

# The Role of Job Performance on Career Success and Self-esteem of Staff

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## ABSTRACT

**Introduction:** Human resources are the most valuable assets to any organisation, identifying factors that affect job performance of these resources has become increasingly important.

**Aim:** To determine the relationship between self-esteem and success with job performance in the staff of the Shahrekord University of Medical Sciences (SKUMS) Headquarters, Shahrekord, Iran.

**Materials and Methods:** This descriptive-analytical (correlational) study, based on structural equation modeling, was conducted in 2015. The study population included 240 of the staff of SKUMS Headquarters, Shahrekord, Iran. From these people, 86 were selected by simple random sampling. A questionnaire of demographic characteristics, Paterson job performance, Radsyp career success and Eysenck self-

esteem questionnaire were used to evaluate the concepts of job performance, success and self-esteem. The data were analysed using Statistical Package for the Social Sciences (SPSS) version 23.0.

**Results:** A total of 86 out of which 49 were female (57%) and 37 (43%) male, with a mean age of 39.85±7.6 (range 24-55) years. There was no significant relationship between demographic characteristics and job performance, career success and self-esteem. Self-esteem could be predicted positively and career success could be predicted negatively. Job performance and self-esteem had a significant positive correlation relationship ( $p<0.05$ ).

**Conclusion:** According to the direct relationship between job performance and self-esteem in this study, officials can improve job performance of staff through supporting them and reinforcing their self-esteem and thus providing career success.

**Keywords:** Agreeableness, Conscientious, Paterson job grading

## INTRODUCTION

Job performance in an organisation depends on the job requirements, purposes, and mission of the organisation and individuals attitudes toward important behaviours. According to the current theoretical basis, job performance refers to the approaches to do duties and assigned responsibilities, and generally the job-related behaviours that people exhibit or, in other words, the rate of attainment and efficiency that people achieve in their jobs (services, education, manufacturing, etc.) [1].

Success has different concepts for different people. For some, career success means job advancement and excellence of skills, while some others believe that career success is equal to obtain more income. Career success based on career counselling may be defined from non-psychological, psychological, and general perspectives. From non-psychological perspective, each person who obtains more income is more successful. However, sociologists also argue that other factors can be considered as career successes, including career success in society and the rate of job-related participation in a society [2].

Many factors contribute to determine the level of self-esteem of people including individual values, attitudes, desires, family factors, job-related social factors, and the type of job. If an individual has self-esteem, he/she will be useful and will have a sense of being usefulness in reproductive work. Reproductive work is a fundamental prerequisite for a sense of being usefulness and doing reproductive works helps people have a sense of governance over their lives [3]. From social perspective, the most favourable point for organisations is having a staff who do their work appropriately. Acceptable performance enhances an organisation's productivity and leads ultimately to promotion of national economy [4].

In different studies, certain factors such as collective participation and job-related history [5], cognitive abilities and experiences [6], the need for progress, experience and age [7] have been reported

to have positive effect on job performance. To the best of our knowledge, no study has yet been conducted to investigate the association between job performance and the rate of staff's success and self-esteem. Hence, this study was conducted with the above aim, among the staff of SKUMS Headquarters, Shahrekord, Iran in 2015-2016.

## MATERIALS AND METHODS

This correlational study was conducted between the period of September 2015 until April 2016. The study population consisted of all the staff members (240 people) of the SKUMS Headquarters, Shahrekord, Iran. According to Cochran's sample size formula and convenience sampling, the sample size for the study was determined to be 86.

Formula:

$$n = \frac{Z^2 \times P(1 - P)}{d^2}$$

$$Z=1.96$$

$$P=0.47$$

$$d=0.11$$

The data were gathered using a questionnaire of demographic data (age, gender, work history, marital status and the type of employment), Paterson job grading, Radsyp career success scale, and Eysenck's self-esteem scale. Paterson job grading was developed by Paterson and translated into Persian by Arshadi and Shokrkon. This questionnaire consists of 15 four-point (rarely, sometimes, frequently, and always) scale items. Respondents are required to tick one of the scales to respond to the items. The reliability and validity of this questionnaire have been reported to be 0.86 and 0.78 by Cronbach's alpha and split-half reliability, respectively [4].

