



An Empirical Investigation of the Impact of Organizational Self-Esteem on Work Adjustment and Vitality of employees With Use of Structural Equation Modeling

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Abstract

The Purpose of this research is to understand the impact of the Organizational Self-Esteem on Work Adjustment and staff Vitality. Statistical population of this study includes 500 active staff of Bank Melli Iran in Central area of Isfahan city. In this study a questionnaire method was used for the purpose of data collection and the structural equation model was used for data analysis. The results indicate that the Organizational-based Self-Esteem is effective on Work Adjustment and staff Vitality.

Keywords: Organizational self-esteem, work adjustment, staff vitality, structural equations model (SEM).

Introduction

Intense global competition, rapid changes and the incredible, demand for quality and service and resource constraints requires rapid response from the organization. Although in the past century, the most valuable asset of an organization formed the means of production but now the major investment institutions are their employees. Human is only element competent intelligence that as a coordinator of other organizational factors plays a major role among all the factors¹. Today's competitive environment of business world requires more creativity and innovation, higher quality and newer products. Access to these results is possible only through Valuation and real trust to human resources that this is possible with lead-based self-esteem².

Reinforcement of Organizational-based Self-Esteem Lead to valuable and satisfaction and organizational adjustment and it will follow development of efficiency and productivity. In such an environment, healthy and humanitarian relationships in workplace replace with rigid relations and this environment will achieve to Perfect human development. Also importance to work ethics and human values and spiritual dimensions of workplace in developed countries including Japan especially having self-esteem is which it demonstrated and Person tends to do work with good quality³.

Those people who have high self esteem, be able to interact with others effectively and they provide areas of development by helping each other. They acquire good experience by satisfy their needs through interaction with others. They have high motivation in their jobs. Consequently their Work Adjustment and Vitality will increase in their workplace and private life and then their job stability will increase. People with low self-

esteem imagine that establishing effective relationships with others is difficult. This people have not enough self-esteem in discussion to others. They have low motivation in their jobs. Consequently their Work adjustment and vitality will decrease in their workplace and private life and then their job stability will decrease. Thus, according to recent assumptions, this paper to validate a conceptual model will examine the impact of the Organizational Self-Esteem on Work Adjustment and staff Vitality.

With these objectives in mind, Section 2 proposes a model of Organizational-based Self-Esteem, Work Adjustment, Vitality of Employees, and the authors present a number of testable hypotheses. Section 3, outlines the research methodology, including a description of the data collection and statistical procedures; the authors use a structural equation modeling to empirically assess a sample of SMEs that compete in IS-related activities and Section 5 summarizes the main conclusions.

Literature Review: Self-Esteem: The first general Self-Esteem are investigated and then Organizational-based Self-Esteem. Self-esteem is one of the oldest concepts in psychology. And in the psychological literature have been done extensive studies about it. Rosenberg defined Self-esteem as an attitude based on personal values^{4,5}. Many of researchers have used from definition of Rosenberg and thay achieve to new definitions of self-esteem. Branden said Self-esteem means that the person is competent to deal with life's challenges and he known as a lucky person⁵. Bisinger et al have defined self-esteem to this way: "self-esteem is as attitude of positive or negative of person towards himself and Overall assessment of a person from sense of himself valuable⁶.

Organizational-based Self-Esteem: Pierce et al succeed for the first time from Organizational-based Self-Esteem in the literature. They defined Organizational-based Self-Esteem in this way: "Self-organization is the degree which employees perceived themselves as important, meaningful, effective and valuable individuals in their organization³. Organizational-based Self-Esteem is associated with the estimates of general Self-Esteem. General Self-Esteem is estimates of Verbal and emotional orientation of a person toward himself that from accumulation of individual conflicts rooted in areas of life. Thus it is possible for individuals that their self-perception and assess from themselves areas in life different with others. Studies have shown a strong positive relationship exists between Organizational-based self-esteem and general Self-Esteem⁷.

Phillips stated that Organizational-based Self-Esteem grows in the social environment of the organization and it grows from messages of others about the employee's competence. Organizational-based Self-Esteem enhance in situations that supervisors create challenge and encourage or when job of employee is complex and challenging⁸.

