reflection of an employee's emotional and mental commitment to their job and is characterised by the enthusiasm, determination and absorption Wilmar Schaufeli & Arnold Bakker (2003). According to Ambile and Kramer (2011) work engagement of employees is vital for the organisation as engaged employees perform successfully and competently. Affording to studies leadership style has significant impact on the degree of employee engagement. Leaders show the way and help employees pursue it by empowering and engaging those employees. C. Stamov Roßnagel (2016). Authentic leadership which emphasizes self-awareness, rational transparency, moral perspective and balance processing has a major factor influencing work engagement (Wong et al., 2010; Walumbwa et al., 2010)

Self-motivation, or the capacity to start and maintain goal-directed actions without the need for outside rewards, is one possible mediating component. Employee motivation is essential in today's fiercely competitive and fast-paced workplace to improve job performance, increase productivity, and support overall organizational success. A motivated workforce improves organizational performance and fortifies the quality of human resources. Motivational encouragements of workforce contribute to a higher quality of human resources and better performance in organizations Sara Ghaffar.et.al (2017). According Bateman and Snell (1996), motivation is what drives, guides, and maintains a person's efforts toward accomplishing goals. Motivation is one of the most important concepts of psychology and vital for the managers who direct subordinates for obtaining worthwhile goals (Ali et al., 2012). Self-motivation is still a little-researched topic in organizational studies, despite being a basic psychological notion and an essential tool for managers helping staff members reach worthwhile objectives. While employee motivation has been extensively studied, self-motivation measurement has received less attention. While employee motivation has been extensively studied, little research has been done on self-motivation, its impact on workers, and its wider relevance in organizational dynamics. Additionally, a number of studies have examined the relationship between work engagement and authentic leadership. This study empirically examines the relationship between self-motivation, work engagement, and authentic leadership, focusing on the manufacturing industry due to its skill-dependent and labour-intensive nature. Strong leadership and employee engagement are crucial in this context to enhance productivity and reduce turnover. By concentrating on this industry, the study provides valuable insights for stakeholders.

Statement of the problem

Employee motivation is essential for improving job performance, promoting productivity, and guaranteeing total organizational success in today's competitive and fast-paced work environments. Work motivation initiates work-related behaviour and determines its direction, intensity, and duration C. Stamov Robnagel (2016). The employees' motivation, their enthusiastic and energetic behaviour towards task fulfilment play key role in successes of an organization to its benefit (Cheng, 1995). The achievements of individual and organizational goals are independent

process linked by employee motivation Sara Ghaffari.et.al (2017). Although workplace motivation has been extensively studied, organizational behaviour literature has not given enough attention to self-motivation, which is the internal drive to accomplish personal and professional goals without the help of external incentives. It is a motivation characterized by people being engaged in an activity with a full sense of willingness, volition, and choice Edward L. Deci, Anja H. Olafsen, and Richard M. Ryan (2017). Self-motivation is the intrinsic desire to accomplish one's goals, both personal and professional, without the help of outside rewards. Since self-motivation propels people to persevere in reaching their objectives and overcoming obstacles at work, it is commonly recognized as a critical factor in determining employee performance Paul J. Silvi and Thomas Shelley Duval (2004). Self-motivation is the intrinsic desire to accomplish one's goals, both personal and professional, without the help of outside rewards. Since self-motivation propels people to persevere in reaching their objectives and overcoming obstacles at work, it is commonly recognized as a critical factor in determining job performance Nur Shafini Mohd Said.et.al (2015). On the other hand, not much is known about the specific scale, effects, and organizational significance of self-motivation. of extensive empirical research restricts our knowledge of how businesses might successfully encourage employee self-motivation. Motivating employees is a crucial leadership task, as motivation translates an employee's knowledge, skills, and abilities into actual work behaviour and job performance. C. Stamov Robnagel (2017). Authentic leadership is one type of leadership that has drawn more scholarly attention recently. It places a strong emphasis on openness, moral conduct, and building trust between leaders and their subordinates (Avolio & Gardner, 2005; Walumbwa et al., 2008). Higher levels of engagement and performance are said to be fostered by authentic leaders who encourage self-awareness, empowerment, and intrinsic motivation in their workforce. Research on the relationship between self-motivation and authentic leadership is still limited. A significant gap between academic research and practical significance is the lack of a systematic and validated self-motivation scale, which restricts a company's willingness to develop a self-driven workforce. Meanwhile, little is known about how self-motivation mediates the relationship between work engagement and leadership style and it is crucial to answer the question how self-motivated workers are encouraged by authentic leadership, and how this leads to increased work engagement and better performance results. By studying this relationship, companies may use authentic leadership to foster a self-motivating work environment, which will ultimately increase employee productivity, job satisfaction, and organizational success.