To investigate the career success, Radsyp career success scale, consisting of 30 items, was used. This scale assesses the career success from respondents' perspectives. There are three choices, I agree, I partially agree, and I disagree, to respond to each item. After the respondents filled out the questionnaires, their scores were determined according to the relevant scoring table. The scores +6 to +26 represented the status "win-win" and the scores +5 to -25 the status "win-lose". The reliability of this scale was determined 0.79 using Cronbach's alpha by internal consistency and its face validity was approved by 12 university teachers [8]. Eysenck's self-esteem scale consists of 30 three choice questions. The choices of responding to each question are 'yes' symbol '?' and 'no'. Respondent is expected to reply in yes or no to the questions as much as possible. If it is not possible for the respondent to respond in yes or no to a question, he/she should select the symbol '?'. For scoring, one point is assigned to the items that assess self-esteem vs. inferiority. Therefore, if the respondent responds yes to these questions, he/she is given one point. Moreover, the respondent is given one point if he/she responds no to the questions that assess inferiority vs. self-esteem. If the respondent responds no to a positive question, it is assumed to be responded by yes, he/she receives no point. The choices that are specified by the respondents with a question symbol (?) are scored 0.5. Therefore, it is obvious that the maximum attainable score is 30. The reliability and validity of this questionnaire have already been confirmed in many studies conducted in Iran and worldwide [9].

## STATISTICAL ANALYSIS

Data analysis was conducted by SPSS version 23.0, Descriptive statistics, ANOVA, Spearman's correlation Coefficient, and t-test was used to compare the quantitative data and Pearson's correlation coefficient to investigate the correlation between the variables. A p-value <0.05 was considered the level of significance.

## RESULTS

Demographic characteristics of participants including age, gender, work experience, marital status and type of employment were shown in [Table/Fig-1].

Demographic Characteristics		
Age (years)	Minimum	24
	Maximum	55
	Mean±SD	39.85±7.6
Gender Frequency (percentage)	Female	49 (57%)
	Male	37 (43%)
Work history Frequency (percentage)	Under 5 years	18 (20.9%)
	5-10 years	12 (14%)
	10-15 years	8 (9.3%)
	Over 15 years	48 (55.8%)
Marital status Frequency (percentage)	Single	16 (18.6%)
	Married	70 (81.4%)
Type of employment Frequency (percentage)	Formal	50 (58.1%)
	Conditional	29 (33.7%)
	Apprentice	3 (3.5%)
	Miscellaneous	4 (4.7%)

[Table/Fig-1]: Demographic characteristics of participants.

The mean score of job performance, self-esteem and career success based on marital status and gender are shown in [Table/Fig-2]. The mean score of job performance was 36.7±9.14 (range: 1-45, women: 37.59±8.65, men: 35.54±9.74). The mean score of self-esteem and career success was 19.67±5.37 and 93.5±7.7 (range: 8-30 and 9-26), respectively. Women had higher scores in all three aspects but not statistically significant. There were no statistically significant differences in self-esteem, career success, and job performance between single and married employees [Table/Fig-2].

Statistical evaluation using ANOVA indicated no significant association between self-esteem, job performance, career success and the duration of employment (p-values =0.89, 0.87, and 0.34, respectively). The type of employment also did not affect

Variables	Sex/married	Mean ±SD	p-value
Job performance <sup>a</sup>	Female	37.59±8.65	0.30
	Male	35.54±9.74	
	Single	39±5.71	0.26
	Married	36.18±9.71	
Self-esteem <sup>a</sup>	Female	20.21±5.13	0.28
	Male	18.95±5.66	
	Single	21.34±4.49	0.17
	Married	19.29±5.51	
Career success <sup>a</sup>	Female	6.59±7.93	0.36
	Male	5.05±7.4	
	Single	7.5±8.02	0.36
	Married	5.57±7.64	

[Table/Fig-2]: Mean scores of job performance, self-esteem, and career success based on gender and marital status.

a: Independent t-test

these three items (p-values=0.43, 0.96, and 0.43 respectively). Job performance was significantly associated with self esteem (p<0.001, r=0.41). Spearman's correlation coefficient indicated no significant association between job performance and career success (p=0.19).

