# Investigation of Relationship between "Self-Esteem and Assertiveness" and "Employees' Performance" in National Iranian Bank Branches in Tonekabon city

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## ABSTRACT

The relationship between self-esteem and assertiveness with performance of Melli Bank Branches employee in Tonekabone branch city. Self-esteem is the sense of values, the degree of approval, acceptance and self-worth of a person. Assertiveness involves the seriousness, defense the rights and privileges. ensure not play by others and control the circumstances, and encourage and fear against others not happen. Many studies have shown that individual skills such as assertiveness and self-esteem can predict expert's job performance under certain conditions. Thus, Individual capabilities are very effective on the success or failure of institutions or organization. The importance of this study is to investigate and understand the relationship between self-esteem and assertiveness with the staff of the Melli Bank of Tonekabon Branch and collect the necessary data to assess this relationship, in order to recruit, employ and empower employees to achieve objectives Banks and their organization's success in terms of steps. In this study, staff performance index and its correlation with assertiveness and self-esteem were examined. In the present study, it was shown in the graph, the relationship between quantitative self-esteem is a direct and significant. So, like other studies, this study also found that increasing the rate of assertiveness and dignity of individuals, their performance is also increased.
**KEY WORDS:** self-esteem, assertiveness, performance, organizational goals.

## INTRODUCTION

**Subject**: the most important capital of organizations and asset of institutes is individual who work for them in spite of the fact that organizations are becoming virtual with communications technology advancements (with the characteristic of lack of geographical concentration of human resources and varying number of employees) (Horrabadi Farahani, 2005 as quoted from Moshksar, 2010, p 3). Today, everyone knows that organizational success depends on physical, mental and social recognition of human resources (Hejazi, 2002, p 171). This is while many studies verified that individual skills like self-esteem and assertiveness can predict occupational performance of employees under special circumstances (Tett and Barent, 2003, p 500).

**Hypothesis**: individual abilities have influences on success or failure of any organization. In other words, not only physical and scientific abilities of employees influence on organizational success and their performance, but also spiritual, communicational and personality characteristics of employees influence on their performance and activities and they cannot be neglected (Soleimani, 2013, p 1).

**Background**: effective performance is the success key for organizations and especially banks because favorable performance means productivity, quality, profitability and customer and conservation of firms and banks depend on continuous improvement of employees' performance in order to increase competitiveness and gaining more benefits (Ghasemi, 2013, p 1). Employees' performance improvement depends on both organizational evaluation and learning and personality and communication and native skills (self-esteem and assertiveness). Therefore, awareness of personality skills and belief in effectiveness of these characteristics is essential in motivation of human behavior which causes activity, excellence and advancement (Ebrahimi Nejad and Salimiyan, 2007, p 32).

Self-esteem and assertiveness can predict employees' performance in organizations and self-esteem influences on working behaviors in two methods:

- employees have different levels of self-esteem and this influences on their behavior and thoughts;

- employees need to feel good about themselves and their thoughts and behaviors, improve them and improve their self-esteem (Brockner, 1988 as quoted from Sadeghiyan, 2009, p 50). Therefore, one of the important factors which influences on personal performance (Sadeghiyan, 2009, p 50). On the other hand, assertiveness-which means explicitness of statement and not yielding- can influence on employees performance and prevents

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from unacceptable behaviors (Mahmoudi Alami, 200, p 67). Considering the importance of self-esteem and assertiveness and their influence on personal activities and performance, the researchers decided to conduct a research on the relationship between "self-esteem and assertiveness" and " employees' performance" of National Bank branches in Tonekabon city so that employment and empowerment of employees will be facilitated with measurement and collection of data on this relationship.

## Research goals
### Main goal
Investigation of relationship between self-esteem and employees' performance in National Bank Branches in Tonekabon city

### Subsidiary goals
1. Investigation of relationship between self-esteem and employees' performance in National Bank branches in Tonekabon city
2. Investigation of relationship between assertiveness and employees' performance in National Bank branches in Tonekabon city

## Research hypotheses
### Main hypothesis
There is relationship between "self-esteem and assertiveness" and "employees' performance" in National Bank branches in Tonekabon city.
### Subsidiary hypothesis
1. There is relationship between "self-esteem" and "employees' performance" in National Bank branches in Tonekabon city.
2. There is relationship between "assertiveness" and "employees' performance" in National Bank branches in Tonekabon city.