Objective of the study

1. To validate a self-motivation scale specifically designed for the workplace context.
2. To examine the relationship between authentic leadership and employees' self-motivation
3. To examine the relationship between authentic leadership and work engagement.
4. To explore the relationship between self-motivation and work engagement.
5. To investigate the mediating role of self-motivation between authentic leadership and work engagement

REVIEW OF LITERATURE

Concept of Self-Motivation and its dimensions

Vo, T.T.D.Tuliao, K.V. Chen, C.-W (2022) Motivation at work is essential to the organization and boosts worker performance and production. The study looked at how people's competence, autonomy, and social relatedness affected their motivation at work. It discovered that while competence had a negative effect on motivation, autonomy and social relatedness had a positive effect. Furthermore, in-group collectivism, political engagement, humanitarianism, and religious affiliation at the national level all moderated the connections at the individual level.

Jacob Cherian & Jolly Jacob (2013) Control over one's perseverance in the face of setbacks, performance and task attempts at solving the problem are associated with self-efficacy. The authors evaluated how self-efficacy affects people's performance at work and how self-efficacy influences an individual's motivation and work-related performance. They also examined the findings of individual studies that address the relationship between self-efficacy, employee motivation, and an employee's work-related performance. Using this as a basis, the researcher conducted an analysis and discovered a relationship between self-efficacy and work-related performance.

Fatih Çetin, Duysal Askun (2017) Self-efficacy was found to have a significant impact on work performance among numerous other factors in order to increase productivity, businesses increasingly work hard to increase employee motivation and the related knowledge, skills, and abilities. In order to investigate how occupational self-efficacy influences work performance through intrinsic motivation, this researcher employed a one-way analysis and correlation analysis. 76 respondents from a variety of sectors make up the sample.

Suhartiwi (2020) This study investigates the self-confidence of students in Indonesia and offers a distinctive background for comprehending and evaluating students' self-confidence. Further the researcher established a self-confidence scale that is specifically tailored to the peculiarities and characteristics of the local culture.

Self-motivation is a mental state that permits us to kick off, nurture, or quit an action. It is one that encourages us to persist in striving. It is the natural drive to succeed, grow, develop, and survive. When we feel like we're ready to give up or we are uncertain of how to start, self-motivation is what keeps us going. Self-motivation is our own wishes which ultimately drive us towards something. According to Tchiki Davis, the inner condition that helps us start, maintain, or end a behaviour is self-motivation. In the work place self-motivation is what propels employees to effectively finish a variety of chores and responsibilities. According to Indeed, editorial team (2024)

stated that Self-motivation has four dimensions as per the emotional intelligence expert Daniel Goleman. According to intelligence expert, self-motivation has four dimensions: confidence, or the tendency to look ahead and persevere with the belief that one can reach their goals; commitment to one's own personal goals initiative, or the readiness to act on opportunities; and personal drive to achieve, improve, and meet certain standards. Studies indicate that the following factors contribute to workplace self-motivation: strong goals and focus, positive thinking, work environment, self-efficacy, and self-confidence.

Components of Self-Motivation

Self-efficacy is as the belief in one's own ability to complete a task. Numerous research suggests a possible relationship between task-based self-efficacy and self-esteem. According to Albert Bandura self-efficacy is people judgement of their capabilities to organise and execute sources of action required to attain designated types of performance. Julie Waddington (2023) studied the different sources of self-efficacy to gain the better understanding of how it is formed and how it can be changed. Anthony R Artino (2012) states that self-efficacy his key component in theories of motivation and learning. Various studies show it is the significant predictor of academic achievement. According to Forbes council's member, Srikant Chellappa (2023) in his post says that organisations have to build up employees' self-efficacy to empower them to do their best. By improving and fortifying their sense of self, workers can receive self-confirmation and strengthen their determination in the face of difficulty. When it comes to changing and influencing someone's behaviour, self-efficacy is essential. Self-efficacy has been linked to self-control, persistence in the face of failure, job performance and successful attempts, and effective problem solving.