## DISCUSSION

Job performance refers to those job-related activities which people are supposed to do routinely [10]. According to the reports of Hurtz GM and Donovan JJ, some individual factors such as personality, skills, knowledge, experience and abilities have considered essential for individual performance and productivity [11]. Researchers agree that job performance is divided into these five individual factors [12]. Among personality traits, self-esteem and self-concept have greater effect on person's attitude toward him/herself. Also these traits are more malleable than some other traits such as conscientious and agreeableness [13]. Career success which refers to the accumulated positive outcomes and achievements from job experiences can also influence job performance [8].

In this study, the association of job performance with self-esteem and career success was investigated among the staff of the Shahrekord University of Medical Sciences. The findings of the current study demonstrated a positive and significant correlation between job performance and self-esteem. In line with these results, a meta-analysis of 4 trials by Judge TA and Bono JE showed a positive correlation between self-esteem with job satisfaction and performance [14]. Also, a significant relationship between self-esteem and job performance was reported among 523 black and white employees [15]. In a study conducted on the meat-processing workers, self-esteem had a significant moderating effect on association between performance and work satisfaction. In workers with high self-esteem, job performance had a significant correlation with work satisfaction, but it did not show a significant correlation in those with low self-esteem [16]. In another study, self-esteem had a significant influence on individual's job performance and overall success at work [17].

People with high self-esteem are viewed as more attractive and are more likable. They have better relationships and make good impressions on others [18]. The existence of self-esteem strengthens the desire for usefulness, and a sense of usefulness is inspired by reproductive work. Reproductive work is a fundamental prerequisite to have a sense of usefulness and doing a reproductive work helps one to have a sense of governance over his/her life. Reproductive work is realised by high job performance which inspires a sense of usefulness and intrinsic satisfaction. Intrinsic satisfaction causes self-esteem in people. It can be argued that high job performance increases self-esteem by inspiring a sense of intrinsic satisfaction. Job performance and self-esteem influence each other mutually [19].

In this study, we did not find any correlation between job performance and career success (p=0.19). Ram P also reported no associ-

ation between job performance with career success, salary and overall job satisfaction [20]. Success orientation refers to desire individuals for working in order to be identified as being qualified and successful at work, including adoption of high standards for one's performance and continuing working to achieve success. According to this definition, success orientation focuses mainly on success and progress, and one is likely to do everything to achieve success and to prefer success over job performance occasionally, thereby damaging career success [21].

In addition, the findings of this study indicated that the gender and marital status have no significant relationship with job performance, career success and self-esteem. Previous research on self-esteem in gender differences suggests that there is no significant difference between women and men in self-esteem [22]. In contrast, a study reported that males in adolescents and adulthood have higher self-esteem than females [23]. In line with the current study, Quatman T et al., reported no relationship among gender, marital status and self-esteem. However, in another study, divorced couple experienced low self-esteem because of feeling of shame, low confidence and low self-worth [24].

The present study did not find any relationship between gender and marital status with job performance. This was in accordance with the study by Hassan B and Olufemi O who demonstrated no relationship between gender and job performance, however, they found significant relation between job performance and marital status [25]. These differences may be related to the different type of jobs of the study participants.

## LIMITATION

In this study, the data drawn from the questionnaires were considered correct and their rectitude was not investigated. If the participants did not cooperate satisfactorily with the study in responding to the questionnaires' items and did not spend adequate time to fill out the questionnaires, the study results might be confounded. This limitation was not adjusted for. Besides that, having the participants fill out the questionnaires at different times could affect their responses. Another limitation of this study was that the mental status of the participants in responding the questionnaires' items might affect their responses. This limitation, a confounding factor, was not adjusted for by the researchers.

## CONCLUSION

Regarding the findings of this study, job performance and self-esteem were directly correlated. Therefore, the relevant authorities are recommended to pave the way for enhancing job performance and hence, it will help the staff to achieve career success through promoting their self-esteem.

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