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## Design of Organizational Self-Esteem Conceptual Model by Taking Localization Approach' [Case study: Social Security Organization- Razavi Khorasan Province]

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ARTICLE INFO	ABSTRACT
<p>Article History:            Received 18 December 2019            Received in revised form            5 February 2020            Accepted 17 March 2020            Available online 20 March 2020</p>	<p><b>Subject and goal:</b> Organizational self-esteem of personnel is one of the foremost subjects which have been proposed in the field of organizational behavior during several recent decades and studied and analyzed for several times. Thus, the characteristics of personnel's self-esteem have been examined in this study using localization approach.</p> <p><b>Methodology:</b> Both qualitative and quantitative methods have been adapted in the present research so that the features of personnel's self-esteem were initially identified by polling of members of expert group and execution of Delphi technique in two phases. Then, research tools were distributed and collected among sampled members and organizational self-esteem conceptual model was eventually finalized by taking localization approach.</p> <p><b>Findings:</b> The results derived from this section showed that the organizational self-esteem includes 7 attributes (sense of competence, sense of virtue and efficacy, perceived rules in workplace, responsibility, and respect for personnel, sense of working security and sense of potential for promotion). Based on findings resulted from the model, variable of sense of virtue and efficacy (0.93) had the highest importance and variable of sense of potential for promotion had the lowest importance in the model.</p> <p><b>Conclusion:</b> It necessitates for paying attention to 7 identified attributes, especially sense of virtue and efficacy in order to improve self-esteem in personnel of Social Security Organization in Razavi Khorasan Province.</p>
<p>Keywords:            Organizational self-esteem,            Attributes, Social Security            Organization in Razavi Khorasan            Province</p>	

### 1. INTRODUCTION

The organizational self-esteem plays very important and essential role in determination of incentive, behaviors and attitudes of personnel in the workplace. The organizational self-esteem influences in occupational behaviors of

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personnel. In fact, self-esteem means individual's feeling about level of self-worth, importance and capability of a person in the organization. Presence of self-esteem in personnel may predict reduction of leaving services by the personnel, presentation of better services to the colleagues, customers and employers and also improving the time personnel spend for doing a task.

Self-esteem may affect occupational behaviors in two ways: Firstly, personnel possess self-esteem at different levels in their work and this factor can affect way of their thinking, feeling and behavior. Secondly, personnel generally enhance need to sense of usefulness about their own and toward their behaviors or thoughts to improve self-esteem [1]. Presence of self-esteem in personnel can act as a prediction factor for reducing rate of quitting work and giving better services to colleagues, customers and employers [2].

One of the factors that were led to conducting the present study is the requirement for self-esteem in Social Security Organization of Razavi Khorasan Province that seems to feel sense of shortage for this factor. Lack of academic studies about this subject is deemed as one of the other factors that can add to necessity for study on organizational self-esteem. The non-human related dimensions of this factor have been addressed in previous studies while individual-behavioral studies, particularly analysis and recognition of those factors that may create self-esteem in personnel and increase and decrease this level in them, can play essential role in improving individual-organizational performance and effectiveness in the organization more than ever.

Accordingly, the current research tends to answer to this question: What model can be utilized in Iranian cultural and climatic conditions to measure self-esteem in personnel of the organization?

## **2. THEORETICAL BASES**

The self-esteem is one of the concepts which have drawn attention by many psychologists and researchers, but this historical background is also visible in discussions between scientists and philosophers about training and education in the past. The historical reports, comments of philosophers and verses of poets and legends and stories have witness this point over several previous millennia that human needs to assume oneself as attractive and show all his/ her performances as ethical and valuable [1]. The subject of self-esteem and self-worth is one of the most essential factors in favorable growth of human's personality. Possession of self-esteem, potential for making decision and innovation, creativity and invention, healthy mind and mental health is directly related to quality of self-esteem and self-worth sense [3].

As an individual evaluate oneself, self-esteem or self-appreciation is considered as some part of existing elements in self-concept. More simply, self-esteem is the level at which s/he receives love and perception of others. Therefore, self-esteem is closely related to feeling of a person how much it is perceived by the others. In fact, self-esteem denotes personal continuous evaluation of a person about self-worth. The self-esteem may affect occupational behaviors in two ways:

Primarily, personnel possess self-esteem at different levels and this can influence in way of their thoughts, feelings and behaviors in working. At the second place, personnel general try to enhance sense of utility about their own and works or thoughts thereby to improve self-esteem [1].

