

Investigating the Relationship Between Organization Based Self-Esteem and Incentive Motivators: A Preliminary Analysis in Case of Banking Sector

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Abstract: The aim of present research is to investigate the relationship among organization-based self-esteem organization based self-esteem and the three dimensions of incentive motivators include monetary incentives, social-recognition and performance feedback. The main purpose of this investigation was to assess the impact of incentive motivators on organization based self-esteem. Hypotheses of this study was that monetary incentives, social-recognition and performance feedback would have a positive and significant impact on Organization based self-esteem. The data was collected from 250 professionals from private banking sector of twin cities Rawalpindi and Islamabad (Pakistan). A statistical tool, SPSS version 20 was used for the analysis of descriptive statistics of the data and for structural equation modeling AMOS 18 was used. The study concluded positive and significant relationship between the variables incentive motivators and organization based self-esteem. Research conducted on only private banking sector is the limitation of this study. The implications for organizations of these results and future direction for further research are also discussed.

Key words: Organization Based Self-esteem • Incentive Motivators • Banking sector • Pakistan

INTRODUCTION

Self-esteem is essentially a psychological gage, or meter, for used to measuring person's relationship quality each other according to socio meter theory [1]. Most of the researchers argued that the expansion and maintenance of self-esteem as the main purpose of human behavior [2]. Past studies have revealed that increase in the attention of self-evaluation, also recognized as the "core evaluation" reform subconscious personal reach about an individual did other people and the world. Self-esteem deliberated as self-efficacy, locus of control and neuroticism has been considered self-evaluation features [3]. Individuals maintain a positive self-esteem, personal desire that the motive (cognitive), feeling (affect) and behavior to enhance or protect their own sense of personal worth [4] low self-esteem individuals might result of an adverse definition of the self may lead to adverse customize the unconditional support of peers and parents lack feelings of inadequacies, often leads

to low self-esteem [5, 6]. Patterns of family relationships and family structure play a key role in enlargement of the individual's self-esteem [7]. High self-esteem employees has been determined to have a clearer self-concept and less exposed to depression and anxiety that are more resilient to self-images threats, that are more likely to enjoy a positive impact, they think that unconstructive feedback is a challenge, not a threat [8]. Construction of belief, self-esteem is a complex; layered phenomenon of fact and faith, self-esteem can be enlarged around any number of self-related that introduced a concept named employees' based self-esteem [9]. The OBSE is expressed as the level to which an employee's believe that him or herself to be competent, valuable and significant as an employees' part [10]. The most experienced employees have highly constant employees' based self-esteem [10]. Individual with OBSE who came to believe that "I build a distinction around here" the individual might be very important part of the organization [10].

Past researchers surveyed that global levels self-esteem at various levels, intermediate (for example, organization based self-esteem) and specific tasks [11]. The researchers pointed out that self-esteem also includes components of emotions (like / dislike), high self-esteem individuals like and what they are [12]. Therefore, the high global self-esteem individuals are agreeing with the statement, "I am a valuable person, on a platform of equality with others", "I am very pleased with myself" [13]. Self-esteem structure generally is summarized as a hierarchical phenomenon. Therefore, the different levels of specificity, it has been frequently observed across the organizations that situation-specific self-esteem enhanced employees' performance [14]. OBSE is expressed as the degree to which a person's believes he / she is to be capable, valuable and significant members as an organization is to what extent. Korman's [15] indicated that people have very strong OBSE have sense of satisfaction of their requirements through their organizational roles. OBSE is less elastic than the specific task of self-esteem, but more plasticity than global. The tenure of every individual's with an organization, the balance-sheet entities outside the conceptualization of the self-the same country, reflecting the instability of the self-feelings [16]. Theoretical literature about self-esteem shows that self-esteem is differ from signifying greater degrees of self-esteem must be linked to constructive consequences and vice versa, individuals that have low self-esteem to adapt their behavior based on individual feedback or greater self-esteem [4]. The researcher suggested that the self-consistency theory assumes that an individual's self-esteem is the result of a decision he / she will be seeking to obtain [17]. Korman [15] said that, all other things being equal, the motivation of the individual to accomplish a task in line with their self-esteem. Studies have shown that there is mixed evidence to support that there is a positive association among self-esteem and job performance, there is latest evidence has found to support this correlation [5]. Erez and Judge [18] found a constructive association among job performance and self-esteem. Baumeister [5] believe that self-reports of self-esteem (the value one places on oneself) of self-worth, they do not need necessarily be an accurate assessment. According to these authors, self-evaluation is the only view of reality. They cite investigation that person's consider themselves greater degree of self-esteem has been originate to overestimate their own wisdom and attractiveness. Some authors argued that the self-esteem purpose relates to the private and the public self and the two are intertwined [19].

