

PREDICTING SELF-ESTEEM OF EMPLOYEES BY JOB PERFORMANCE, JOB SATISFACTION AND SUBJECTIVE WELL-BEING: THE MEDIATING ROLE OF SUBJECTIVE WELL-BEING

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Abstract

Self-esteem, which has a very important effect on cognition, emotion, motivation and behavior, is regarded one of the key elements of mental health. In studies examining the relationships between both job performance and job satisfaction with self-esteem, it is stated that self-esteem generally predicts job performance, and job satisfaction is a protective factor in terms of self-esteem, subjective well-being and happiness. The aim of this study is to examine whether subjective well-being has a mediating role in the relationship between self-esteem, job satisfaction and job performance and to find its function in explaining employees' self-esteem. For this purpose, data were collected online from a total of 508 working people between the ages of 18-65 (M=31.65; s=8.65), 217 men (42.7%) and 291 women (57.3%). Coopersmith Self-Esteem Inventory, Subjective Well-Being Index, and Osgood Semantic Differential Measures for Job Performance and Job Satisfaction were used as data collection tools. The data obtained were analyzed by path analysis, and it was found that subjective well-being predicted self-esteem by mediating job performance and job satisfaction.

Keywords: *Self-esteem, job performance, job satisfaction, subjective well-being.*

1. Introduction

Self-esteem, which is accepted as the evaluative component of the self, reflects the positive evaluations that arise about the individual's ability to meet or exceed life goals (Zeigler-Hill, 2013). The concept, which is also defined by feelings such as a general self-worth, competence, and/or self-acceptance, functions as a measure of how the person sees him/herself and how he/she feels about own achievements (Butt, 2009; Lyubomirsky et al., 2006; Wani & Dar, 2017). Self-esteem, which has a very important effect on cognition, emotion, motivation and behavior, is one of the key elements of mental health (Campbell & Lavelle, 1993). Due to the importance of the concept, studies on self-esteem are of great interest in the literature. Self-esteem, is a construct studied in many different disciplines, constitutes one of the focal points in the psychology literature. In this direction, it is stated that the causal links of self-esteem with many important life outcomes such as physical health, psychopathology, interpersonal relationships, well-being and happiness are examined (Satuf et al., 2018). Studies associate high self-esteem with phenomena such as high well-being, self-confidence, life satisfaction and happiness (Avci et al., 2012; Butt, 2009; Lyubomirsky et al., 2006; Yang et al., 2019);

It is claimed that self-esteem, stated as an indicator of global happiness or psychological well-being, can be achieved by directing one's environment effectively and successfully (Lyubomirsky et al., 2006). In addition, it is stated that competence, personal control and sense of dominance are critical factors for the formation of self-concept and self-esteem. (Harter, 1993; Taylor & Brown, 1988) In addition to these, self-esteem is also discussed in terms of employee attitudes and behaviors. In studies examining the relationship between job performance and self-esteem, although the relationship is highly variable, self-esteem is generally accepted as a potential predictor of job performance (Eom et al., 2022; Ferris et al., 2010; Gardner & Pierce, 1998; Judge & Bono, 2001; Piriaei & Goodarzi, 2019). A prominent concept at this point is conditional (or contingent) self-esteem. Conditional self-esteem refers to the areas (work, school, sports, popularity, religion, etc.) in which the individual's self-esteem is sensitive or conditional. Therefore, it is suggested that if a person's work life is one of these areas, there is a relationship between self-esteem and job performance (Ferris et al., 2010).

In terms of job satisfaction, the findings in this relationship are more complex. While some researchers discuss the effect of self-esteem on job satisfaction, others argue for the opposite effect. In one study, it was reported that job satisfaction is a protective factor for an individual's health, well-being, happiness and self-esteem (Satuf et al., 2018), while in another study, high self-esteem predicted better work results including job satisfaction and job success, but the opposite effect was not significant (Kuster et al., 2013). It is argued that the variability in these results is due to the diversity of demands and rewards of different professions (Baumeister et al., 2003).

Job performance assesses whether a person performs a job well and it is an important criterion for organizational outcomes and success. But job performance is important for employees too, because it represents career advancement, increase in pay, promotions, demotions even to be fired from organization (Landy, 2013). There are many studies predicting job performance with job satisfaction as well as personality characteristics, affective states, emotional intelligence and so on (Wright, 2015).

In this study, it was planned to predict the self-esteem of employees with job satisfaction, job performance and subjective well-being and to examine the relationships between these variables. In this framework, it is aimed to show how subjective well-being (whether there is a mediating effect) has a function in explaining the variance in the self-esteem of employees by examining the mediating role in the relationship between self-esteem, job satisfaction and job performance.

2. Methods

2.1. Participants

As inclusion criteria in the study, the participants were asked to be individuals who have been actively working for at least 1 year. A total of 508 working people, 217 men (42.7%) and 291 women (57.3%), aged 18-65 (mean = 31.65; n = 8.65) participated in the study.

2.2. Instruments

The Coopersmith Self-Esteem Inventory is a 25-item self-report inventory answered with a two answer option (Yes = 4, No = 0). In the short form inventory for adults used in this study, 17 items are scored in reverse. High scores from the inventory indicate high self-esteem (Turan & Tufan, 1987).

The Subjective Well-Being Index is an 8-item self-report type measurement tool. The items contain an 11-point Likert-type (0 = Not at all Satisfied, 10 = Totally Satisfied) answer option and there is no reverse item (International Wellbeing Group, 2006). In the translation study of the scale into Turkish, the internal consistency reliability coefficient for the Turkish form was reported as 0.86 (Meral, 2014).