The organizational self-esteem is the imagination personnel may have about their values as organizational members. Those personnel with self-esteem at high and strong level typically assume their own as important, significant and valuable and deeply believe that they are considered as important members in their organization [4]. The organizational self-esteem is reflected by perceived self-value the personnel have about their own as the important, competent and capable members in their organization [5].

The organization self-esteem denotes perceiving one's value as a member of an organization that acts in an organizational field [6]. The organizational self-esteem is a positive emotion and perception belongs to an employee toward his/ her position in the workplace [7].

### **2.1. Theories and levels of organizational self-esteem**

The researchers have shown that high organizational self-esteem measures adaptation level. In this regard, three theories describe self-evaluation in individuals and they contribute to clarifying different levels of organizational self-esteem:

1. Self-promotion theory is directly related to previous subjects. Therefore, personnel with low organizational self-esteem are led to higher self-promotion. High self-esteem increases motive and performance in an individual when exposed to a negative feedback.
2. In self-adaptation theory, the individuals create balance among self-perception and relevant information to their own. Thus, personnel with high organizational self-esteem evaluate their own or behavior positively while the personnel with low self-esteem may present negative assessment about their own.
3. In self-assessment theories, personnel intrinsically present accurate evaluation about their own and for this purpose they posit realistic assessment about their own strong and weak points. Therefore, self-assessment theory may predict organizational feedback and level of organizational self-esteem [8].

Various models have been so far presented about organizational self-esteem and the related factors and constituent dimensions and influential factors on it. It has been referred to some of the newest models in this section. In his conceptual model, Branden presents organizational self-esteem. He argues that organizational self-esteem includes 6 dimensions (purposiveness, awareness, self-acceptance, self-satisfaction, integration and responsibility). The following figure indicates constituent dimensions of organization self-esteem based on Branden’s model.



Fig. 1. Organizational self-esteem model of Branden (Poorgharib et al. 2013:4)

## 2.2. Ten-factor model (Pierce et al)

Pierce invented ten-factor model to measure organizational self-esteem. Each of these ten factors measures some part of organizational self-esteem for individual. These ten factors are scored within range (10-50). As a result, if an individual acquired high score s/he has organizational self-esteem at high level and if someone received lower score, possessed lower self-esteem.



Fig. 2. 10-factor organizational self-esteem model of Pierce et al. (Somanasiri et al. 2016: 7)

### 2.3. Unal And Turgut Model

Unal and Turgut [6] defined organizational self-esteem as perceived self-worth for one of the organizational members. They believe that organizational culture is an important and influential factor in organizational self-esteem. In their conceptual model, Unal and Turgut have divided organizational culture into feminine and masculine classes of organizational culture and argued both of these groups include different values and cultures that may lead to increase and or decrease self-esteem in members of their groups. They finally imply that organizational self-esteem may lead to spirit of work.

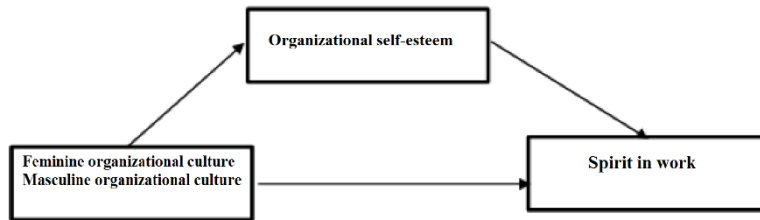


Fig. 3. Organizational self-esteem model of Unal and Turgut [6]

### 2.4. The necessity for regulation of local theory of management

It was assumed for several years that management system in western country is applicable similar to western machineries and tools throughout the world because it is based on instrumental rationalism and includes more analysis and power. Most of management experts believed that many concepts from western management are universal. The results of several studies that have examined management experiences comparatively in various countries showed that western management concepts are not applicable for entire world. This question may be raised for some of researchers in management field that why it is necessary for us to make new concepts instead of using these models if this management includes some formulas and models that have emerged for administration of complex organizations while the western world possesses some valuable experiences in this regard either [9].

Managing of organizations is a complex and difficult task and it requires for perfect perception of dynamic relations in internal and external environments which are permanently interacted with each other. Whereas external environment of organizations is highly different in developing countries versus industrial western nations thus the administration functions, measures and theories, which have been expanded in developed nations, may be practically exposed to the limitation under conditions in developing countries [10].

