



Relationship between Self-concept and Job Performance Among Indian Employees

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ABSTRACT

Purpose – The study aimed to find a relationship between self-concept and job performance among Indian employees. Self-concept refers to the sum of inferences a person has formed about themselves. The favorability of these self-inferences provides the basis for a self-concept. Individuals with a good self-concept, on the other hand, are more inclined to form favorable conclusions about themselves and embrace their identity. This will help organize actions in the understanding of the relationship between self-concept and job performance among Indian employees, especially those employees in customer-facing roles.

Methods – the study was done on 250 employees working in Indian companies. The effect was self-concept and gender differences in the self-concept and job performance of the employees were examined through the study, and Pearson's correlation and t-test were applied.

Results – This study shows a significant positive relationship between self-concept and job performance. Males scored higher on the self-concept than their female counterparts, but there were no gender differences observed in the job performance. It was concluded that there are other factors that affect job performance more than the self-concept.

Keywords – self-concept, Job Performance, Indian Employees

Introduction

Employees with a positive self-concept are better able to cope with changes brought on by organizational reforms (Judge et al., 1999; Wanberg & Banas, 1997). As businesses are changing at an unprecedented rate, employees with attributes that help them deal with change more successfully should be able to perform better. As a result, there is an imperative need to study how self-concept can play a role in an employee's performance. This study focuses on the relationship between self-concepts and job performance among Indian employees.

According to Brooks and Emmart (1976), people with a good self-concept exhibit the following characteristics:

- Believing that you can deal with the situation.
- A sense of being on par with others.
- Accepting a compliment without feeling embarrassed.
- Believing that they are capable of self-repair.

Job performance is a critical in determining organizational success, as an organization's optimal functioning partly depends on employee job satisfaction (Rothman & Coetzer, 2002). It refers to a worker's sense of accomplishment and success on the job, which includes performing work one likes, doing it effectively, and being rewarded for one's efforts (Kaliski, 2007).

There haven't been many studies on the relationship between self-concept and job performance on employees working in India. However, the current literature only focuses on the role of personality traits in the prediction of job performance and only focus on conceptual clarity and the literature, failing to provide a quantitative analysis. As a result, to fill the gap identified in the literature, the current research focus on a quantitative analysis of the literature and the identification of a true correlation between self-concept and job performance on employees working in India.

Review of Literature

Several factors have been found to influence job performance, including pay levels (Luthans, 1998); promotion (Locke, 1976); supervision, nature of work, and communication (Mowday & Sutton, 1993; Khaleque & Chowdhury, 1984); participation in decision-making (Chieffo, 1991); and self-concept (Furham, 1992). Self-concept has been shown in studies to have a favorable impact on the organisation (Huang, 2001). In an organisational environment,

social work behaviours are those that are not essential for job performance but are critical for organisational effectiveness. Employee, coworker, and group member positions all have essential role expectations for such activities. Individuals who respect or identify with these responsibilities will be motivated to go above and beyond to satisfy such demands (Huang, 2001). Individuals create a self-concept around work, according to scholars, research shows that it is related to life and job success (Beheshtifar & RahimiNezhad, 2012). Individuals with a positive self-concept are more successful in their job selections and perform better.

Each person's self-concept is a vision of himself or how he perceives himself as it grows under the influence of family, self-concept does not exist in a vacuum (Jhangiani & Tarry, n.d). Feelings and perspectives regarding one's own existence are included in oneself (famous, 1989). According to the new theory, the self-concept is a multidimensional structure on which all significant information about the self is stored and which has several layers. Self-concept is linked to a variety of outcomes, including people's perspectives, adaptive functioning, and academic success (Oyserman, 2012). As per some studies, the happy-productive worker hypothesis should be recast in terms of the relationship between emotions, emotional inclinations, and performance (George & Brief, 1996; Staw, Sutton, & Pelled, 1994; Weiss & Cropanzano, 1996). Positive emotions on the job contributed to better employment outcomes, according to Staw et al. Similarly, multiple studies have found a correlation between emotions and decision-making quality, as well as work performance (Isen, 1993; Rafaeli & Sutton, 1989; Sutton & Rafaeli, 1988). Since mood and emotions have an impact on performance, the antecedents of emotions should also have an impact.

Objectives

1. To study the relationship between self-concept and job performance of the employees
2. To see if there are gender differences in the self-concept and job performance of the employees

Hypotheses:

H1: There is no relationship between self-concept and job performance of employees

H2: There are no gender differences in the self-concept

H3: There are no gender differences in the job performance

Methodology

The data was gathered from 250 Indian employees, further classified depending on gender. The participants were of any age. Data was collected in Questionpro in the form of questionnaires. The data was acquired using purposive sampling, where data was chosen based on the characteristics of a group and the study's goal. Job Performance (Koopamans et al., 2014) and The Self-Concept Questionnaire (SCQ) (Robson, 1989) were used to measure the variables. Pearson's correlation was applied to check the relationship between self-concept and job performance of the employees. t-test was applied to check if there are gender differences in the self-concept and job performance of the employees. All the statistical analysis was done using SPSS v20.