Self-esteem Includes individual self-assessment and score is that a person gives to being ability, meaningful, successful, and valuable. People with high self - esteem show high levels of trust and confidence. Because of they know themselves as individuals is more their ability than others. People with low self-esteem tend to show themselves with low levels of ability. Organizational-based Self-Esteem can be defined as value of self-perception by the individual, Means people in the organization and in their workplace should know themselves valuable and effective^{3,9}.

Little research has been done in Organizational-based Self-Esteem which will be referred to the two of them. In Research Meyer and Associates began to investigate the relationship between Self esteem organization and motivation. Results showed that Organizational-based Self-Esteem affect on will and advance progress of employees.

In another study, Lee and Fysy investigated the relationship between perceived organizational support and effective organizational commitment and the mediating role of Organizational-based Self-Esteem. Results emphasize on role of intermediary Organizational-based Self-Esteem and they confirmed the relationship between perceived organizational support and effective organizational commitment.

Work Adjustment: One from approach that has emphasized on importance of adaption of individuals in the workplace is work adjustment theory of Davis and Lofquist. They state Job adjustment is adaption personality of person with environmental factors in the job¹⁰.

Work adjustment theory refers to interaction of employees in their everyday lives and how they interact with their

environment. This theory emphasizes that work is nothing further from process-oriented task of step by step. Work takes place human interactions and it is source of satisfaction, dissatisfaction, reward, stress and many other psychological variables¹¹. Work Adjustment theory, initially introduced as proportion of person- environment theory, and then expands. Designers of this theory predict whether a person will be satisfied or not in a particular job? And how long he will remain in the job?¹².

Based on work adjustment theory, employees seek to achieve and to maintain adjustment with their environment. Davis and Lofquist stated people enter needs into the work environment and working environment also demands from the people. In order to survival of individual and workplace should both achieve some degree of coordination and adaptation¹¹. To achieve such a compatibility or agreement, a person must respond to job requirements successfully. Also working environment must satisfy individual's needs. This process of achieving and maintaining of adjustment with work environment refer to work adjustment. Due to changes in working conditions can expect that every day Greater number of employees encounter with difficulties to compatibility with work environment. Help to such employees should be in order learning of new skills and development of good working habits. Such skills and good working habits derived from harmony between the needs of Changes in working environment with employees' features. So work adjustment requires to more attention in working environment¹¹.

Little research has been done in the area of Work Adjustment one of which is the research of Kristenson et al which is based on the Norwegian Mother and Child Cohort Study (MoBa) conducted by the Norwegian Institute of Public Health. A total of 28 611 employed women filled in questionnaires in weeks 17 and 30 of pregnancy. The risk of absence of more than two weeks were studied among those who were not absent in week 17 (n=22932), and the probability of return to work in week 30 among those who were absent in week 17 (n=5679). Data were based on self-report. The influence of job adjustment (three categories: not needed, needed but not obtained, needed and obtained) was analyzed in additive models in multivariable binomial regression. Associations with other job characteristics and work environment factors were also analyzed.

Results demonstrated that Job adjustment was associated with reduced absence from work in pregnancy. Results should be interpreted with caution because of low participation in MoBa and potential information bias from self-reported data¹³.

Vitality: Ryan and Frederick defined Vitality as internal experience of full from energy and life. They know vitality as energy of originate from self. This energy comes from internal source and no comes from the threat of individuals in environment. In other words Vitality is a sense of being lively that to it is not Stimulation and force. So Vitality is different

with mania¹⁴. Sometimes Vitality in special situations or after performance of special events is created in person. And it is something further from arousal, activity or Save of calories a person. This sense is a psychological specific experience. In this experience, Individuals feel in them enthusiasm and spirit to life¹⁵.