As it inferred from definition of management concept, management is assumed as science and art for emerging suitable environment where consultation and cooperation with other could be formed within a decisive process during which it is possible to use sources optimally to supply competitive services or goods to satisfy their applicants by avoiding from occurrence of adverse consequences. A few points should be addressed in management science i.e. environment, individuals, competition, customers and their demand. The nature of environment, individuals, competition, customers and their demand is different in Third World Countries from developing nations; therefore, managing them should become scientific and practical in accordance with their environment. Thus, it is necessary for an organization (in particular) and a country (in general) to be sensitive to determination of suitable strategies for their own versus environmental limitations and opportunities and requisite for such sensitivity is related to suitable justification and responsiveness for three important aspects in their surrounding environment:

1. Socio-cultural
2. Economic- technological
3. Political-legal [9]

Drawing up a local theory of management is a crucial task that needs to relatively long time and it should be done by thinking, contemplation and inspiration from trend of community as well as related realities to national development by a multidimensional attitude, but in any case presentation of a general model for thinking in this

regard may efficiently contribute to execution of this process. Determination and interpretation of objectives is deemed as the first step taken toward theorization of local management that should be noticed and employed as infrastructure for other process of this task. Theoretical frameworks should be regulated by inspiration from system of values and the ground should be prepared according to accepted values in trend of emerging of models and patterns and also to pave the path for advancement of local management knowledge. Here, the attention should be totally paid to nature of management field multisystem and various dimensions of management knowledge should be adequately considered in order to provide general guidelines for designing of the constructional, decision-making, relational models and patterns, work relations and participation and the like and the necessary coordination among them. This model will be selected and designed and corrected and moved into practical phase after recycling and revision of alternate values and models with the former values and their codification based on organizational and social dimensions, contents, structure and fields in the society. Two training and researching activities will play major role in application process. Research and training will jointly result in application of techniques and methods and from this perspective the given results from this utilization will continually and openly enter in this cycle based on political, social and cultural facts on the one hand and knowledge findings are evaluated on the other hand and this will be assumed as a criterion for modification of researching and educational theories, models and or trend. The community, organization and individuals are considered as the main basis either at the first phase or in each of sub-processes of cultural and value-driven system of community and localization system may not be duly implemented regardless of this environmental factor. Thus, their effect has been examined separately on this model [9].

## **2.5. Domestic Background**

Danesh Leilan and Beigzadeh [11] explored relationship among self-esteem in directors with job satisfaction among personnel. The statistical population of this survey comprised of all personnel in ports and maritime system in northern Iran where 118 directors and 118 personnel were elected as research sample. The results of this investigation showed that self-esteem in directors was significantly related to job satisfaction of personnel and their dimensions including job satisfaction, satisfaction of superior, satisfaction of colleagues and with salaries and wages and promotion. In other words, directors can affect rate of job satisfaction in personnel by improvement and increasing their self-esteem.

Ibrahimi and Banaei [12] explored effective factors on organizational self-esteem among personnel in road and urbanism administration in Western Azerbaijan Province. In this study, 274 personnel of this organization were chosen as research sample. The results derived from this survey showed that the effective factors in organizational self-esteem could be classified into five groups including organizational, individual, occupational, psychological and cultural ones. At the same time, findings of this investigation indicated that individual factors and then occupational factors would be the foremost effective factors on self-esteem of personnel.

## **2.6. Foreign background**

In a study, Rotich [7] analyzed effect of organizational self-esteem on working motive of personnel. In this survey, 398 members of personnel were chosen from 32 public organizations as research sample in Kenya. This study has employed surveying method by means of questionnaire as tool. The given results from this study indicated that there was strong correlation among self-esteem and working motive in personnel. The correlation coefficient was estimated 0.626 in this relationship based on which the motive and participation were added in personnel by increase in self-esteem of the personnel.

Unal and Turgut [6] explored relationship among organizational culture and self-esteem in interpretation of spirit and incentive in workplace in their study. The research sample was chosen among 113 members of personnel from Turkish Universities in this investigation. The questionnaire under web has been utilized in this survey. Pierce's 10-item questionnaire has been used for measurement of organizational self-esteem in this study. The results came from this study indicated that organizational culture might affect organizational self-esteem. The mediatory role of

organizational self-esteem was confirmed in this study among organizational culture and spirit and incentive in the workplace.

Vogel and Mitchell [13] reviewed role of direct supervision of personnel over their self-esteem. The results of three studies are examined in this survey. After review of various studies about relationship among organizational self-esteem and other factors and also consequences and results for lack of self-esteem in organization, it is finally mentioned that excessive supervision in the organization might lead to reduced self-confidence in personnel and reducing self-confidence in personnel of organization would result in deviation in workplace and rising trend of self-centered behaviors.