Research methodology: staistical population of the present research includes all employees of National Bank branches in Tonekabon city which were 85 people in 2013. 50 people were selected as sample size by means of simple random sampling method and based on Krejcie & Morgan table.

### Data collection methods
Field method. In order to collect data, questionnaire was used in field methodology.
Library method: experts' opinions, papers, research plans, theses and related books were used to collect data.

## RESEARCH METHODOLOGY

Since research methodology is selected based upon the type and nature of research subject, the present research is a descriptive and correlation research. Statistical population of the research included all employees of National Bank branches in Tonekabon city (85 people) in 2013. 50 people were selected by means of simple random sampling method and based on Morgan Table. In order to collect data, questionnaire was used. Library method was used to present research background. Papers, books, experts' opinions and research plans were used as references.

**Self-esteem questionnaire**. This questionnaire measures the dimensions of personal satisfaction in 10 questions with 5-point Likert scale from 1 to 5 (completely agree to completely disagree).

Table 1. Rozenberg's self-esteem questionnaire answering scale (1965)

| Completely disagree | disagree | No idea | agree | Completely disagree |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |

**Assertiveness questionnaire**. This questionnaire was presented by Ilin Gomonril and Cheril Riki (1975) and measures dimensions of possibility of doing assertive action and level of dissatisfaction due to assertive action in 40 questions with 5-point Likert scale from 1 to 5 (never to very much).

Table 2. Ilin Gomonril and Cheril Riki (1975) assertiveness questionnaire answering scale

| Very much | much | average | A little | never |
|---|---|---|---|---|
| 5 | 4 | 3 | 2 | 1 |

**Employees performance questionnaire (occupational)**. This questionnaire was presented by Paterson (1990) and measures occupational duties and organizational duties dimensions in 15 questions using 4-point Likert scale (rarely to always).

Table 3. Paterson's employees performance questionnaire scale (1990)

| always | sometimes | often | gradually |
|--------|-----------|-------|-----------|
| 4 | 3 | 2 | 1 |

**Self-esteem questionnaire reliability and validity**

In order to determine validity, the questionnaire was distributed among 129 fresh students in boys hostel in Shahid Chamran University of Ahwaz and correlation coefficients domain was from 0.56 to 0.72 and significant in p<0.001 level. This means that the 10 questions of the questionnaire have acceptable internal correlation and state one item (Raji and Bohlul, 2007, p 33).

Table 4. Correlation coefficients of each of the questions of Rozenberg's self-esteem questionnaire (1965)

| Correlation coefficient with total point | question |
|------------------------------------------|----------|
| 0.56** | 1 |
| 0.65** | 2 |
| 0.68** | 3 |
| 0.59** | 4 |
| 0.63** | 5 |
| 0.70** | 6 |
| 0.72** | 7 |
| 0.72** | 8 |
| 0.62** | 9 |
| 0.62** | 10 |

Furthermore, Chronbach's alpha was used to determine reliability coefficient for both genders and double factors. Alpha was equal to 0.84 in total student sample and in the first and second factors it was equal to 0.84 and 0.77, respectively. In boys, it was 0.87 and in the first and second factors it was equal to 0.83 and 0.76, respectively. In girls student, it was 0.80 and in the first and second factors, it was 0.68 and 0.77, respectively, which shows internal correlation and satisfaction (Rajabi and Bohlul, 2007, p 33).

Table 5. reliability coefficients of Rozenberg's self-esteem scale (1965) by means of Chronbach's alpha in total sample and in both genders

| indices sample | question | number | Cronbach's alpha | First factor | Second factor |
|----------------|----------|--------|------------------|--------------|---------------|
| Total | 10 | 129 | 0.84 | 0.84 | 0.77 |
| Boys | 10 | 74 | 0.87 | 0.83 | 0.76 |
| Girls | 10 | 55 | 0.80 | 0.68 | 0.77 |

**Validity and reliability of assertiveness questionnaire**. Validity of this questionnaire was verified by Gomenril and Cheril Riki (1975). Rahimi and Sajjadi (2006) also verified the validity of the questionnaire with a=0.05. Scientific reliability of the questionnaire was also reported 0.71 and 0.88 for dissatisfaction degree and possibility of behavior expression, respectively by Bahrami (1996) as reported from Norouzi zadeh (2010). Furthermore, in Rahimi et al's research (2006), Chronbach's alpha was calculated 0.71 and 0.72 for the two parts of the scale. Therefore, there was no need to repeat determination of validity and reliability for this questionnaire.