Self-confidence is a quality of character that includes believing in oneself, avoiding outside influences, and acting in a way that satisfies one's own desires. According to Ruth H Axelrod (2017), Self-confidence is an individual's level of certainty about his or her ability to handle things. Studies says that it is feelings of enjoyment are what make it unique. The knowledge that one can act in a way that will bring about the intended outcomes It includes having free to behave in accordance with one's obligations and wishes, being respectful in interactions with others, having a determination to succeed, and being aware of one's own advantages and disadvantages. Through relations with the environment and the learning process, self-confidence is created and grown Suhartiwi (2020). Self-confidence allows employees to take risk, evaluates area of improvement and allows them to meet the expected performance Jamie Birt (2025)

Strong Goals and Focus is one of the significant dimensions of self-motivation. According to the research by Franco et al. (2002) The degree to which a health worker's goals coincide with those of the company or employer affects how motivated they are. And focus is the ability to concentrate without becoming distracted. Self-motivation requires it because without it, energy and efforts can be scattered, which could lead to disorganization and a lack of progress. Remaining focus can help employees effectively handle their responsibilities, manage schedules, and achieve their goals, which enhances motivation and creates an atmosphere of satisfaction

Motivating environment is crucial to increase the self-motivation of an employee. Dimitris Karaferis.et.al (2022) in their study says that in the healthcare system, creating an environment that inspires employees is becoming more and more crucial, and it's useful to look at the motivating qualities that hospital staff members value for their job satisfaction.

Positive Thinking can be seen as a positive energy that increases self-motivation of an employee. Motivation for workers at work is kept alive by positive thinking, which encourages determination in a situation of difficulty. One way to think of work motivation is as an indicator of positive energy that helps employees recognize and fulfil themselves. Hauser L (2014) Positive self-concepts are thought to be held by those with high core self-evaluation scores, which boost motivation and enhance productivity at work. Judge et al. (1998) Therefore, in order to close the research gap, we have created our first hypothesis based on the investigations to validate the self-motivation scale.

H1: The factor analysis is valid

Authentic leadership

Authentic leadership is foundational element of all successful leadership styles Avolio, B.J. and Gardner, W.L. (2005). Authentic leadership, ethical leadership, and transformational leadership are all considered positive leadership styles. This style of leadership has its foundations in positive mentality and is based on ethical principles Emilio Domínguez-Escrig.et.al (2021). As the transformational leadership literature distinguished between real and fake transformational leaders, concepts of authentic leadership gained popularity Price (2003). Managing one's unique circumstances, be they opinions, feelings, desires, requirements, tastes, or beliefs, essentially expressed through the obligation to understand themselves, constitutes a concept that defines authenticity Harter. S (2002)

Aamir Chughtai (2018) investigated Authentic Leadership and concluded that regardless of the face of pressure, authentic leaders operate in line with their core beliefs and show their genuine feelings and emotions. Further studies emphasis that a thorough awareness of the leader's own's advantages and disadvantages and a profound comprehension of how their leadership influences their followers in along with others.

Work Engagement

Work engagement is an enjoyable, satisfying state of mind relating to one's work. It is characterized by strength, commitment, and involvement. The pleasant emotional sense of completeness during performing a task is known as employee work engagement. According to Baek-Kyoo Joo (2015) it is how the employee perceives their work.

Various research indicates that the positive organisations outcome like enhanced productivity, lower turnover intention and organisation commitment are the result of engaged employees and it is a manifestation of peoples cognitive, physical in their work role.

Relationship between Authentic leadership and Self-Motivation

Edward L. Deci, Anja H. Olafsen and Richard M. Ryan (2017) examined the principle of self-determination considering how it relates to the workplace. The study's main goal is to distinguish between totally internalized extrinsic motivation, both internally and externally controlled extrinsic motivation, and intrinsic motivation. Additional discussion was held regarding the relationship between self-determination theory and transformational leadership, job characteristics, equity, and compensation techniques.