Şentuna, M. [14] explored effect of resilience on organizational self-esteem and stress in their study. Statistical population of this survey included nurses in one of Japanese hospitals. Using measurement scale and questionnaire, resilience was measured among the nurses. The organization-based self-esteem and stress were also assessed. The clustered analysis was done using flexibility score. ANOVA and multiple scales were employed for data analysis. The results of Analysis of Variance (ANOVA) showed that rising resilience level in nurses would lead to increase in organizational self-esteem and reducing stress level in them.

Cenkci and Ötken [15] examined relationship among organizational self-esteem and personnel’s opposition and intention to quit job. In this study, 211 white-collar workers were elected as research sample in Turkey. The results of this investigation indicated that there was significance relationship among personnel’s opposition sand their intention for leaving the job and organizational self-esteem might play moderator role in relationship among personnel’s opposition sand their intention for leaving the job.

In a survey, Gkolia et al. [16] conducted a study to determine relationship among job satisfaction and organizational self-esteem. This study was one of the reviewing and librarian researches that could concluded that there was positive and significant relationship among organizational self-esteem and job satisfaction after review of concepts such as job satisfaction and self-esteem and also analysis on the existing studies about these two factors between teachers and according to this study teacher with high self-esteem would be more satisfied with their job and personnel with higher self-esteem would be more committed to their job and tasks.

It is observed that many factors have been examined by different researchers under title of effective factors on organizational self-esteem in personnel. The characteristics of self-esteem of personnel have been presented according to attitudes of different researchers in Table 1.

**Table 1.** Characteristics of self-esteem based on previous studies

	<b>Characteristics</b>	<b>Researcher</b>
<b>Characteristics of organization self-esteem</b>	Sense of competence	Ahmadi & Sazvari [17]
	Confidence in one’s capabilities	Etebarian et al. [18]
	Sense of achievement and virtue and efficacy	Ahmadi & Sazevari
	Having sense of cooperation	Kanning [19]
	Being realistic	Ahmadi & Sazvari
	Self- controlled in challenges and changes	Etebarian et al.
	Sense of being useful for others	Kanning [19]
	Responsibility	Ahmadi & Sazvari
	Purposiveness	Poorgharib et al. [20]
	Sense of trust in others	Sumanasiri et al. [21]
	Self-acceptance (confirmation of one’s capabilities)	Poorgharib et al.
	Sense being assumed useful in workplace	Sumanasiri et al.
	Sense of having potential for promotion	Shafiei Nik [22]
	Sense of respect	Shafiei Nik
Well treatment with the others	Sumanasiri et al.	

### **3. METHODOLOGY**

The present study is developmental-applied research in terms of objective. From developmental perspective, it looks for presentation of conceptual model of organizational self-esteem by taking localization approach and this important issue will be led to better perception of this subject and rising knowledge about it. Therefore it is a developmental research and given that researcher has looked for developing applied knowledge for solving the present problems about organizational self-esteem among personnel; this study is applied type because the answers to the proposed questions and research findings will be practically applicable.

The current study is a combined (hybrid) research in terms of methodology. In the combined method, initially qualitative data are collected and analyzed then at the second step quantitative data are gathered and analyzed. Finally both qualitative and quantitative analyses are interpreted based on the resultant findings. Therefore, this study is type of exploratory combined methodology because qualitative methodology has been conducted firstly and then with respect to the given results, quantitative method is employed.

In fact, the primary conceptual model and modeling process will be initially formed in this study to propose a conceptual model of organizational self-esteem using localization approach and then the deigned model resulting from Delphi technique will be tested and analyzed for assessment by means of related information to the case studies and subject finding- surveying.

In qualitative section (Delphi panel), statistical population includes all academic teachers in management group in Islamic Azad University of Mashhad branch in 2018. They should have MA educational degree and possess one or more attributes as follows:

- ✓ Their specialty discipline is organizational behavior and or human resources.
- ✓ They have possessed position of assistant professor at least.

In this regard, through coordination with the respected supervisors and advisors, researcher chose 10 qualified persons within the framework of statistical population in qualitative section as the sample size in qualitative unit or elected members of Delphi panel.

In the quantitative section, statistical population comprised of all personnel in Social Security Headquarter in Razavi Khorasan Province. According to the received statistics and information from Recruitment Unit of this organization, at present 85 persons are working in this unit. Using Cochran's sampling formula, 70 persons of them were elected as research sample.