**Validity and reliability of employees' performance questionnaire (occupational)**. Reliability coefficient of the questionnaire was calculated by means of Chronbach's alpha and t was equal to 0.89 for all questionnaires (Ghareh, 2012, p 75). Furthermore, Salehi (2000) as quoted from Na'ami and Shokr Kon (2001) used halving and Chronbach's alpha methods to measure reliability and the coefficients were equal to 0.78 and 0.86, respectively. Khoshkalam, Neisi and Shokr kon (2007) as quoted from Moshksar (2010) used halving and Chronbach's alpha methods and reported reliability coefficients equal to 0.82 and 0.80 in Ahwaz Water and Electricity Organization employees and reported validity coefficient to be 0.43 in P<0.0001 level through correlating test with 1 question and 15 degrees.

The present research data analysis involved two statistical analyses, descriptive statistics which included indices like means, standard deviation, frequency percentage, diagram, and statistical table. Inferential staititics included Pearson correlation test and multi-variate regression (focal correlation). Descriptive indices (mean, standard deviation) were used and then Pearson correlation coefficient and multi-variate regression analysis were used to analyze data. Statistical analysis was conducted by means of SPSS. Pearson test was used to investigate relationship between "assertiveness and self-esteem" and performance. The following table summarizes the results of statistical tests.

## RESULTS

Table 6. this table indicates mean, standard deviation and frequency of dependent and independent variables.

| variable | mean | Standard deviation | number |
|---|---|---|---|
| assertiveness(%) | 84.47 | 11.58 | 50 |
| performance(%) | 87.62 | 8.85 | 50 |
| Self-esteem(%) | 68.06 | 16.44 | 50 |

Table 7. this table indicates the value of relationship based on bi-variable correlation coefficient in p<0.05 significance level. Table shows that correlations between variables are significant.

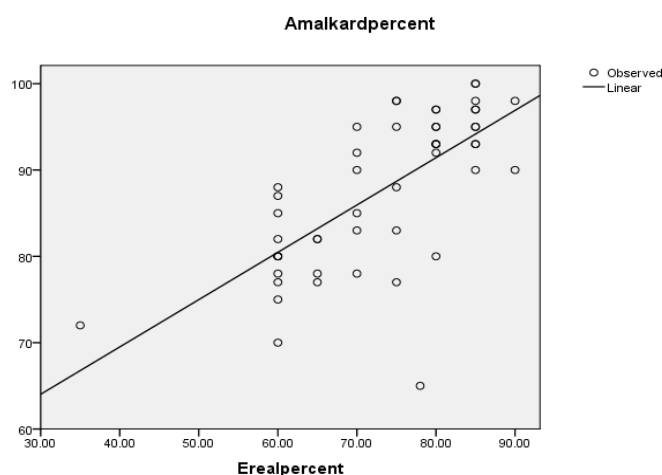| variable | | assertiveness(%) | performance(%) | Self-esteem(%) |
|---|---|---|---|---|
| assertiveness(%) | Pearson Correlation test | 1 | 0.879** | 0.730** |
| | (significance) | 0.005 | 0.005 | 0.005 |
| | (N) number | 50 | 50 | 50 |
| performance(%) | Pearson Correlation test | 0.879 | 1 | 0.687** |
| | (significance) | 0.005 | 0.005 | 0.005 |
| | (N) number | 50 | 50 | 50 |
| Self-esteem(%) | Pearson Correlation test | 0.730 | 0.687** | 1 |
| | (significance) | 0.005 | 0.005 | 0.005 |
| | (N) number | 50 | 50 | 50 |