Root and origin Term of Vitality refer to concept of life. On this basis is defined as a resuscitative force or foundation of life. According to Oxford dictionary the person lively has sense of being and a general energy to living¹⁶. Rayan and Frederick. In Several successive study showed that Vitality is correlated with psychological factors¹⁷. Some psychologists believe that human need to understanding self as an effective source of action. According to believe of Ryan and DB (1985), need to empowerment and being as source of action demonstrate themselves to clearest way in phenomenon of intrinsic motivation (internal). Intrinsic motivation refers to the activity that the person solely Because of to enjoy from performance of activity, for it is raised. So the energy comes from within the person or in other words energy has focus of internal causality. Activity associated with internal motivation Cause to be vitality. Because of it is represents of a Spontaneous activity¹⁵.

Also Vitality is as an intermediary between physical health and the Constructive thinking. People with constructive thinking ability to performance of the appropriate actions in dealing with their everyday problems. Those who get high score in this scale Tend see themselves and others positively and they interpret events positively. These people do not think too much about failure. They indicate most accurate approach to a certain period and in Limited time. They have a realistic optimism. Ryan and Frederick support of this hypothesis and they expressed that People with high vitality, Further able to use their facilities and they are active in health-related activities. They can apply higher sources of energy¹⁸.

Little research has been done in area of Work Adjustment which will be referred to one of them. In this field referred to the research of Muraven et al. They stated that why someone exerts self-control may influence how depleting a task is. Feeling compelled to exert self-control require more self-control strength than exerting self-control for more autonomous reasons. Across three experiments, individuals whose autonomy was supported while exerting self-control performed better on a subsequent test of self-control as compared to individuals who had more pressure placed upon them while exerting self-control. The differences in self-control performance were not due to anxiety, stress, unpleasantness, or reduced motivation among the controlled participants. Additional analyses suggested that the decline in self-control performance was mediated by subjective vitality. Feelings of autonomy support lead to enhanced feelings of subjective vitality. This increased vitality may help replenish lost ego-strength, which lead to better self-control performance subsequently.

Hypothesis and conceptual model: So According to the above description was developed following hypothesis for this research.

Hypothesis 1: Organizational-based Self-Esteem will exert a positive influence on Work Adjustment.

Hypothesis 2: Work Adjustment will exert a positive influence on employees Vitality.

The hypotheses established above are shown in the conceptual model of Organizational-based Self-Esteem, Work Adjustment, employees Vitality as illustrated in figure This model comprises three, interrelated dimensions: i. Organizational-based Self-Esteem, ii. Work Adjustment, iii. Vitality of employments.

In this model, Organizational-based Self-Esteem, Work Adjustment and vitality are shown with OSE, WA and VI respectively.

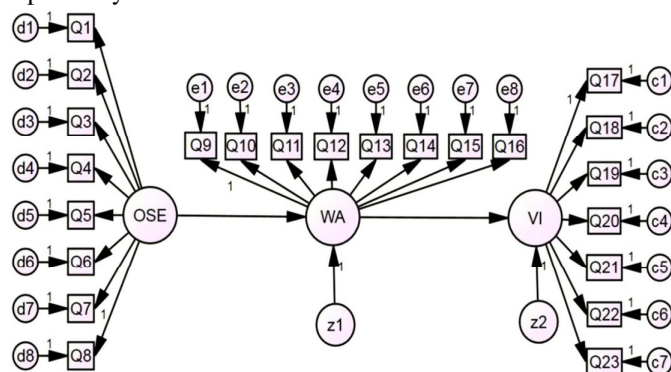


Figure-1
Organizational-based Self-Esteem, Work Adjustment,
employees Vitality conceptual model

Methodology

Sample profile and data collection: Statistical population of this study includes 500 active staff of Bank Melli Iran in Central area of Isfahan city. For determining sample size according Cochran formula to $t = 1/96$, $d = 0.1$ and maximum variance between the study variables was obtained equal to 165. According to Leedy and Ormrod, a sample of 25% to 30% of the population is adequate for survey-based research.