After verification of validity and reliability of the given questionnaire from Delphi technique, final questionnaire of study was distributed among 70 personnel in Razavi Khorasan Social Security Headquarter and then collected. The structured equation modeling was utilized in this survey to design conceptual model for organizational self-esteem by taking localization approach.

It should be mentioned that Microsoft Excel Software (2013) was used for inclusion of data (data inputs) and drawing descriptive diagrams and also IBM SPSS 23 and IBM AMOS (v.23) software packs were utilized for data analysis and statistical inferences.

### **4. RESEARCH FINDINGS**

As it already implied, Delphi technique has been used in this study. The operational processes of this technique are separately presented in this section.

A questionnaire was put at disposal of expert group based on research literature for measurement of attributes of organizational self-esteem by researcher at the first phase of Delphi panel so that they could propose their comment about presence of these attributes and factors. The rates and quantities of agreement and disagreement of members are visible relating to each of the presented features in Delphi panel in Fig 2.

**Table 2.** Frequency distribution of experts' attitudes regarding characteristics of organizational self-esteem (First phase of Delphi technique)

Characteristics of organizational self-esteem	Strongly disagree	disagree	Moderate	Agree	Strongly agree	Mean	Standard deviation	Result
Sense of competence	0%	0%	0%	50%	50%	4.50	0.52	Positive
Individual's perception of what others expected from him/ her	0%	0%	20%	60%	20%	4.00	0.66	Positive
Confidence in one's capabilities	0%	0%	0%	20%	80%	4.80	0.42	Positive
Sense of achievement and virtue and efficacy	0%	0%	0%	50%				Positive
Having sense of cooperation	0%	10%	10%	50%	30%	4.00	0.94	Positive
Perception of rules and constraints in business	0%	0%	30%	50%	20%	3.90	0.73	Negative
Being realistic	0%	0%	10%	50%	40%	4.30	0.67	Positive
Self- controlled in challenges and changes	0%	0%	0%	60%	40%	4.40	0.51	Positive
Sense of being useful for others	0%	0%	0%	40%	60%	4.60	0.51	Positive
Responsibility	0%	10%	0%	50%	40%	4.20	0.91	Positive
Purposiveness	0%	0%	10%	60%	30%	4.20	0.63	Positive
Sense of trust in others	0%	0%	20%	60%	20%	3.80	1.03	Negative
Having sense of security	0%	0%	40%	20%	40%	4.00	0.94	Positive
Self-acceptance (confirmation of one's capabilities)	0%	0%	0%	30%	70%	4.70	0.48	Positive
Sense being assumed useful in workplace	0%	0%	0%	50%	50%	4.50	0.52	Positive
Sense of having potential for promotion	0%	0%	10%	50%	40%	4.30	0.67	Positive
Being patient	0%	0%	20%	50%	30%	4.10	0.73	Positive
Sense of respect	0%	0%	10%	30%	60%	4.50	0.70	Positive
Lack of anxiety and stress	0%	0%	20%	60%	20%	3.80	1.03	Negative
Well treatment with the others	0%	10%	10%	50%	30%	4.00	0.94	Positive

As it seen in Table 2, the ratio of pros and cons among experts is reported about characteristics of organizational self-esteem. The findings suggest that the majority of identified variables are approved by members if expert group. If rate of agreement with 3 variables is smaller than 4.00, it can be excluded from this process. It is seen here rate of agreement with 3 variables is smaller than 4.00. Therefore these variables may be deleted at the second phase of Delphi panel. It should be noted in this part the members of expert group did not propose any suggestion.

