



Investigating the relationship between self-concept and job performance of managers

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ABSTRACT

The purpose of this paper is to study the relationship between self-concept and job performance of Urban Planning Department of Hormozgan province. The population of the research is managers in roads and urban planning department in Hormozgan province. The 73 people are selected randomly as the sample. The purpose of the study is Functional and the nature of it is correlation-descriptive. Roger's self-concept questionnaire with 48 questions and Paterson's job performance with 15 questions are selected. Data are analyzed by using descriptive statistics tests, regression test, and correlation coefficient by SPSS software. The results showed that self-concept of personality characteristics can predict job performance

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1. Introduction

The researchers examined the factors affecting the personality performance of managers. Personality performance of individuals for the organization in order to achieve the intended targets, motivating employees and their productivity and competitive advantage is very important. It will also increase and maintain the accuracy and integrity in carrying out their duties. According to Bandura (2000), through mechanisms of "personal empowerment" no one is more fundamental and inclusive than people's beliefs about their ability to exert control over their performance and on environmental events. Drucker (1993) also evaluated the performance of a manager in terms of effectiveness and efficiency. Thus, this function includes how to do tasks and the efficiency of Roads and Urban Planning Department of Hormozgan Province. Among the issues that affect the individual performance of managers is self-concept which the General Roads and Urban Planning Department has paid attention to it. Self-concept does not exist at the time of birth but it will be learned or evolved during the actions and interactions with ourselves, others and the environment. Self-concept involves all the opinions, feelings and attitudes about individual's identity, values, abilities and their limitations, and it can always change. Carson (2000) considered four dimensions for Self-concept: physical, psychological, social and spiritual. He believes that the image that each of us have about our physical dimension is called we body image (Carson, 2000). Any changes in

body image, seriously disrupts the person's balance. By examining the effective factors in self-efficacy of managers, we can prepare a situation in which by knowing these factors, we can strengthen our faith and by using verbal persuasion, direct experiences, experiences of succession or physiological states or of any other method of self-efficacy affect managers so that they can properly judge their abilities (Bandura, 1981). Bandura (2000) believes that self-efficacy is productive by which cognitive skills, social, emotional and behavior of human organize effectively in order achieve different objectives. In his view, knowledge, skills and previous achievements of individual, is not the predictors for future performance, but they are human beliefs about their ability on how to do so. There is a clear difference between the different skills and combining them with appropriate methods to perform tasks in a variety of conditions.

2. Review of literature

2.1. Job performance

Job performance means an action that leads to the formation or performance of a task (Wu and Griffin, 2012) and it is one of the main factors considered in organizational behavior, job performance measures the behavior of individual in achieving organizational goals (Campbell et al., 1996). The ability and willingness of an individual are important factors in performance and efficiency. That means how much power (knowledge, skills, experience and competencies) each individual have in doing works. That's how much power (knowledge, skills, experience and competencies) is doing things.

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However, environmental and organizational factors such as management support and fitting the job, organizational structure, organizational culture, cooperation and feedback contribute in this regard but the ability and desire are important factors in determining job performance. It should be noted that the personality characters is one of the factors affecting job performance. Findings in this area did not show a significant relationship between personality and job performance until mid-1980s. The theory and models of Personality and consequently the use of appropriate and valid tool for measuring personality, yet the use of statistical methods such as meta-analysis method, shows contrary results against the results obtained before, which showed that the personality characteristics are of the most important predictors of job performance (Penney et al., 2011). Job performance is what one does and is visible, it includes those actions associated with the organization's goals and can be measured in specialized individual terms (Muchinsky, 2000). Today, most researchers agrees on the overall performance of the business organization that is defined in three dimensions: work performance (directly and indirectly related to the activities of the organization), Dependent on the context (the formation which is effective in the functional organizational, psychological and social structure in which business performance happens, such as helping others, volunteering for overtime, passion) and counter-productive behavior (behavior of staff that harm the organization and its members like doing things slowly and deliberately wrong, theft, insults to others and ignoring it and sabotage) (Rotundo and Sackett, 2002).