Results

The results are as follows:

Table 1: Descriptive statistics of the sample on the two variables:

Descriptive Statistics					
	gender	N	Mean	Std. Deviation	Std. Error Mean
Job Performance	females	82	68.57	5.854	.646
	males	82	67.79	5.781	.638
Self- concept	females	82	89.49	6.329	.699
	males	82	93.54	7.710	.851

It can be seen in table 1 that the number of males and females is equal. The mean score of females and males on job performance is 68.57 and 67.79 respectively. Their SDs are 5.85 and 5.78 respectively. The mean score of females on self-concept is 89.49 (SD=6.32) and that of males is 93.54 (SD=7.71). Females have a higher score on job performance, but a lower score on self-concept.

If the differences are significant, is explored in the hypotheses further.

H1: There is no relationship between self-concept and job performance of employees

Table 2: Correlation between job performance and self-concept

		Job performance	self-concept
Job performance	Pearson Correlation	1	.523**
	Sig. (2-tailed)		.000
	N	164	164
Self- concept	Pearson Correlation	.523**	1
	Sig. (2-tailed)	.000	
	N	164	164

** . Correlation is significant at the 0.01 level (2-tailed).

It can be seen in table 2 that the correlation coefficient for the relationship between job performance and self-concept of the employees is 0.523 ($p < 0.01$). The p value is less than 0.01, which means that the coefficient value is statistically significant. Hence it means that the relationship between the two variables is significant. It can be concluded confidently that an increase in one variable leads to increase in another variable in the same direction as well. The hypothesis has been rejected.

H2: There are no gender differences in the self-concept

Table 3: Gender difference in the self-concept

	Gender	N	Mean	Std. Deviation	t
Self-concept	Females	82	89.49	6.32	-3.676
	Males	82	93.54	7.71	

($p < 0.01$)

It can be seen in table 3 that the t-value is -3.676 ($p < 0.01$). This means that the difference in the scores of females and males on the measure of self-concept is statistically significant, at 1% confidence level. Males have a higher score depicts that they have a significantly higher level of self-concept than their female counterparts.

The hypothesis has thus been rejected.

H3: There are no gender differences in the job performance

Table 4: gender differences in the job performance

	Gender	N	Mean	Std. Deviation	t
Job performance	Females	82	68.57	5.854	0.859
	Males	82	67.79	5.871	

($p > 0.05$)

It can be seen in table 4 that the t-value is 0.859 ($p > 0.05$), which means that the difference in the job performance scores of females and males is not statistically significant. Hence, it can be concluded that both females and males have similar levels of job performance.

The hypothesis has therefore been accepted.

Discussion

Previous study, Relation between Positive Self-Concept and Job Performance (Judge et al., 1998) focuses on the role of personality traits in the prediction of job performance, but since it was published in 1998, it only focuses on conceptual clarity and the literature, failing to provide a quantitative review.

The findings show a significant and a positive relationship between the variables, rejecting the null hypothesis stating there is no relationship between the variables. The ability to adapt is linked to one's self-concept Biabangard (2009). Those with a positive self-concept, as opposed to those with a negative self-concept, are better able to adjust to different situations, and their self-concept is more visible in interpersonal relationships (Golestani, 2011). Tyler (2003) believes that an employee's self-concept is a key component in their performance. So, we can say that a positive self-concept is one of the factors that allow a person to be realistic and compatible with their community, colleagues, and organisations; otherwise, people with a negative self-concept will have a negative perception of themselves, their organisation and their colleagues, as Judge et al (1998) discovered that dealing with change mediated the link between positive self-concept and job performance.

It has also been found out that though males have a significantly higher self-concept than females, their performance is similar to females at the workplace. The results are similar to the ones found in a meta-analysis done by Spencer and O'Neil (2004). They examined the relationship between gender, self-concept and job performance. They studied 42 studies and concluded that males have a higher self-concept, but their job performance was not significantly different than that of females. Hence, it can be concluded that self-concept may not be a predictor of job performance, and there are other moderating factors because of which both have a significant correlation.

The study includes limited generalisability due to the smaller sample size. Moreover, the sample was heterogeneous in age, job designation and department of employment. In addition, the variables may be independently influenced by factors like work environment, company policies, co-workers, personalities and contextual conditions (COVID – 19), which can differ in the population and hence in the chosen sample. The study leaves scope for further investigation with a larger model, and more specific groups can be used to explore the variables. This should help eradicate the problem of generalisability and heterogeneous sample.

Conclusion

The result of this study helps to understand the relationship between self-concept and Job performance among the employees. This result will help the HR Professional to understand the importance of self-concept and how it can be used to increase the performance of the employees as well. Professionals may also try to understand the other factors that effect the job performance of the employees, for both the genders.

Hence it can be concluded that the males have a higher self-concept but the performance of both the genders is similar. So, steps can be taken at the workplace by the employers to enhance the self confidence levels of their female employees. Also, what factors contribute to job performance, apart from self-concept, should be explored. Those factors should be studied by the management as it will help them to improve their employee's performance.

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