Literature Review: Organization based self-esteem is expressed as the level to which an employee's believe that him or herself to be competent, valuable and significant as an employees' part [10]. Author indicated that most experienced employees have highly constant employees' based self-esteem [10]. Individual's with Organization based self-esteem who came to believe that "I build a distinction around here" the individual might be very important part of the organization [20]. The researchers pointed out that self-esteem also includes components of emotions (like / dislike), high self-esteem individuals like and what they are [12]. Therefore, high global self-esteem individuals are agreeing with the statement, "I am a valuable person, on a platform of equality with others", "I am very pleased with myself" [13]. Linking pay with performance, employers are increasingly seeking to accomplish things, job and performance associated pay (PRP) to get the attention of workers with greater capacity, causing workers to provide greater efforts [21]. In current years, to support the goals of the organization, a discernible trend, especially in the private sector linkage reward with employee performance [22]. They thought it reflects the skills and capabilities of their personal values as well as training and education they have obtained. However, the managers analyze the compensation in two perspectives: as a foremost sacrifice there is a probable impact on employee attitudes and behavior through incentive-based compensation strategy. This possible impact of workers behavior and attitudes works consequently, the productivity and efficiency of the organization is another cause why number of people think that the remuneration decision can become a source of competitive advantage [23]. The study identified a more comprehensive process to directly link the performance of individuals or groups with financial incentives that organizations provide [24]. Past research suggests that performance base incentives are not confined to the monetary incentives, non-monetary incentives like as recognition, performance base pay and feedback also affect the employee performance [25].

H1: Monetary incentives have positive impact on organizational based self esteem.

Social-recognition can be defined of the excellent work done gratitude, personal attention and verbal expression of interest through ratified [26]. At the same time, there is no direct financial cost recognized by society or organizations, compensation managers "efforts" interpersonal skills and time. Social approval is

to expand the utility of its consequences and its critical value, rather than from the social reaction [27]. Most of the expected results followed by tightening reaction of social recognition, others expected that return to become appropriate forecast, thus becoming the incentive program. In this way, individuals engaged in personal behavior, social acknowledgment and to avoid such behavior directly to the dissatisfaction by others [26]. Previous research suggested that incentive motivators represent the comparative situational characteristic of incentives and has constructive assertion for self-esteem in specific settings. When individuals receive high cash incentives than that other in equivalent positions, it increases the self-perceived status among organization that leads greater organization based self-esteem [28]. Studies have confirmed that the time was indeed a positive recognition, behavior of employees, resulting in the production of improved organizational performance Merges [28] Previous research premise that employees initiative is based on the interpretation of the social system of social cognitive recognition as an incentive to motivate employees performance dimensions are involve it, the outcome utility of social recognition, the information content of social recognition and mechanism through its operating control on employee behavior [29].

H2: Social-Recognition has positive impact on organizational based self esteem.

Early studies mostly concentrated on absence of feedback and it ignored its complexity. This focus was prohibited full understanding of the feedback process [30]. In order to improve the role of clear performance feedback required it must conveyed in positive manner, it clearly conveyed an external intervention and it must be specific and immediate [26]. Good and successful managers have major responsibility to help individuals for enhancing their job performance through a continuous basis through positive performance feedback [31]. (Perry *et al.* [32] considered endogenous, motivation and personality traits may decide how to respond to his or her level efforts by employers of rewards provided to employees. Authors investigated that in operating within this framework a variety of various personality traits affect the results of the labor market consequences. In addition, in the empirical research Heckman Stixrud and Urzua [33] and Duckworth *et al.* [34] as well as many other, indicates a number of other non-cognitive factors that might be

predict earnings. Subset of the personality variables, self-esteem has cause to garnered attention as a variable; it may help to explain the discrimination between individuals.

If one aspect view that the organizational context performs an essential role in the development of an individual's level of organization based self-esteem, it is more situation specific and evolves over a period of time based on the type of experiences one has with an organization, one can therefore hypnotize that incentive motivators will have a positive association with organization based self-esteem. If the organizations provide low monetary rewards and failed to provide sufficient performance feedback where employees feel devalued and marginalized then a one can assume that this will unfavorable impact on individual's organization based self-esteem. Furthermore, if the employees due to higher performance positively evaluated in terms of their value in the organization, worth, influence and the impact on job related issues and the job itself, then their level of organization based self-esteem will be positively affected.

H3: Performance Feedback has positive impact on organizational based self esteem.

Research Methodology: A sample of 250 employees of private banking sector Islamabad and Rawalpindi of Pakistan was used for this study. Purposive sampling technique was used for the collection of the data. Moreover about 73.6 percent of the respondents were male and 24.3 percent were female respondents. Most of the respondents belong to age group of 26 to 35 years. Education bracket of respondents was bachelors and above. To check the validity and reliability of adapted questionnaire pilot study was also run on a sample of 70 respondents.

Monetary Incentives: The perception about monetary incentives was measured by using a scale Developed by Jaworski and Kohli [35] consisting of 6 items. This scale was anchored at five point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Social-Recognition: The instrument of social-recognition consists on total 7 items that adopted from previous study (Jaworski and Kohli [35] It was also anchored on five point scale questionnaire 1 for strongly disagree, to 5 for strongly agree.