Most researchers believe that job performance is a multidimensional construct and the two most important aspects of this are: underlying performance and functional performance. Task performance, including behavior which is involved in activities related to the conversion and storage in organizations such as production, management, employees, providing services and sale of goods. However, underlying performance is defined as behavior on the field of psychology, social and organizational work (such as working in cooperation with others, perseverance to achieve the difficult purposes, following the organizational rules, etc.). In fact, the underlying performance is those activities which impact on organizational effectiveness unofficially (such as working hard, helping others) but not considered officially as a part of a job or task. Job performance is a concept with the following dimensions:

1. The ability and fluency in job
2. The public ability and fluency (outside of work)
3. Proficiency in written and oral communication
4. Efforts
5. Maintain self-discipline.
6. Assistance with their peers
7. Team Performance
8. Supervision, management and leadership

2.2. Self-concept

Self-stereotyping is a term that has been classified as part of hypothesis and in fact, describes a process in which a person sees an image that is more consistent with the stereotypes associated with his membership in a social group. Self-stereotyping may be the result of depersonalization in which the individual see himself as the person leading the group (Haslam, 2004). Usually active self-concept is a term which happens during the situation and is available continuously. Self-stereotyping phenomenon is similar to personal stereotypes in the group. This means that in self-stereotyping, a person who is a member of a group, by having the behaviors specific to that group, began to take the group's properties. In fact, by showing such properties, one feels that the group is synchronized with the needs and attitudes. Growing social identity, can directly effect on the decline of his personal identity. In general, the feeling of a person in order to compliance with the objectives of the group will become an important issue when speaking about ideas and behavior. With regard to this distinction, Self-stereotyping reflects contractual views of a group that is generally accepted by the members of the group (Whitley et al., 2010) Self-concept is a relatively permanent image of the value we have for own, self-concept affects the human perception of the surrounding impact (Haber, 1992). Psychologists and sociologists considered self-concept as the core constituent of personality and social adjustment and they know youth period as one of the most critical periods in live in self-concept development (Alsaker and Olweus, 1993). The study showed that understanding individuals played a major role in people's behavior and experiences (Raty et al., 2004). In the majority of studies, it is focused on the general concept of self-concept and for specific self-concept (e.g. academic) less important role has been considered. In the modern theory of self-concept, multi dimensions of self was emphasized the (Marsh, 1987). Based on a model designed in this regard, in a cross-sectional and a longitudinal study, multi-dimensional and hierarchical hypothesis of self-concept has been examined and a tool is designed to evaluate the components of self-concept in numerous domains including creativity (Kobal and Musek, 2001).

2.3. Background

Babaeian et al. (2014) in their study investigated the relationship between personality traits and job performance of mission categories (awareness, traffic, police) in Tehran Police Commander, they carried out a descriptive - survey study and the goal of this paper is functional. The results shows that there is not a significant relationship between personality traits of extraversion, emotional stability, flexibility and a pleasant and job performance of Mission category (awareness, traffic, police) of Greater Tehran Police Commander, but

there is a significant relationship between responsibility property and job performance of staff in mission categories. The studies also show that responsibility level is the same between awareness and police but responsibility in traffic police is more than the other two categories. Another descriptive-analytic study on 73 nurses working in hospitals of Mashhad University of Medical Sciences, shows that 67 percent of research units were women and 33% of subjects were 50-24 years old, and they have 1- 30 years' work experience. There is a significant relationship between the self-concept and work interest. Self-concept among nurses is 80 ± 13 and job interest is 67.3 ± 19 . Most of the self-concept is 85.5 ± 13 and job interest is 16 ± 70 at the age of 35-45 years old. There was a significant relationship between self-concept and job experience. According to the results, self-concept and job interest among the research community is desirable (35-45 years old). But we should do works in order to increase self-concept among young nurses with low work experience because trying to increase self-concept leading to more job satisfaction and this factor plays an important role in improving the quality of care.

Ahmadi et al (2014) predicted job performance of physical education teachers according to self-determination theory. The results showed that the idea of self-determination has a good fit between physical education teachers and three psychological needs (competence, independence, and relatedness) and it can predict 18 percent of job performance of the physical education teachers. The results of the research showed that intrinsic motivation has a positive effect on job performance. On the other hand, the psychological needs were also positive and they significant effects on intrinsic motivation. In general it can be said that the independence, competence and positive relationships with other teachers at work increase their intrinsic motivation and job performance of the physical education teachers.

Makhzan (2012) evaluated self-efficacy of elementary, middle and secondary school principals of Karaj City. The results of the analysis showed that: there is a positive and significant relationship between 1) the emotional and physical states 2) verbal or social persuasion 3) experience 4) successful experience and self-efficacy. But there is not a significant relationship between variables such as gender, manager's experience and their self-efficacy ($p < 0.05$) and thus became H_0 confirmed and there is a significant relationship between course that managers were engaged, and self-efficacy.