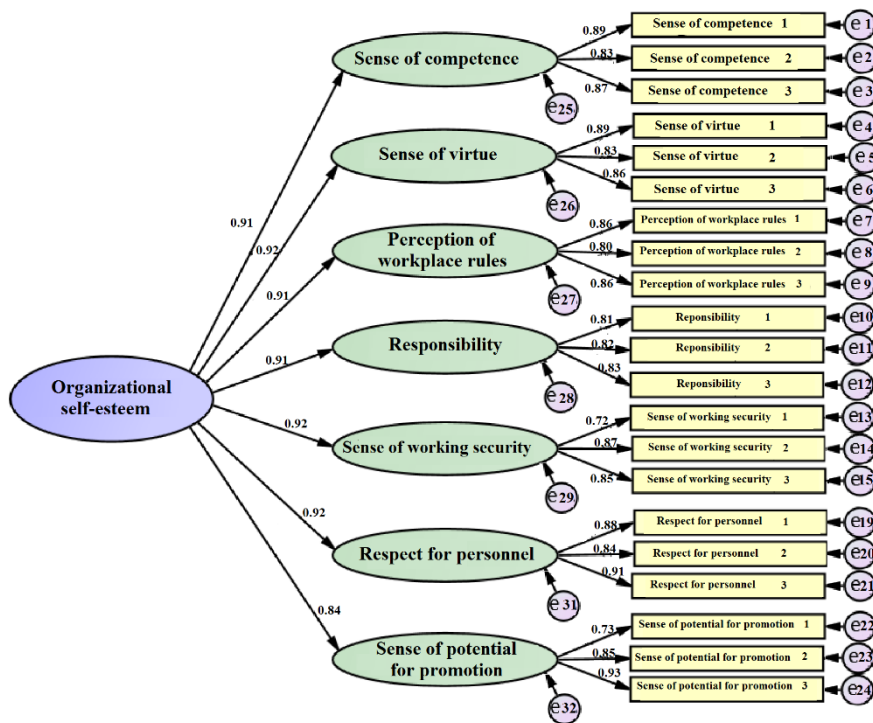
After determination of rate of agreement and disagreement in members of expert group at first phase of Delphi technique, it is intended in the second step to analyze level of importance and valuation of variables in the former phase. In other words, the remained variables from the first phase were given to the members of expert group again at this phase of Delphi technique by a questionnaire within framework of Likert five-choice scale in order to evaluate importance level for each of these variables. Then, the results of comments of respondent experts have been briefly reported after conclusion and statistical processing and within Table 3.

The findings resulted from attitudes and comments of expert group in the second phase of Delphi technique have been presented after collection and analysis in Table 3. The results of this table indicate that the mean values of 9 attributes are smaller than total mean (4.12). Therefore, these characteristics will be deleted at this phase.

After finalizing of characteristics of organizational self-esteem, three questions were designated for any attribute and after verification of their validity; questionnaire was distributed and collected among 70 personnel in Razavi Khorasan Social Security Headquarter. The final research model was analyzed after entry of information and formation of data bank, using structured equation modeling technique. Finally it can be drawn as follows.

**Table 3.** Frequency distribution of attitudes of experts about characteristics of organizational self-esteem (Second phase of Delphi technique)

Characteristics of organizational self-esteem	Strongly disagree	disagree	Moderate	Agree	Strongly agree	Mean	Standard deviation	Result
Sense of competence	0%	0%	9%	18%	73%	3.63	0.65	Positive
Individual’s perception of what others expected from him/ her	14%	5%	9%	24%	48%	3.85	0.76	Negative
Confidence in one’s capabilities	14%	0%	18%	4%	64%	4.04	0.75	Negative
Sense of achievement and virtue and efficacy	0%	0%	14%	27%	59%	4.45	0.73	Positive
Having sense of cooperation	0%	4%	32%	14%	50%	4.09	0.77	Negative
Being realistic	4%	9%	32%	14%	50%	4.09	0.77	Negative
Self- controlled in challenges and changes	0%	9%	37%	18%	36%	3.81	1.77	Negative
Sense of being useful for others	5%	9%	43%	27%	27%	3.63	0.84	Negative
Responsibility	0%	4%	5%	9%	82%	4.68	0.77	Positive
Purposiveness	4%	18%	14%	23%	41%	3.77	0.65	Negative
Having sense of security	0%	9%	5%	18%	68%	4.45	0.77	Positive
Self-acceptance	0%	15%	35%	20%	30%	3.65	1.08	Negative
Sense being assumed useful in workplace	0%	4%	5%	32%	59%	4.45	0.80	Positive
Sense of having potential for promotion	0%	4%	9%	14%	73%	4.54	0.85	Positive
Being patient	0%	0%	9%	18%	73%	4.63	0.65	Positive
Sense of respect	0%	0%	13%	23%	64%	4.50	0.74	Positive
Well treatment with the others	0%	4%	14%	46%	36%	4.13	0.83	Negative



**Fig. 1.** Research final model

For all coefficients, indices and variables are  $t > 1.96$  in Fig 1 therefore they are significant. Now, fitness parameters are presented for this model in Table 3.

**Table 4.** Fitness indices of second-order measurement model for characteristics of organizational self-esteem

$\chi^2 / df$	Standard Residue of Mean Square Root (SRMSR)	Root Mean Square Error of Approximation (RMSEA)	Tucker- Lewis Index (TLI)	Comparative Fitness Index (CFI)
2.25	0.041	0.071	0.92	0.94
Favorable values: $\chi^2 / df \leq 3$ ; $TLI, CFI \geq 0.90$ ; $RMSEA \leq 0.09$ ; $SRMSR \leq 0.010$				

As it seen in Table 4, all parameters are placed within favorable range. Thus, fitness of second-order measurement model of organizational self-esteem is verified for the collected data.

