

Social Phobia and Its Relation with Job Performance of High Education Staffs

¹Seyyede Maryam Hosseini Shirazi, ²HosseinAhmadi, ³Hassan Mirzajani

¹Department of Medical Sciences, Sari branch, Islamic Azad University, sari, Iran

²Department of Educational Management, Sari branch, Islamic Azad University, sari, Iran

³Department of Educational Studies, University Putra Malaysia

ABSTRACT

The main object of this project was examination of the relation between social phobia and the job performance of Mazandaran Islamic Azad universities' staffs. The method of this research was selected as descriptive-correlational one, and its statistical universe was (N=1188). Our statistical sample was based on krejcie & Morgan table and n=291 staffs were selected by a classified random sampling. Data gathering tools were two standard questionnaires: Connor et.al social phobia (2000) and Paterson job performance (1970). We analyzed data by descriptive statistics (includes: frequency and percentage) and inferential statistics (includes: Pearson correlation coefficient and multiple regression), with using SPSS software. Results showed that there is a significant negative relation between social phobia and its components with job performance. Also, social phobia components (avoidance, fear and physiologic problem, respectively) were some significant predictors for job performance. This study is a comprehensive understanding about social phobia disorder and its importance on job performance, and also it can be a basis for future research.

KEY WORDS: social phobia, job performance, staffs, Islamic Azad universities

1. INTRODUCTION

Social phobia is a chronic anxiety disorder which its characteristic is fearing from being ashamed in social situations and subsequently avoidance from these situations. This disorder can lead to create some limitations in life style and significantly influences on person's important decisions and frequently it causes to be lost some important opportunities for ill person (American psychiatric Association, 2000). Social phobia which is called as social anxiety disorder (Sadock & Sadock, 2005) is more complex than other types of phobias; because it is based on fearing from invisible events, such as negative evaluation, criticism and etc., and tormenting thoughts has an important role in this disorder (Hawton & Salkowskis, 2005). Its prevalence was estimated 3 to 13 percent in lifetime (Sadock & Sadock, 2005) which has placed it on the third psychiatry disorder, after major depression and alcohol dependence (Kessler et al., 2005). Those who affected by social phobia process social world information as selected and distorted and show more cognitive wrongs in this term. These wrongs may be in the terms of attention (Chen et al., 2003), memory (Foa et al., 2000) and or information interpretation (Higa & Daliden, 2007) which usually act together (Lee & Telch, 2008). Some physical symptoms related to social anxiety includes: Flushing, perspiration, tremor, palpitation, feeling nausea and stuttering. In the case of severe worry and fear, anxiety attacks maybe occur (Lim et al., 2007). Those who affected by social anxiety disorder usually avoid from fearful situations and rarely force themselves to endure a social or functional situation, but if they face with such situations, then will be involved in a severe anxiety (Khayyer & Ostovar, 2006). A person who affected by social anxiety doesn't have any tendency toward starting a communication with others and avoids from each situation which may expose him to other judgment, with a sense of unusual fear and endurance (Kayvand et al., 2009). Truly, the main care of this disorder is fearing from negative evaluation in social situations and worry about such behavior that makes this evaluation (Chalabianloo et al., 2010). One of the features of anxious persons is their worry about their own wrongs; even when they behave reasonably, evaluate their own performance as unreasonable (Banerjee, 2005). Projects have showed that negative self-evaluation, fearing from other evaluation and avoidance from evaluating situations and this anticipation that other evaluate negatively about them, are some the most important characteristics of social anxiety (Masoudnia, 2009). This disorder usually causes a long term period of disability and those who have affected by this disorder suffer from some significant damages in their life daily works, social and vocational relations. Social anxiety relates with other anxiety disorders, depression and other personality disorders (Melyani, 2009). Also, it usually leads to some avoidance behaviors which have a very destructive influence on their usual life course (Anari et al., 2011). Experiencing anxiety in social situations isn't a rare matter, but this anxiety isn't so destructive and even maybe improves one performance. But in the case of some persons, anxiety within social situations becomes so much that even on predicting facing with such situations, they become very anxious (Abdollahi, 1998) and maybe show some physiological (Sadock & Sadock, 2005) cognitive and emotional symptoms (Hawton & Salkowskis, 2005). Human