Yousefi and Mir Hassani (2011) investigated the relationship between 5 personality factor and job performance of managers. The results show that there is a positive correlation between job performance and factors of extraversion, conscientiousness, agreeableness and openness to experience and there is a negative correlation between job performance and neuroticism and regression analysis showed that the only predictor of job performance among Five personality traits

(extraversion, assertiveness, being friends and socialize). This can show the importance and influence of the structure and Iranian organizational culture and the need for management job. The results obtained in this study refer to the benefits of the five personality components in the appointment, promotion and education of managers. Another study showed that there is a significant relationship between self-concept and management performance and correlation coefficient between self-concept and performance is 0.58 which is meaningful in $p < 0.05$, so self-concept of managers contributed to their performance. Thus, according to the correlation between the dimension of performance in the selection and appointment of directors and its importance in growing creative, committed and efficient forces for society, we should carefully consider their personality traits.

The results of a study by Skinner and Croft (2009) show that in order to improve and increase self-efficacy for undergraduate students doing thesis, there is a significant difference between self-efficacy of students who have experience workshop with those who did not attend.

Zhao et al. (2008) studied the self-efficacy of academic research about cultural academic factors and the internal cultural factors that may play a role in the self-efficacy of the higher education at the Beijing. Among the findings gender and regulations were identified as predictions of self-efficacy, particularly, women academic has reported lower levels of self-efficacy than men. Also by developing Western culture in Eastern Areas, it is shown that internal cultural factors and demographic factors play a major role in the self-efficacy.

Results of a research by Syna Desivilya and Eizen (2005) showed that two roles of self-efficacy (international and social community) studied among group members and social self-efficacy were as exclusive priority predictor of guiding the integration in the groups by means of merging, routine practice management. This study relates to the validity of the hypothesis that relates to the pattern of conflict management at the individual level, it means that social- international self-efficacy relates to the variables in identifying group and team.

3. Research methodology

The population of the research is directors and managers of this department in Hormozgan Province. A simple random sample of 73 people was selected as population. The purpose of study is functional and its nature is descriptive-correlation. Rogers self-efficiency questionnaire with 48 questions and Paterson's job performance questionnaire with 15 questions was administered. Data were analyzed by using regression analysis and correlation coefficient and by using SPSS software.

4. Findings

4.1. Description of data

The descriptive statistics of research are shown in Tables 1 and 2.

H1: there is a significant relationship between manager's self-concept and discipline in the work of directors in Roads and Urban Planning Department (Table 3).

4.2. Hypotheses test

Table 1: Self-concept variables

Variable	The concept of variables about self-concept at a glance					
	Very much%	Much%	Average%	Low%	Very low%	Total%
Physical self-concept	27	16	27	9	20	100
Social self-concept	17	25	26	11	21	100
Mood self-concept	20	25	26	10	19	100
Training self-concept	26	24	14	22	14	100
Behavior self-concept	29	21	24	8	18	100
Intellectual self-concept	15	26	26	17	16	100

Table 2: Performance variables

Variable	The concept of variables about self-concept					
	Very much%	Much%	Average%	Low%	Very low%	Total%
Responsibility	14	16	27	29	14	100
Discipline	11	19	26	24	21	100
Cooperation in the work of directors	8	19	26	26	18	100
Improving the directors performance	9	19	24	24	16	100

Table 3: Summary of model (H1)

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Durbin-Watson test
1	0.431	0.186	0.176	2.104

In Table 3 the intensity of self-concept and self-discipline variables is determined. Its intensity is measured by the correlation coefficient of 25.5 percent. The Reverse or direct relationship cannot be determined at this table. The coefficient of determination (the square of the correlation coefficient) and also adjusted coefficient of determination, the percentage change in the dependent variable (discipline) is sated in terms of predictor variables (self-concepts of management). Efficacy variable of the discipline of self-concepts of management is equal to 10.24 percent compared to the adjusted amount which is reduced to 9.2. Then 2.9 percent of dependent variables relates to the independent variable of the paper. Due to any

accidental similarity between the numbers there is always the risk that the correlation coefficient is merely a statistical error and its reliability is not reliable. Due to avoid the risk of Autocorrelation between data, Durbin-Watson test used.

The output of this analysis is a number between 0 and 4. The desirable number of test is 2. Therefore, if the outputs of the numerical test are between 1.5 and 2.5; the correlation coefficient is valid. But if the output of the test was out of this range, one cannot ignore the risk of correlation data as well. As you can see, Durbin-Watson test for the above correlation model is equal to 2.104 so the correlation coefficient is valid (Table 4).