This study used a five-part questionnaire instrument that the questionnaire had 23 questions. All items were measured using multiple items and a five-point, Likert-type scale (ranging from strongly disagree (1) to strongly agree (5)). The instrument addressed participant's Organizational-based Self-Esteem, Work Adjustment, employees Vitality and demographic information. The first section consisted of eight items (Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8) to measure Organizational-based Self-Esteem. The second section consisted of eight items (Q9, Q10, Q11, Q12, Q13, Q14, Q15, Q16) to measure Work Adjustment and the

third section contained Seven items (Q17, Q18, Q19, Q20, Q21, Q22, Q23) to measure employees Vitality. The first section of the questionnaire is adapted from Pierce and colleagues. The second section of the questionnaire is adapted from Poorkbyryan and the third section of the questionnaire is adapted from keshavarz. The last section gathered general information regarding participant's gender, age, educational degree, organization, and number of years of employment with the company. Table 1 provides the descriptive statistics and demographics of the data collected.

Table-1
Descriptive Statistics and Demographics (N = 165)

	Item	Frequency	Percentage (%)
Gender	Male	67	40
	Female	98	60
Age	19-26	11	7
	27-34	57	34
	42-35	48	29
	43-56	42	25
	67 or Older	7	4
Education	High School Diploma	0	0
	Associate Degree	48	28
	Bachelor Degree	79	54
	Master Degree	25	15
	Doctorate Degree (Ph.D or Ed.D)	4	2
Years of Service	1 year or less	11	6
	1-5	13	8
	6-9	47	28
	10-13	44	27
	14-20	23	13
	21 years or longer	27	16

Results and Discussion

Measurement model .In this first step, each construct was evaluated by measuring its unit- dimensionality, reliability and validity.

This study used a panel of experts to determine the concept validity of the modified items in the survey instrument, and participants from a local university were asked to participate in a pretest of the survey instrument. The Cronbach Alpha reliability test was conducted on Organizational-based Self-Esteem, Work Adjustment and employees Vitality constructs to determine the internal consistency across each measure item. According to Vitari et al., a Cronbach Alpha score over .70 represents a reliable factor. To determine reliability, 30 questionnaires were distributed and compiled in a statistical

population. The reliability results of this research produced three factors with Cronbach Alpha of .859, .879 and .858 corresponding with Organizational-based Self-Esteem, Work Adjustment, employees Vitality respectively, indicating reliable factors.

The measurement model was assessed using a confirmatory factor analysis (CFA). Table 2 shows the results of this test. All questions except Q8 and Q11 loadings exceed 0.5 .This factor were excluded from analysis Because of factor loading less than 0.5. In terms of the average variance extracted, all constructs exceed the suggested value of 0.5, indicating the measure has adequately convergent validity¹⁹ (table 2).

Table-2
scale for variables

Construct	Indicators/ items	Factor loading
Organizational-based Self-Esteem	Q1	.72
	Q2	.66
	Q3	.66
	Q4	.82
	Q5	.65
	Q6	.65
	Q7	.59
Work Adjustment	Q9	.70
	Q10	.60
	Q12	.76
	Q13	.71
	Q14	.78
	Q15	.56
	Q16	.70
Employees Vitality	Q17	.76
	Q18	.69
	Q19	.62
	Q20	.78
	Q21	.60
	Q22	.75
	Q23	.57

After this initial analysis had been conducted, the data was loaded into the SPSS® Analysis of Moment Structures (AMOS18) statistical package for further evaluation using the a structural equation modeling (SEM) as a means to test possible cause-and-effect relationships of the conceptual model.

The SEM shows the interaction between the theory and the empirical data. In addition, it allows us to test the causal relationships between constructs that feature multiple measurement items (Joresko`g and Sorbom, 1996). The authors built two-stage model to apply SEM. First the measurement model to perform instrument validation was examined. Then the structural model was used to test the hypotheses²⁰.

Structural model: According to Simon and Paper, literature suggested that SEM is an appropriate technique for a model-fit examination, superior to multiple regression analysis. In fact, literature suggested there are seven common measures of model-fit analysis²¹. These measures include chi-square/degrees-of-freedom (Chi-square/df); goodness-of-fit index (GFI), adjusted goodness-of-fit-index (AGFI), normed fit index (NFI), information fit index (IFI), comparative fit index (CFI), and root mean squared error of approximation (RMSEA). The results of the analysis are illustrated in table 3.