Table 3. summary of correlations between variables, this table shows that both variables have significant relationship with performance.
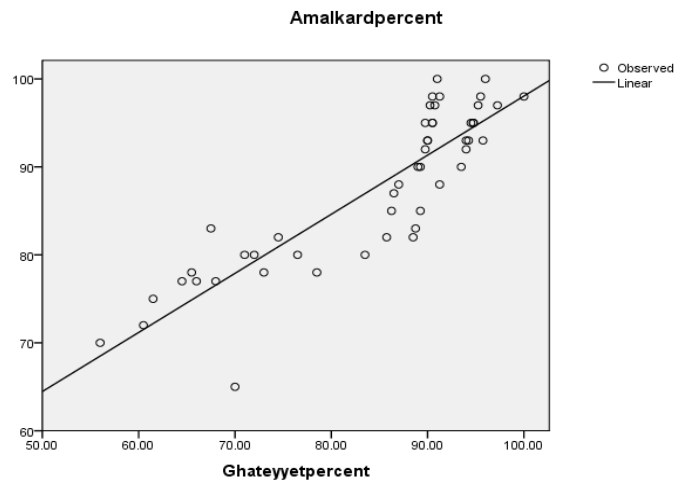
| variable | assertiveness | performance | Self-esteem |
|---|---|---|---|
| assertiveness | 1 | | |
| performance | 0.879** | 1 | |
| Self-esteem | 0.730** | 0.678** | 1 |

Table 4. standard beta coefficients of performance-predicting variables, according to table data, standard beta value of assertiveness has the greatest influence on performance and after that, self-esteem predicts performance weaker than assertiveness.

| model | Non-standard coefficients | | Standard beta | Significance level |
|---|---|---|---|---|
| | Beta value | Beta standard deviation | | |
| assertiveness | 0.571 | 0.067 | 0.747 | 0.001 |
| Self-esteem | 0.158 | 0.070 | 0.199 | 0.028 |

Correlation and regression between "assertiveness and self-esteem" and "performance" can be seen in the following figures. Correlation and regression between "assertiveness and self-esteem" and "performance" can be seen in the following figures.



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The following diagram shows correlation coefficient between the two variables.
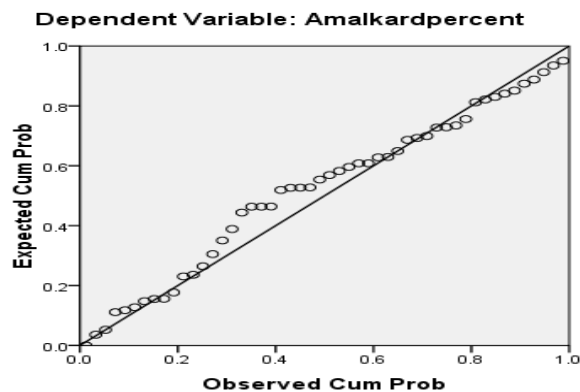


**DISCUSSION**

In the present research, employees' performance relationship with assertiveness and self-esteem was investigated. The relationships among variables were indicated in graphs. Ebrahimi Nejad and Soleimanian (2010) conducted a research titled "investigation of relationship between self-esteem and employees' progress motivation in Kerman Regional Electricity Stock Company. They concluded that there is positive relationship between self-esteem and 3 factors: goal-orientedness, hard work and responsiveness which are factors of employees' progress motivation. Therefore, it is necessary to take measures in order to improve employees' self-esteem. In the present research, figure (1) showed that there is positive and direct relationship between self-esteem and performance. As like similar studies, the present research also verified that an increase in self-esteem improves individuals' performance. Heidarpour (2008) conducted a research titled" the influence of teaching establishment of communicational skills on increasing self-esteem and reducing the physically-disabled shyness in Tehran province". He concluded that teaching communication skills like assertiveness influences on reducing the disabled shyness. Figure 2 showed that there is direct relationship between assertiveness and performance. Kuhnen & Tymula (2006) conducted a research titled "feedback, self-esteem and performance in an organization" in Newyork University and concluded that productivity and efficiency in an organization can be improved using feedback and self-esteem.

## CONCLUSION

Assertiveness in an organization can be beneficial for all employees and an assertive manager can have better relationship with his/her subordinates and employees. Furthermore, self-esteem also influences directly on improvement of employees performance. Reasons of burnout must be investigated and self-esteem can help reduce burnout. Occupational performance can be regarded as multi-dimensional construct which is a combination of behavioral models including knowledge, skills, management competency, conscience, perceptional abilities and so on. Cohesion feeling has an important role in occupational performance and results in better job performance. Self-esteem and assertiveness are important factors which influence on spiritual health and occupational performance of employees.

**Acknowledgment**

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