Table 4: Results of analysis of variance (H1)

Model	The sum of squares	Degrees of freedom	average of squares	F statistic	Significance level
Regression	30.608	1	30.608	2.3	0.002
Residual	679.125	71			
Sum	700.733	72	9.565		

Table 4 shows analysis of variance. In the table above the data deviations from the average for the regression (research model) and Residual (the part which is not intended by researcher) has been calculated and squared. These figures are then divided on the degree of freedom and mean deviations are obtained. As you can see in the third column of the above table, the variance obtained for the regression is greater than Residual. By dividing the regression variance in the residual variance, F statistic is calculated. This statistic is compared with

corresponding figure in F-distribution table. The corresponding figure in table F-distribution with degrees of freedom regression 1 (k-1), error 5= α and 71 degrees of freedom for the residual (nk-1) is the approximate 2.89. Figure 2.3 which is calculated in the above table is larger than the corresponding figure in table F-distribution, which are 3.92 and a significant level of the table is acceptable by less than 5 percent error. Thus the F-statistic model of the study is also confirmed (Table 5).

As we can see in Table 5, for self-concepts of managers with value greater than $t=3.329$, it is bigger than 1.96 and significance level is less than 0.05 (acceptable error) therefore, self-concepts of managers is known as affecting factors on discipline.

H2: there is a significant relationship between manager's self-concept and their sense of responsibility at work. The correlation coefficient of managers' self-concept and their sense of responsibility at work are 0.286 (Table 6).

Table 5: Results of regression coefficients (H1)

model	Non-standard coefficients		standard coefficients	T statistic	Significance level	95% confidence interval for the coefficient B	
	Coefficient B	standard error				Low limit	high limit
Fixed	9.750	2.929		3.329	0.001	3.910	15.590
Self-concept	0.042	0.19	0.131	2.214	0.002	0.023	0.061

Table 6: Summary of model (H2)

Model	The correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	Camera Watson test
1	0.286	0.082	0.075	1.888

The intensity of the relationship between these two variables specifies by this number. The adjusted coefficient of determination is 7.5% which determined the sense of responsibility changes according to the independent variable (managers' self-concept). Due to the Durbin-Watson test in rang of 1.5 to 2.5, this coefficient is confirmed.

The mean squares of regression model are greater than the Residual of mean squares and it is more explanatory. The F statistic is greater than its value in the table and is confirmed at the 5% error level (Table 7 and 8).

Table 7: Analysis of variance for model (H2)

Model	Sum of Squares	Degree of Freedom	Average of Squares	F Statistic	Significance Level
Regression	31.172	1	31.172	2.980	0.034
Residual	742.758	71	10.461		
Sum	773.930	72			

Table 8: Coefficients of model (H2)

model	Non-standard coefficients		standard coefficients	T Statistic	Significance level	95% confidence interval for the coefficient B	
	Coefficient B	standard error				Low limit	high limit
Fixed	10.305	3.063		3.365	0.001	4.198	16.413
Self-concept	0.042	0.020	0.286	2.087	0.034	0.026	0.068

As we see in Table 8, the managers self-concept Variable is greater than 1.96 with the value of $t=2.087$, and the significant level is less than 0.05 (the acceptable error), so the managers self-concept variable is recognized as the factor which is affecting the managers sense of responsibility at work. The B

coefficient is greater than zero so this relationship is direct and significant.

H3: There is a significant relationship between manager's self-concept and their improvement at work of Roads and Urban Planning Department (Table 9).

Table 9: Summary of model (H3)

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Durbin-Watson test
1	0.115	0.013	-0.001	1.946

The correlation coefficient of managers' self-concept and their sense of responsibility at work is 0.115. The intensity of the relationship between these two variables specifies by this number. The adjusted coefficient of determination is -0.01 which determined the sense of responsibility changes according to the independent variable (managers' self-concept). Due to the Durbin-Watson test in the range of 1.5 to 2.5, this coefficient is confirmed (Table 9).

The mean squares of regression model are greater than the Residual of mean squares and it is more explanatory. But the F statistic is less than its value in Table 9 and is rejected at the 5% error level (Table 10).

As we can see in Table 11, for self-concepts of managers with value $t=0.974$, it is less than 1.96 and significance level is greater than 0.05 (acceptable error) therefore, self-concepts of managers is not recognize as affecting factor on managers

improvement work. So there is any significant relationship between these two variables.