Table-3

Summary of the Conceptual Model Tests (N = 165)

X ² /DF	(IFI)	(GFI)	(AGFI)	(NFI)	(CFI)	(RMSEA)
1.64	.92	.84	.81	.82	.92	.068

Structural model .The first step was to obtain the goodness-of-fit of the model hypothesized in figure 2. X²/DF (1.64 Less than five) corresponds to a satisfactory adjustment. The other adjusted indices (CFI= .92, IFI= .92, GFI = .84, NFI = .82, AGFI= .81) and the root mean of the index's squared residual (RMSR= .068) are within acceptable ranges. This implies a substantial amount of variance in the model and fit to the model¹⁹. The results of the analysis are illustrated in figure 2.

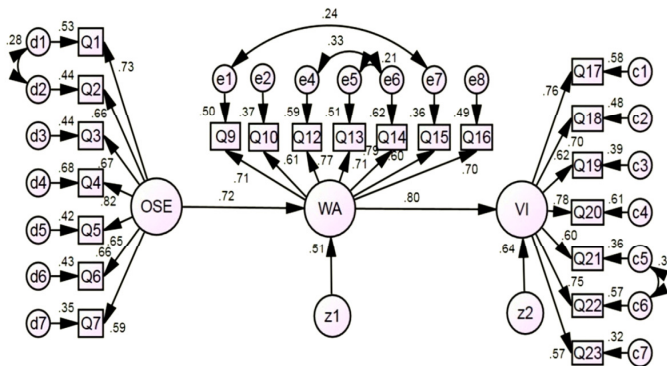


Figure-2

Structural model of the causal relationship between Organizational-based Self-Esteem, Work Adjustment, employees Vitality

Path analysis was used to empirically test the conceptual model and provided quantitative estimates of relationships between variables. The findings in table 4 indicate Maximum Likelihood Estimates for hypothesized paths.

Table-4

Maximum Likelihood Estimates for Hypothesized Paths

Path	Estimate	S.E.	C.R.	Significance
WA ← OSE	.72	.186	5.54	***
VI ← WA	.80	.104	6.83	***

Finally table 5 summarizes the results of the tests of the hypotheses. Organizational-based Self-Esteem had significant relationship with Work Adjustment, i.e., H1 was supported.

Work Adjustment had a significant relationship with Employees Vitality, i.e., H2 was supported.

Table-5
Summary of Hypotheses Results

Hypotheses	Results
Hypothesis 1: Organizational-based Self-Esteem will exert a positive influence on Work Adjustment.	Supported
Hypothesis 2: Work Adjustment will exert a positive influence on employees Vitality.	Supported

Conclusion

In this research was investigated the impact of Organizational-based Self-Esteem on Work Adjustment and vitality of employees. This effect was confirmed with high level of significance. Thus according to importance of Organizational-based Self-Esteem, it is essential for managers learn that they how increase Organizational-based Self-Esteem and it expands among their employees. Nasr Isfahani is enumerated in the following Ways to increase Organizational-based Self-Esteem: i. Respect to employees: Managers Can demonstrate respect to their employees with respectful behavior Dialogue and critical listening and empathic along with Visual communication and avoidance of preaching and use of degrading language. ii. Enable and empower: Empowerment means managers giving to employees the required knowledge and skills for their career success. Empower means support of employees to accomplish their tasks. iii. Security: The Safe working environment is the environment that Where employees work freely and without fear of censure, ridicule, blame, and being reprimanded. iv. Definition the limits and boundaries of individual: Most people have not learned how determine limits and boundaries of their own with others and how tell to others that their behavior is homosexual abusive. Task of Manager determine the limits and personal boundaries with a neutral tone and without suppressing character. v. Measuring behavior and respond constructively: One of the best ways of training is to respond constructively and promptly against employees. 6) To flourish Potential talents.

Although this study provided some insight on the impact of Organizational-based Self-Esteem on Work Adjustment and vitality of employees, more research is undoubtedly needed to provide further understanding of these variables in work environments. The authors suggest to future researchers that this variable (Organizational-based Self-Esteem) investigate with other variables except Work Adjustment and vitality of employees and vitality to reach a more realistic understanding of these variables in the workplace. And is suggested that this topic in other workplaces and with others software be considered the exception of SPSS and AMOS to confirm or affirms on said this research.

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