Corresponding Author: Seyyede Maryam Hosseini Shirazi, Department of Medical Sciences, Sari branch, Islamic Azad University, sari, Iran. Tel.: +98-151- E-mail: maryamhosseinishirazi@yahoo.com

force is the most valuable source for flourishing capacities and continuous achieving to an excellent performance (Yavitz, 1998). The organizations need to continuous improvement of their performance for survival and progress; and human sources are considered as organizations' basic capitals and as source of any change and innovation. In this case, every country educational systems –in terms of created human force and jobs-has the highest share among public organizations and sectors as performance evaluation is a necessary task in the way of achieving to the organizational objectives and duties(Asgarpour,2006). Many persons are involved in teaching- learning activities directly or indirectly as a learner, teacher and provider of supporting services(khorshidi,2006) and the quality and features of learners, scientific board members, staffs, management quality, programs quality and etc., all influence on educational quality (Bazargan, 2007). In the twenty past years, always two subjects have been considered in a superior and responsible high education: the first one is focusing on increasing services in universities and the second one is programming, responsibility and a good performance evaluation (Franke, 2008). Job performance is a compound factor on which the successful staffs are determined in a set of behaviors (Austin& Villanova, 1993).Job performance is the most important matter in each organization. The importance of job performance has encouraged scientists to more research about it (Shokrkon et al., 2001). Spector (2008) believes that ability and motivation lead to a good job performance. There are several different views about job performance. Job performance, indeed, is defined as a set of behaviors which persons show them in relation to a job, or on the other hands, it is some amount of a product, result or output which is resulted from one's employment in his job (Swanson et al., 1998). From the social view, the most interest matter for organizations is having staffs who do their own works well; good performance improves the organization's productivity which finally leads to the national economy improvement (Spector, 2000). Performance refers to the degree of doing such duties which complete the job of an employee and it displays that how an employee does the requirements of a given job (Byras& Rue, 2008).To Bernardin (2003), information resulted by performance measurement is widely used for service compensation, performance improvement and documentation. Also it is used for some decisions related to staffs (Such as, promotion, transfer, dismissal and discharge), analysis of educational needs, staff development, research and evaluation of the program. Ivancevich (2007) has stated the objectives of staffs evaluation as: staffs development, creating motivation, programming on human force and employment and creating an effective communication between employees and supervisors. Performance is defined as total expected values for an organizations from some separated behavioral parts which everyone does in the given period of time (Motowidlo,2003).one's performance in an organization is dependent on his personality and his organizational role, and on organizational success and situations. These situations as environment, culture, emotion, communicational skills, improvement and job performance have been studied. These factors have a positive influence on organizational internal quality- as like as it is resulted from staffs' understandings about objective aspects of an organization- and on one's stability, obligation and job conscience (Spector, 2000).High performance in organizations, companies and institutions is due to different factors. There are different ways for removing such problems which lead to low performance; one of these ways is focusing on persons' personality features in organizations. Research has shown that interested and loyal employees have higher job performance, have more tendency to staying in the organization, absent lesser, have higher job motivation and they are in more agreement with organization's changes(Saatchi, 2003).Experiencing anxiety creates some problems in different life steps which in addition to personal problems,it can have a negative influence on one's daily and job performance(khayyer,2008).Coping with social phobia can improve individuals' performance and reduce their situational anxiety (Foa et al., 1999). Some projects have studied on such explanation which those who have affected by social phobia have used for their own behaviors; we can refer to Rapee & lim(1992) and Stopa& Clark(1993) which they used a relative similar model. The results showed that those with social phobia compared with control group, are exact in their evaluations from other performance, but underestimate or evaluate their own performance quality negatively. Clark &Wells (1995) and Clark&McManus (2002) concluded that those who have affected by social phobia make some suppositions about their selves and their situations based on their initial experiences: "if I show my anxiety, other think that I'm an unusual person or boycott me". These suppositions will lead to such a situation in which they evaluate social interactions as dangerous and negative matter. These authors have supposed that before and after facing with social situations, those who have affected by social phobia are involved in: distorted and biased information processing, selected recalling of negative information about their selves and their social performance and using these information for negative evaluation about their selves and negative predictions about their future performance. Plaisieret.al (2012) in their studying on depression and anxiety disorders in the job and the importance of job features in absenteeism and job performance concluded that those with anxiety and depression have significantly high absenteeism and low performance. Wright (1995) suggests that cognitive abilities act as a mediator variable between job performance and personality, such that those with high ability and motivation have higher job performance, but those with low ability and high motivation have low performance. Plaisieret.al (2010) in their studying on job performance in those with anxiety and depression and the role of some special psychological features concluded that anxiety disorders have significant negative influence on job performance, but less than