Job satisfaction and job performance were measured separately with a 9-unit Osgood-type semantic differential scale.

2.3. Procedure

The study was carried out by distributing the form link on social media, which was prepared as an online. The purpose of the study, the working criteria and the knowledge about anonymity was given in the informed consent form. It was informed that the participation was on a voluntary basis. The one-person application took about five minutes.

2.4. Data analysis

Collected data were analyzed by first calculating the Cronbach Alpha internal consistency reliability coefficients of the scales and Pearson correlation coefficients between the total scores, and then using the Amos v22.0 program with different models between the variables and performing path analysis.

2.5. Results

The internal consistency reliability coefficients of the measurement tools used were determined as 0.78 for the Coopersmith Self-Esteem Inventory and 0.86 for the Subjective Well-Being Index. The correlation coefficients between the Coopersmith Self-Esteem Inventory total score and other variables were between 0.18 and 0.46, while the correlation coefficients between the other variables were between 0.22 and 0.37 (Table 1).

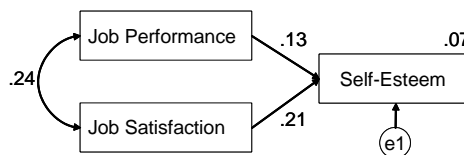
Table 1. Internal consistency scores of the scales and correlation coefficient results.

| n = 508 | Cronbach Alfa | Coopersmith Self-Esteem Inventory | Subjective Well-Being Index | Job Satisfaction |
|-----------------------------------|---------------|-----------------------------------|-----------------------------|------------------|
| Coopersmith Self-Esteem Inventory | 0.78 | | | |
| Subjective Well-Being Index | 0.86 | 0.46*** | | |
| Job Satisfaction | | 0.18*** | 0.22*** | |
| Job Performance | | 0.24*** | 0.37*** | 0.24*** |

***p < 0.001

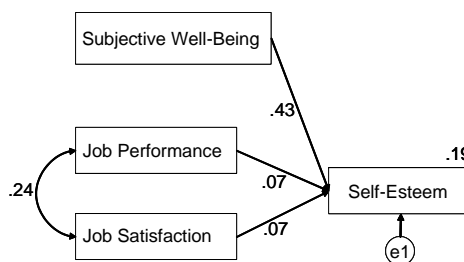
In the study, three different models were created that examine the relationships between variables for the prediction of self-esteem in employees, and the models were compared with each other in terms of their level of compatibility with path analysis.

Figure 1. Prediction of self-esteem with job performance and job satisfaction (Model 1).



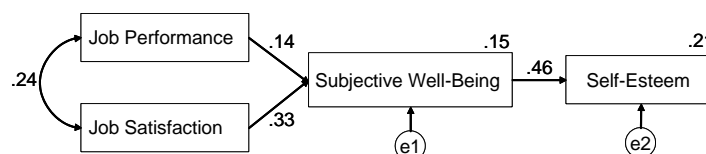
In the first model, self-esteem was predicted by job performance and job satisfaction (Figure 1). According to the results, it was seen that this model did not show model fit in general, and job satisfaction and job performance predicted self-esteem at a rate of 0.07 (Table 2).

Figure 2. Prediction of self-esteem by job satisfaction, job performance, and subjective well-being (Model 2).



In the next model, self-esteem was predicted by job satisfaction, job performance, and subjective well-being (Figure 2). While better goodness of fit coefficients was obtained in this model than the previous model, model fit was not observed again. However, in the prediction of subjective well-being and self-esteem, job satisfaction contributed 0.12 to the effect of job performance, increasing the variance explanation rate in self-esteem to 0.19 (Table 2).

Figure 3. The mediating effect of subjective well-being in the prediction of job satisfaction and job performance and self-esteem (Model 3).



In the last model, while self-esteem was predicted by job satisfaction and job performance, subjective well-being was included in the model with its mediating effect (Figure 3). In this model, while job satisfaction and job performance predicted subjective well-being by 0.15, it was observed that the mediation effect of subjective well-being, predicted self-esteem, surpassed the previous explanation rates and reached the level of 0.21. In this model, it is seen that the goodness of fit coefficients, except for one (RMR), indicate good levels of fit (Table 2).

Table 2. Path analysis results for different models in the prediction of self-esteem.

| Model (n = 508) | ΔR^2 | Chi-square / df | GFI | AGFI | CFI | RMR | RMSEA |
|-----------------|--------------|-----------------|------|------|------|------|-------|
| 1 | 0.07 | 22.95 | 0.91 | 0.82 | 0.00 | 0.00 | 0.21 |
| 2 | 0.19 | 41.41 | 0.93 | 0.65 | 0.66 | 0.46 | 0.28 |
| 3 | 0.21 | 3.36 | 0.99 | 0.97 | 0.98 | 0.47 | 0.07 |

3. Discussion

In this study, the relationships between self-esteem, subjective well-being, job satisfaction and job performance were examined. The role of subjective well-being in the relationship between job satisfaction and job performance with self-esteem was examined with different models and the role of subjective well-being in this relationship was reviewed.

According to the results, it has been shown that subjective well-being has a mediating effect on the relationship between job satisfaction, job performance and self-esteem, with a significant increase in the variance explanation rate in self-esteem. This means that, Job satisfaction and job performance has an effect on self-esteem by effecting subjective well-being.

As an opening debate, these results can show the importance of job performance and job satisfaction for psychological well-being and self-esteem. Employers and managers can support their employees by setting reachable and realistic achievement goals and criteria. Because all the criteria that define success are depend upon management strategies and organizational definitions.

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