Ruth H. Axelrod (2017) The degree of confidence an individual has in their ability to handle circumstances is known as self-confidence. The authors' research indicates that self-leadership, a systematic mental activity, is commonly used by good leaders. This process shows us how to have a positive influence on our inner dialogues, which improves our natural abilities and gives us the self-assurance to do as we want. It also discusses the nature of self-confidence, how it affects leaders and their followers or collaborators, and how to cultivate and maintain it.

A study of followers' self-concepts and self-identities indicated that perceived authentic leadership have a positive effect on OCB in a number of different ways Baek-Kyoo Joo & Sung Jun Jo (2016). Among the most significant concepts associated with psychology is motivation, which is essential for managers who guide employees towards achieving desirable goals Ali et al. (2012). Employees who are intrinsically motivated tend to exhibit excellent performance and wellness studies have examined the concept of transformative leadership, which has some relationship to need-supportive work environment because it deals with either self-motivation, basic need satisfaction, or both Edward L. Deci.et.al (2017). Authentic managers stimulate positive thinking among the employees they supervise Asier Baquero (2023). Based on the previous studies we examine the relationship between authentic leadership and self-motivation with the second hypothesis.

H2: There is a positive relationship between authentic leadership and self-motivation.

Relationship between Authentic leadership Self-motivation and Work engagement

According to (Tims et al., 2011) The ability of leaders to influence workers' work attitudes and actions makes them the primary force behind mobilizing an engaged workplace. Because as per Bakker and Leiter (2010) they significantly impact the everyday operations that result in organizational success, engaged employees are a great asset for organizational competitiveness. Walumbwa et al. (2010) states that authentic leaders are also thought to be essential for having a beneficial impact on follower's behaviour, psychological well-being, and productivity, including engagement at work. The relationship between employees and leadership is a crucial factor in determining work engagement Vitor Hugo Silva.et.al (2023). Authentic leaders can increase employees' positive attitudes regarding their work, which will enhance their output Avolio et al. (2004). Authentic leadership is correlated with increased work engagement Chaudhary (2021). According to Jiang and Men (2017) the traits of leaders, such as self-control, communication, and moral judgment, are highly valued in authentic leadership. These traits significantly affect workers' motivation and engagement at work.

In conclusion, it has been observed that work engagement levels are positively impacted by perceived Authentic leadership. Based on the above research studies the following hypothesis are defined.

H3: There is a positive relationship between authentic leadership and work engagement

Relationship between Self-Motivation and Work Engagement

Nan Wang, Yuxiang Luan & Rui Ma (2024) Investigates the long-term relationships between job performance and work motivation. Theoretically, this study added to the body of knowledge on motivation and performance by offering convincing proof of the causal link between work motivation and job performance. The findings showed that this is the first study to adopt meta-analysis identify the causal link between job performance and work motivation. And concluded that the work motivation predicts job performance was constant across the moderators of job performance measure, motivation measure, and time lag duration that were evaluated.

Sara Ghaffari.et.al (2017) The extrinsic motivating factor fringe benefits is more significant than other factors leading to job performance among the non-academic employees of the university, according to the study's author, who focused on the level of motivation and job performance to ascertain the relationship between these variables. The sample size was 130 to investigate the significant link between the variables, multiple regression and correlation were used.

Dimitris Karaferis.et.al (2022) The researchers examined the motivation levels of staff members employed by public hospitals, look closely at the factors that can influence work engagement and motivation, and examined the differences between the different types of healthcare professionals. The study concluded that creating an environment that inspires employees becomes increasingly important in the healthcare system. Factors pertaining to supervision, pay, job training, and advancement all had an impact on healthcare employees' motivation. It was also determined that creating an environment that inspires employees is becoming increasingly crucial in the healthcare system and that it is useful to look at the motivational qualities that hospital staff members value most for their job satisfaction.

Nur Shafini Mohd Said.et.al (2015) Job performance is said to be predicted by motivation. Skill, aptitude, and motivation were the factors that determined how well employees performed on the job. This study uses correlation

analysis to identify the significant association between employee motivation and job performance among non-academic personnel at University in Italy with the same size 160.