depression disorders. Regarding high prevalence and severe interference with one's personal and vocational life, this disorder has been considered by researchers (Hafman & Barlow, 2002). So, in these recent years, this disorder has been considered as an important disorder in terms of public health (Furmark, 2002). Regarding that there is no research under this title, so the present research is among the first research with the objective of examining the relation between social phobia and staffs' job performance.

2. METHODOLOGY

The methodology of this project is descriptive-correlative one which tries to find the relations between variables by using correlation statistics. In these studies, the value of correlation is determined by the scores of two variables (Hasanzadeh, 2005).

2.1 Statistical universe

This project's statistical universe includes all employees of Mazandaran Azad universities in the years 2011-12 and with a very big unit (Azad universities of Sari, Ghaemshar, Babol, Tonekabon and Chalous) (N=1188).

2.2 Sample and Sampling method

In this research, (n=291) samples were selected based on Krejcie & Morgan table (determining sample size by society size). The sampling method was classified random sampling based on university units. At the first, some information about university units was collected from the regional secretariat and then the total number of each unit's staffs was determined and the number of each unit's samples was determined based on the classified random sampling. Then, some employees from each unit were selected for doing test based on simple random sampling.

2.3 PROJECT INSTRUMENTS

Social Phobia Inventory (SPIN): This inventory is a 17-item self-rating inventory which includes three minor scales: fear (6 items), avoidance (7 items) and physiological problem (4 items). Each item is rated based on Likert five-score scale (0=any, 1=little, 2=some, 3=much, 4=very much); it has been introduced by Connor et al. (2000) for evaluating Social Phobia. The clinical implications of this inventory show that it provides some information around three clinical symptoms: fear, avoidance and physiological symptoms, and it has some practical advantages: shortness, simplicity and scoring easiness. Having some stable psychometric features, this instrument can be used as a valid instrument for assessing the severity of social phobia symptoms. Moreover, it can be used as a screening instrument and for testing the response to the therapy in social phobia disorder and finally this inventory can distinguish between therapies with different efficiency. This inventory has high validity and credibility. Its validity in groups with social phobia disorder was 0.78 to 0.8 percent by using retesting method and its internal consistency coefficient (alpha coefficient) in a normal group was reported as 94 percent. Alpha coefficient for fear was reported as 89%, for avoidance was 91% and for physiological problems was 80% (Connor et al., 2000).

Job Performance inventory: This inventory was introduced by Paterson (1970) and Shokrkon and et al. (2001) translated it. This inventory includes 15 items with four scores: rarely, sometimes, often and always. The scores 0, 1, 2, and 3 refer to each of these options, respectively. This inventory measures staffs' performance in terms of their vocational and organizational duties. The reliability coefficient of this inventory about the employees of some Ahvaz' factories was reported as 74% (by Chronbach alpha) and 68% (by dividing).

2.4 Performing the inventory

This inventory was performed based on self-reporting. For gathering raw data, researchers performed this inventory among employees in a three-month period and with knowledge of universities' president ship and their research vice-Presidency. They implicitly stated the project objectives for respondents and then explained the manner of answering to questions. Then, the inventories were distributed and asked them to answer the questions and ask from researchers about those ambiguous questions. Researchers controlled over employees' responsiveness during performing the inventory and if necessary, answered to their questions with providing enough explanations and solved their Problems.

3. RESULTS

We used the indices of descriptive statistics and project's hypothesis test for data analysis. Firstly, we determined the correlation rate between social phobia and its sub-scales with job performance based on Pearson correlation coefficient. Then, we studied about the productivity power of social phobia components on job performance with using of multiple regression analysis and by the method of Enter.