The coefficients for each of attributes of self-esteem are reported in Table 5.

**Table 5.** Coefficients of model

Characteristics of organizational self-esteem	Coefficient
Sense of competence	0.91
Sense of virtue and efficacy	0.93
Perception of workplace rules	0.92
Responsibility	0.91
Respect for personnel	0.92
Sense of working security	0.92
Sense of potential for promotion	0.84

With respect to Table 4, it can be implied that the fitted model of organizational self-esteem includes seven attributes i.e. sense of competence, sense of virtue and efficacy, perception of workplace rules, responsibility, respect for personnel, sense of working security, and sense of potential for promotion in which variable of sense of virtue and efficacy (0.93) has the highest importance. After this index, attributes of perception of workplace rules, respect for personnel, and sense of working security (all with values of 0.92) have the highest importance. The indices of sense of competence and responsibility (both 0.91) are assumed important at the subsequent positions. Finally, attribute of sense of potential for promotion (0.84) is also placed in terms of importance at the next position.

The results of this investigation are consistent with the findings of previous studies. Ahmadi and Sazvari [17] have referred to attributes of sense of competence, sense of working security, responsibility and sense of virtue and efficacy; also implied attribute of perception of workplace rules while Shfaiei Nik [22] has mentioned indices of respect for personnel and sense of potential for promotion.

## 5. DISCUSSION AND CONCLUSION

Today, human has deeply tied with the organization and dimensions of personal life and organizational life of personnel have been dramatically interwoven together so that organizations may be assumed as the second home for personnel of organization. Whereas manpower in any organization has played important role as the foremost strategic source in achieving organizational goals and they are considered as impetus for organization, their imaginations attitudes can affect their jobs in their lifetime and efficiency and in the organization. Over the past century, many psychologists have agreed unanimously that the human needs to self-esteem. There are some detailed issues about self-esteem in psychological literature and many studies and investigations have been so far conducted about self-esteem and relationship with other numerous variables and the result of these studies also emphasize in this important point that the high self-esteem is considered as one of the positive and efficient factors in mental health while low self-esteem is assumed as the preparatory factors for mental complications.

Inter alia, self-esteem is the self-perception of the individual, but such perception may be followed with value-driven judgments and covers self-respect and self-acceptance to some extent. Utilization from human resources with high self-esteem means further sale and higher productivity for the employers. For personnel, high self-esteem may lead them more quickly to occupational promotion and development in enterprises or upon application for better jobs in other organizations. Self-esteem in human resources is one of the important variables of psychological aspect,

especially regarding attitudinal elements. The organizational self-esteem is crucially important in an organization similar to Social Security Organization because personnel are direct interaction and relationship with the citizens in this organization. Therefore, organization self-esteem in personnel may affect performance and finally satisfaction of clienteles.

Accordingly, current study was carried out in order to design conceptual model of organizational self-esteem by taking localization approach (Case study: Social Security Organization in Razavi Khorasan Province). Both qualitative and quantitative approaches have been adapted in this study. As a result, attributes of organizational self-esteem were initially extracted by review of theoretical bases and the latest research literature and they were put at disposal of members of expert group in two phases. Accordingly, the final research questionnaire was administered and after confirmation of validity and reliability, it was randomly distributed among 70 personnel of Razavi Khorasan Social Security Headquarter and collected after completion. After formation of data bank and description of demographic attributes of respondents and research variables, organizational self-esteem model was designed in Social Security Organization in Razavi Khorasan Province using AMOS software. The results came from this section showed that the organizational self-esteem in personnel at this organization included seven attributes i.e. sense of competence, sense of virtue and efficacy, perception of workplace rules, responsibility, respect for personnel, sense of working security and sense of potential for promotion. According to the given results from this model, variable of sense of virtue and efficacy (0.93) and then variables of perception of workplace rules and sense of working security (both with 0.92) had the highest importance in construction of model of organizational self-esteem attributes.

At the end, the results of analysis on organizational self-esteem attributes among personnel in Social Security Organization in Razavi Khorasan Province indicated that all of organizational self-esteem attributes, except variable of sense of potential for promotion, were placed at level higher than average. Some practical suggestions have been presented according to the given results as follows.