H4: There is a significant relationship between manager's self-concept and their cooperation at work of Roads and Urban Planning Department.

The correlation coefficient of managers' self-concept and their cooperation at work is 0.352. The intensity of the relationship between these two variables specifies by this number. The adjusted coefficient of determination is 11.1% which determined the negative perfectionism changes according to the independent variable (authoritarian practices). Due to the Durbin-Watson test in the range of 1.5 to 2.5, this coefficient is confirmed (Table 12).

The mean squares of regression model are greater than the Residual of mean squares and it is more explanatory. But the F statistic is greater than its value in Table 13 and is confirmed at the 5% error level.

As we can see in Table 14, for self-concepts of managers with value $t=3.090$, it is greater than 1.96 and significance level is less than 0.05 (acceptable error) therefore, self-concepts of managers is recognized as affecting factor on managers sense of responsibility at work. The B coefficient is greater than zero, so this relationship is direct and significant.

Table 10: Analysis of variance (H3)

Model	The sum of squares	Degrees of freedom	average of squares	F statistic	Significance level
Regression	8.368	1	8.368	0.949	0.333
Residual	626.290	71	8.821		
Sum	634.658	72			

Table 11: Regression coefficients (H3)

model	Non-standard coefficients		standard coefficients	T statistic	Significance level	95% confidence interval for the coefficient B	
	Coefficient B	standard error				Low limit	high limit
Fixed	7.213	2.813		2.565	0.012	1.605	12.821
Self-concept	0.018	0.019	0.115	0.974	0.333	-0.019	0.055

Table 12: Summary of model (H4)

Model	Correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Durbin-Watson test
1	0.352	0.124	0.111	1.678

Table 13: Analysis of variance (H4)

Model	The sum of squares	Degrees of freedom	average of squares	F statistic	Significance level
Regression	58.375	1	58.375	4.862	0.000
Residual	852.400	71	12.006		
Sum	910.749	72			

Table 14: Regression coefficients (H4)

model	Non-standard coefficients		standard coefficients	T statistic	Significance level	95% confidence interval for the coefficient B	
	Coefficient B	standard error				Low limit	high limit
Fixed	8.839	3.281		2.694	0.009	2.296	15.381
Self-concept	0.068	0.022	0.352	3.090	0.000	0.042	0.089

5. Conclusion

The purpose of this research is to determine the relationship between self-concept and job performance of directors in Hormozgan Province Roads and Urban Planning Department. The research society is Hormozgan province managers and employees. The summary of hypothesis testing result is as shown in Table 15.

Organizations can make employees more responsible due to create the suitable responsibility background. Respecting subordinates and gratitude them, using principles of organizational justice,

taking encouragement and appreciation for ethical and conscientious staff, considering the importance of right work and promoting values and ethical principles in organizations, are factors to create more sense of responsibility and work ethic. All these factors are for organic approach to human factor and they are affecting in creating trust in work environment.

Considering the importance of self- concept, its investigation in other organizations and industries which have different social and work conditions is suggested to researchers. Also the relationship between other variables and related factors to self-

concept in organizations should be investigated by the reason of presenting the complete and comprehensive perspective to researchers and managers, that they can design suitable plans for

different organizations and industries to improving discipline, sense of responsibility and cooperation improvement.

Table 15: The summery of hypothesis testing result

Hypothesis	Hypothesis Test	Result
H1	On the significant relationship between manager's self-concept and their work discipline	Confirmed
H2	On the significant relationship between manager's self-concept and their sense of responsibility at work	Confirmed
H3	On the significant relationship between manager's self-concept and their job improvement	Rejected
H4	On the significant relationship between manager's self-concept and their cooperation at work	Confirmed

Improving managers' self-concept during the guidance and advice by skilled experts can have a significant influence in improving manager's activity and as a result in the flourishing organizational activities. With the investigation of factors which are effecting in the managers self-concept can create conditions to improve managers' belief and having influence on managers' efficacy belief by using verbal persuasions, direct experiments, succession experiments or physiological states that they can have suitable judgments of their abilities. Environment improvement and organizational culture by recreational programs for employees, more using of team work in organization and presenting the team training to employees are the main activities can be done to improving social self-concept and cooperation of managers. Practically, it is better that human resources managers have enough consideration to this point that, employing the people who has grater self- concept grade can affect their work performance so it can increase the chance of having more work performance.

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