Schaufeli and Bakker (2004) revealed indication of a favourable correlation between work engagement with the strength, commitment, and involvement and three workplace resources: performance feedback, social support, and supervisory coaching. Self-efficacy can be regarded as a component that enhances morale among employees, which in turn increases employee performance Jacob Cherian1 & Jolly Jacob (2013). A key component in empowering individuals to realize their full potential is self-confidence Suhartiwi (2020). When cognitive requirements are met, self-motivation is encouraged, leading to favourable results. Workplace motivation is essential to an organization's development since it boosts employee effectiveness and productivity Thuy Thi DiemVo.et.al (2022). According to the study by Nan Wang.et.al (2024) the employees performance results from employee's motivation, and motivation results from performance at the same time. Therefore, we defined the third hypothesis based on the above studies.

H4: There is a positive relationship between self-motivation and work engagement

H5: Self-motivation mediates the relationship between authentic leadership and work engagement

Based on the literature and the above developed hypotheses, Figure 1 presents the conceptual framework of the study which depict the effects of authentic leadership on employees work engagement with the mediating role of self-motivation.

Figure 1Conceptual Model
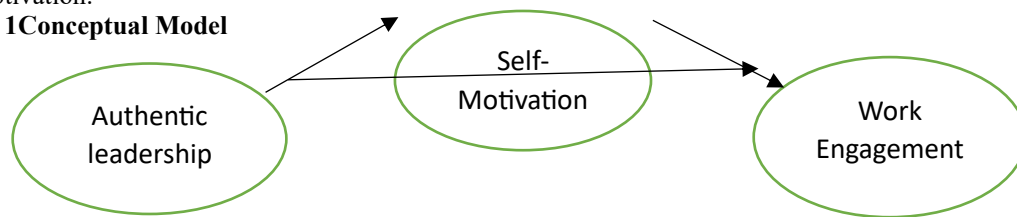
METHODOLOGY

The primary focus of this study is to investigate the dimensions of self-motivation from the employee's perspective and a cross-sectional survey approach was used to examine the relationship between authentic leadership, self-motivation and work engagement. Participants were given a standardized questionnaire to complete in order to gather quantitative data.

Samples and Data collection

Employees of private automobile manufacturing companies in Bangalore made up the study sample. Automobile companies were selected due their competitiveness and target driven as well as the fact that leadership and employee motivation are critical to maintaining engagement and productivity. Personal connections were used to identify and contact participants, who were sent the online survey questionnaire via email. To understand the perspectives of employees the responses were chosen from a range of functional areas, including production, quality assurance and maintenance. Purposive sampling technique was used to collect 150 responses, with a focus on supervisory and non-supervisory individuals, in order to capture a range of leadership and engagement experiences.

Measures

The Each question on the questionnaire used in this study was scored using Likert's five-point rating system, which ranges from 1 (strongly disagree) to 5 (strongly agree). The validated Authentic Leadership Questionnaire, created by Walumbwa et al. (2008), served as the foundation for assessing the respondent's leader's authentic leadership and validated work engagement, the UWES-9 short form Questionnaire created by Schaufeli et. al (2006) was utilized in order to examine an employee's level of involvement at work. Self-motivation is the mental condition that empowers workers to start, continue, or halt an action. One of the natural motivations for growth and success. The questionnaire, which contains 20 items is a researcher's self-developed questionnaire and 5-point Likert scale from 1 "strongly disagree" to 5 "strongly agree" was adopted to measure the variable

Data Analysis

The study utilized SPSS and Smart PLS (SEM) to examine the model and hypothesis. The validity of self-motivation variable was first examined using a factor analysis. The reliability of the measures was examined using an analysis of Cronbach's α. Second, an examination of the variables correlations and descriptive statistics were carried out. Third, the path coefficient, model fitness, and mediating impact were estimated using structural equation modelling.