Table1: Frequency distribution of studied sample in terms of demographic features

Variables	Classes	Frequency	Percentage
Gender	Female	123	42/3
	Male	168	57/7
Marriage Status	Single	38	13/1
	Married	253	86/9
Service Record	1 – 10	66	22/7
	11 – 20	177	60/8
	21 – 30	48	16/5
Education Level	Diplomate and lower	15	5/2
	Associate of arts	57	19/6
	B.A	176	60/5
	M.A	40	13/7
	Doctorate	3	1

Regarding data of table (1), we can observe that male employees with 57.7 percent in the view of gender, married employees with 86.9 percent (in the view of marriage status), those who have had 11 to 20 years' service record with 60.8 percent (in the view of service record) and those who have had B.A with 60.5 percent (in the view of education), have the most frequency in the sample group.

Table2: The results of Pearson correlation coefficient test between social phobia and its components with job performance

Predictive variable	Criterion Variable	Statistical index				
		N	r _{calculated}	r _{critical}	df	Sig.
Fear	JobPerformance	291	-.362**	.181	289	.000
Avoidance			-.408**			.000
Physiologicalproblem			-.314**			.000
Social phobia			-.412**			.000

**p<0.01

Regarding table (2), there is a significant negative relation between fear and job performance($r=-.362$, $p<0.01$), between avoidance and job performance($r=-.408$, $p<0.01$), between physiologic problem and job performance($r=-.314$, $p<0.01$) and between social phobia and job performance($r=-.412$, $p<0.01$).

In this part, we used multiple regression analysis by the method of Enter for determining the predictively power of each component of social phobia. Tables 3, 4 and 5 show the results.

Table 3: Statistics of multiple regression analysis for social phobia

Model	Multiple R	R square	Adjusted R Square	Std. Error
1	.420	.175	.167	4.55270

The results of multiple regression analysis showed that the sum of predictive variable explains about 17 percent of job performance Variance.

Table 4: The results of variance analysis for predictive variables

Changes source	Sum of Squares	df	Mean Square	F	Sig.
Regression	1270.657	3	423.552	20.435	.000
Difference	5948.683	287	20.727		
Total	7219.340	290			

F statistical test for correlation coefficient significance is 20.435 which it is significant in 0.01 levels, so the hypothesis of a linear relation between variables can be accepted.

Table5: The results of regression coefficients for predictive variables

Variables	B Regression coefficient	Std. Error	Standardized Beta	t	Sig.
Constant value	39.272	.438		89.675	.000
Avoidance	-.337	.100	-.289	-3.337	.001
Fear	-.199	.125	-.128	-1.337	.113
Physiological Problems	-.60	.124	-.037	-4.88	.626

According to the results of table (5), the value of standardized Beta shows that changing one standard deviation (sd) in each variables of avoidance fear and physiologic problems, will cause to change-.3337,-.199

and -.060 in standard deviation of job performance, respectively. Viewing Beta coefficient shows that avoidance among other predictive variables has the most power in predicting job performance.

4. CONCLUSION

Various projects have studied on social phobia and job performance with different variables; but a few projects have studied on the relation of them. The results of the present project showed that there is a significant negative relation between social phobia and its components with job performance; that is, as much as employees' social phobia be lower, their job performance becomes better. These results are consistent with Clark & Wells (1995), Clark & McManus (2002), Plaisier et al (2012), Wright (1995), Rapee & Lim (1992), Stopa & Clark (1993) and Plaisier et al (2010). These studies showed that those who have affected by social phobia have low job performance. But it should be noted that these authors examined the performance among those with social phobia, but the present project as a screening was performed among those employees who had the probability of existence of this disorder and as a result, the findings of this project were obtained and showed a significant negative relation. In addition, multiple regression results about productivity power of each components of social phobia on job performance showed that the variable of avoidance, fear and physiologic problems predict the most to the least changes in job performance standard deviation, respectively. Long-term social avoidance may limit one's opportunities for good job performance. Since human sources are considered as the most capitals in each organization, examination and recognition of related factors which can effect on their job performance has increasingly become important. This project is considered as a primary examination; and undoubtedly future projects and complementary findings can clear some new points.

5. SUGGESTION

- Encouragement to desirable performances and prohibition from undesirable performances in order to improve employees' job performance
- Annual evaluation from employees' job performance and informing them
- curing identified persons with social phobia disorder
- providing some meeting about the manner of coping with this disorder

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