## **6. SUGGESTIONS BASED ON RESEARCH FINDINGS**

With respect to research findings, 7 attributes of organizational Social Security Organization in Razavi Khorasan Province are measured in Social Security Organization in Razavi Khorasan Province. Several suggestions are given to improve each of these attributes in the followings.

### **a. Sense of competence**

The results of final research model showed that variable of sense of competence had index value (0.91). Accordingly, it can be mentioned this attribute is highly important among organizational self-esteem attributes. Based on attitude of Arian Gholipoor, the following suggestions are presented:

- Holding courses for training, learning and sharing of knowledge to personnel;
- Creation of balance and compliance between capabilities and skills of personnel and the positions assigned to them; and
- Utilization from talent succession management processes in the organization

### **b. Sense of virtue and efficacy**

This attribute of organizational self-esteem has devoted index level (0.93) in final research model. Based on study done by Moshabaki Isfahani and Rezaei, the following suggestions are offered:

- Creation affectionate and sympathetic climate and environment for personnel in organization;
- Improvement of optimism among personnel if this feeling is strengthened they will succeed in their tasks; and
- Rising trust between personnel and directors and increase in face-to-face interactions and communications

### **c. Perception of workplace rules**

The results derived from final research model indicated that variable of perception of workplace rules had index value 0.92. It can be said accordingly this attribute is highly important in organizational self-esteem. the following suggestions are proposed:

- Making personnel aware of organizational rules and regulations;

- Presentation of transparent information without ambiguity to the personnel at the beginning of their arrival in organization; and
- Presentation of strong and weak points of personnel and periodic evaluation of their performance

**d. Responsibility**

The findings of final research model showed that variable of responsibility had index value 0.91. It can be implied accordingly this attribute is crucially important in organizational self-esteem. The following suggestions are given based on study of Robins:

- Reduction of formality in organization and absence of it in organizational rules and regulations;
- Lack of centralization of powers for making decisions in organization at disposal of specific group (using participatory management); and
- Creating an open environment in organization and improving mutual relations

**e. Respect for personnel**

The results of final model of the study showed that variable of respect for personnel had index value (0.92). It can be implied accordingly this attribute is highly important in organizational self-esteem. Based on study of Shafiei Nik, these suggestions are posited as follows:

- To attach importance for role of all personnel in organization;
- To induce sense of usefulness and efficacy of work of personnel to them; and
- To establish open and efficient relations among directors and personnel

**f. Sense of working security**

The findings of final model of the study showed that variable of sense of working security had index value 0.92. It can be mentioned accordingly this characteristic is assumed highly important in organizational self-esteem. Based on study of Robins, the following suggestions are presented:

- Creation of equality in organization ( equality in proportion between performance of payment of salaries);
- Generation of opportunities for occupational promotion for all personnel; and
- Lack of ambiguity in organizational policies

**g. Sense of potential for promotion**

The results derived from final research model indicated that the variable of sense of potential for promotion had index value 0.84. Accordingly, it can be mentioned this attribute is highly important in organizational self-esteem. Based on study of Shafiei Nik, these suggestions are proposed as follows:

- Determination of occupational future for personnel;
- Providing opportunities of occupational promotion for all personnel; and
- Paying attention to skills and capabilities of personnel upon their appointment instead of considering their relationships

## **7. SUGGESTIONS FOR FUTURE STUDIES**

The present research has been conducted in order to design organizational self-esteem model by localization approach in Social Security Organization of Razavi Khorasan Province, other research technique can be utilized such as AHP method and or fuzzy TOPSIS for ranking of each of recognized attributes of organizational self-esteem, similarly, the following suggestions may be proposed in order to conduct more study on this subject:

1. Identifying strategies for improving self-esteem in personnel;
2. Review on consequences of organizational self-esteem among personnel;
3. The comparative analysis on organizational self-esteem of personnel in Iranian governmental organizations with similar organizations abroad;
4. Recognition of effective factors in organizational self-esteem in an independent study;
5. Analysis on relationship among individual and organizational self-esteem

## **8. RESEARCH BARRIERS AND LIMITATIONS**

Any study may be exposed to some problems based on nature and reviewed subject and used method. The current research is not also an exception to this rule and there have been several problems in trend of execution.

Surely, all attributes of organizational self-esteem have not been analyzed in this study. Therefore, the present research has been subject to several limitations for this reason. Lack of cooperation by some respondents was also another problem in this study and it has been led to wasting time for the researcher.

## **CONFLICTS OF INTEREST**

The authors declare no conflict of interest.

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