RESULT & DISCUSSION

The reliability statistics and correlational analysis results for each variable are shown in Table 1. The strength of the measurement scales was confirmed by the reliability study, which showed excellent internal consistency for all constructs with Cronbach's alpha values ranging from 0.930 to 0.797. Significant positive correlations between the three variables were revealed by correlation analysis. They demonstrated a moderately strong relationship with work engagement r = 0.387, p < 0.01 and self-motivation r = 0.288, p < 0.01. The results indicated that authentic

leadership behaviours promote employee's self-motivation and work engagement. Table 2 shows the validity of the measurement model strongly supported by the findings of the factor analysis. Each of the 20 self-motivation items showed significant contributions to the construct, as seen by their high factor loadings, which ranged from 0.930 to 0.706 and exceeded the suggested cutoff of 0.50. Convergent validity is clearly demonstrated by these consistently high results, which show that the items taken together perfectly represent the core of self-motivation. Table 3 shows the dataset was suitable for factor analysis, as evidenced by the Kaiser–Meyer–Olkin (KMO) value of sampling adequacy of 0.792, which is regarded as excellent by Kaiser's (1974) standards. Additionally, the presence of adequate inter-item correlations to support factor extraction was confirmed by the statistical significance of Bartlett's Test of Sphericity $p < 0.001$. Overall, the results confirm that the self-motivation measure is both theoretically significant and statistically sound for use in this study. Therefore, the hypothesis H1 is accepted.

Table 4 Shows the results of the structural model analysis. It showed that self-motivation is significantly and favourably impacted by authentic leadership ($\beta = 0.224$, t = 2.144, p =0.032), suggesting that leaders who exhibit authenticity can increase their employees' intrinsic drive. Work engagement was also found to be favourably and significantly influenced by self-motivation ($\beta = 0.351$, t = 3.498, p = 0.000). Additionally, authentic leadership was the most significant predictor of employee engagement in our model, with a direct and strong impact on work engagement ($\beta = 0.275$, t = 3.442, p = 0.001). This suggests that leaders who behave with integrity, honesty, and openness have a direct impact on their staff members' levels of involvement. The study looked at whether self-motivation acts as a mediator in the relationship between authentic leadership and work engagement at the 5% level, the indirect impact of authentic leadership on self-motivation and work engagement was found to be minimal and statistically non-significant ($\beta = 0.079$, t = 1.769, p = 0.077). According to this, self-motivation has a minor positive indirect influence on engagement through authentic leadership, but the mediation effect is not significant enough to be regarded as statistically significant. Rather, the findings support the idea that authentic leadership largely influences work engagement directly ($\beta = 0.275$, p = 0.001), with self-motivation playing a minor mediating effect.

Table 1 Reliability statistics and Correlation analysis

Variables	Cronbach α	1	2	3
Authentic leadership	0.930	1		
Self-Motivation	0.841	0.214**	1	
Work engagement	0.797	0.288**	0.367**	1
Note		**P<0.01		

Table 2 Factor Analysis

Variable	Dimensions (Factors)	Statement	Factor loadings
Self-Motivation	Motivating Environment	I feel comfortable sharing my thoughts and concerns without fear	0.930
		I feel comfortable sharing my thoughts and concerns without fear.	0.886
		I have the tools and support needed to do my job well.	0.876
		My workplace promotes teamwork and a sense of belonging.	0.874
		I get feedback and help when needed.	0.859
	Positive Thinking	I stay positive even when work is challenging.	0.894
		I believe I can overcome difficulties with effort and persistence	0.865
		I motivate myself by thinking positively about my work	0.853
		I focus on what I can do rather than what I can't.	0.844
		I believe challenges help me grow and improve.	0.789
	Focus and Strong Goals	I can stay focused on my work even when faced with distractions.	0.863
		I effectively prioritize my work to meet deadlines and stay productive	0.824
		I establish specific, measurable goals that keep me motivated at work	0.803
		I can stay focused on my work even when faced with distractions	0.798
		I set clear and achievable goals that guide my daily tasks.	0.795
	Self-Efficacy and Self Confidence	I am confident in handling difficult tasks at work.	0.870
		I have the skills and knowledge to succeed in my job.	0.837
		I trust myself to make decisions on my own.	0.821
		I feel comfortable leading new tasks and challenges	0.786

		I am willing to take on new challenges at work.	0.706

Table 3   KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.792
Bartlett's Test of Sphericity	Approx. Chi-Square	981.295
	Df	55
	Sig	0.000