Performance Feedback: The instrument of performance feedback also consists on 7 items it was also adopted from the previous study [20]. This instrument anchored at 5 point likert scale questionnaire strongly disagrees to strongly agree.

Organization Based Self-Esteem: The concept of organization based self-esteem consists on 10 items and it adopted from the previous study [20]. This instrument also measures on five point likert questionnaire strongly disagree to strongly agree.

RESULTS

Table 1 represents the correlation matrix of all variables of this study. The results indicate that organization based self-esteem positively and significantly correlated with monetary incentives ($r = .66, p < .01$). Social Recognition and organization based-self-esteem also positively and significantly correlated to each other ($r = .64, p < .01$). Results also indicate that performance feedback and organization based self-esteem are also positively and significantly associated with each other ($r = .78, p < .01$). The value of Cronbach’s alpha coefficient for all the scales used in the current study is also exhibited in above table (1) all scales reliabilities exceeded.

70 suggested by [36-38]. Cronbach’s alpha of .72, .81, .82 and .84 for monetary incentives, social recognition, performance feedback and organization based self-esteem respectively, were significantly high for research.

Figure 1. Structural equation modeling showing relationship among incentive motivators and organization based self-esteem.

A multiple regression analysis was conducted, with organization based self-esteem as dependent variable and monetary incentives, social-recognition and performance feedback as independent variables. The results show that monetary incentives and organization based self-esteem are positively related to each other ($0.46, P < .05$), social-recognition and organization based self-esteem also positively and significantly related with each other ($0.11, P < .05$). The results also shows that performance feedback are also positively related to organization based self-esteem ($0.35, P < .05$). The overall model is significantly fit ($p < .05$). Table (2) reveals that there is positive relationship between the three types of incentive motivators and organization based self-esteem. The results shows that the parameter estimates for monetary incentives, social-recognition, performance feedback and organization based self-esteem were statistically significant.

Table 1: Descriptive statistics, Reliability and correlation matrix of all variables (N=250)

Scales	Mean	S.D	I	II	III	IV
I.Monetary Incentives	3.47	.64	(.71)			
II Social-Recognition	3.60	.68	0.61	(.84)		
III Performance Feedback	3.62	.60	0.54	0.72	(.81)	
IV.Organization based self-Esteem	3.68	.62	0.55	0.64	.78	(.86)

* $p < .01$, (Parenthesis Shows Alpha Reliability Values of Variables)

Table 2: Multiple Regression Weight

MODEL1	
Incentive motivators * Organization Based Self-esteem	0.46
Social-Recognition *Organization based Self-Esteem	0.11
Performance Feedback * Organization Based Self-esteem	0.35

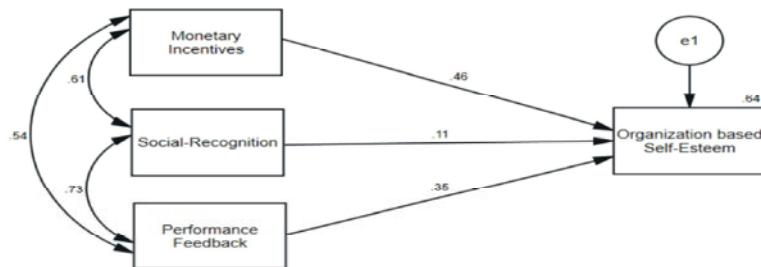


Fig. 1: Structural equation modeling showing relationship among incentive motivators and organization based self-esteem

Figure 1 reveals the association among monetary incentives, social-Recognition, performance feedback and organization based self-esteem. Incentive motivators is positive and significantly associated to organization based self-esteem ($r=.79$, $P<0.01$). Incentive motivators explain 62% of the variance in organization based self-esteem.

DISCUSSION

Employees occupy a very important and strategic position in any organization. The employees are responsible for converting inputs in to productive outputs their performance is focus of the individual's attention of practitioners and academicians since decades. Organizations give top priority to the employee's performance for gaining success and competitive edge in the market. As employees are the key to organizational success, new ways are sought to get maximum performance from them. Pierce and Gardner [20] past literature is indicated that the relationship among incentive motivators and organization based self-esteem.

CONCLUSION

The study investigates the effect of incentive motivators on organization based self-esteem. The findings of this study based on 250 banking employees from Pakistani banking sector support out proposition that incentive motivators have positive and significant impact on organization based self-esteem. The results found support by the past literature revealing significant and positive impact of incentive motivators on organization based self-esteem [10]. This means incentive motivators are directly linked to the individual's organization based self-esteem. Previous studies are evident of a limited research exploring the effect of incentive motivators on organization based self-esteem. The results of this research were limited due to its cross-sectional study design. However, these types associations might require a longitudinal analysis so the future researches should investigate the relationship over a longer period of time. The findings were also limited to the uni-dimensional analysis of the variables whereas; in future studies may treat these variables as multi-dimensional using their facets instead of the whole variable. The limitation of present study is that it covers only banking sector. But the future studies may examine the association in other sectors and might compare different sectors as well.

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