Table 4   Hypothesis testing & Mediation Analysis

Path	β	Sample Mean	STDEV	T Statistics	P Values	Hypothesis
H2: AL → SM	0.224	0.236	0.105	2.144	0.032	H2 Accepted
H3: AL → WE	0.275	0.283	0.080	3.442	0.001	H3 Accepted
H4: SM → WE	0.351	0.376	0.100	3.498	0.000	H4 Accepted

Path	β	Sample mean	STDEV	T Statistics	P values	Hypothesis
H5: AL →SM → WE	0.079	0.087	0.045	1.769	0.077	H5 Rejected

Figure 2
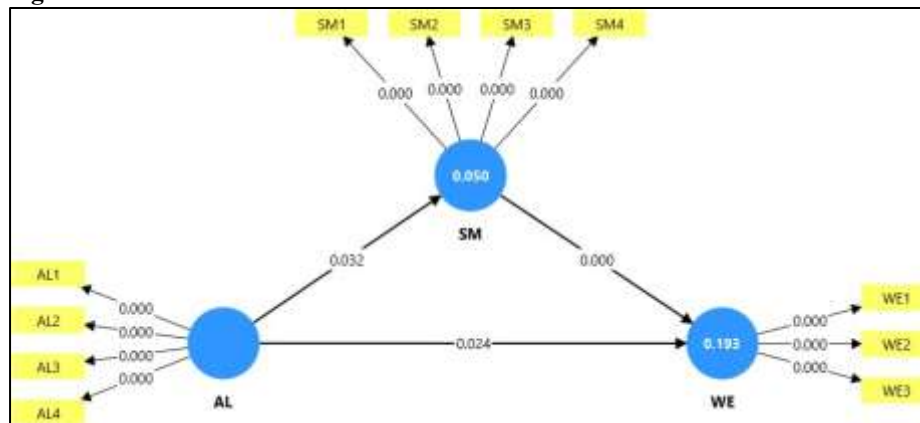
Structural Model- Mediation Analysis

Figure 3
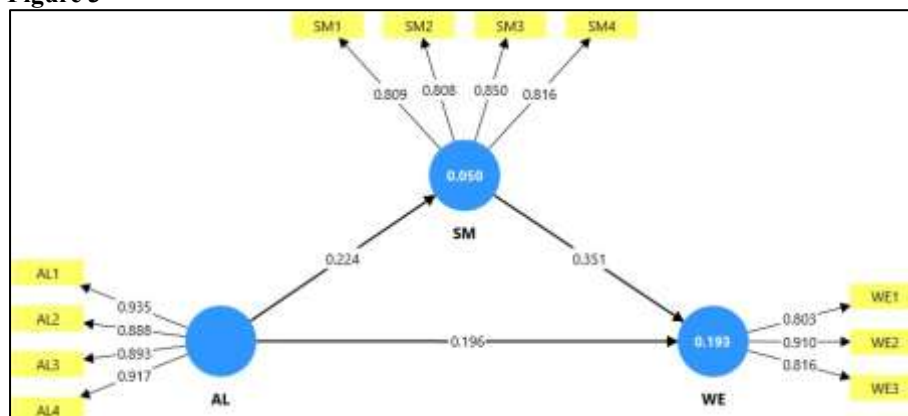
Structural Model Analysis of Construct

CONCLUSION AND IMPLICATION

In the context of the automobile manufacturing industry, this study investigated the mediating function of self-motivation as a four-dimensional construct between authentic leadership and work engagement. The results demonstrate that although self-motivation and work engagement are significantly influenced by authentic leadership, and that work engagement and self-motivation are positively correlated, mediation was not validated, suggesting that self-motivation is independent and engagement is mainly driven directly by leadership. While operationally it emphasises the importance of authentic leadership development and implies that organisations can still cultivate self-motivation to increase engagement, theoretically it enhances leadership research by presenting and validating self-motivation as a novel construct.

Limitation

The study has limitations in spite of these contributions. Because only automobile manufacturing was included in the sample, its applicability to other industries may be limited. Lastly, work engagement was the only outcome variable included in the mediation analysis. Future research could broaden the focus by using longitudinal or cross-industry designs, as well as by looking at additional outcomes like job performance, organisational commitment, or inventive behaviour. The knowledge of self-motivation and its function in organisational behaviour research would be further enhanced by such initiatives.

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