Evaluation of the Self-Esteem Managers in Clinical Wards of Hospitals Affiliated to Tehran University of Medical Sciences

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Abstract: Undoubtedly in today's world, nothing plays a more determining role than management in the development and prosperity of the nations and organizations. This study aims to evaluate the self-esteem of managers in clinical wards associated with the satisfaction of employee and patients. A descriptive-analytic cross-sectional survey was conducted in the present research. The sample population consisted of 196 managers, people and patients who were selected using cluster sampling. The data collection tools were three questionnaires in Likert scale system. The validity of the questionnaires was assessed by the experts in medical and health service management. The Cronbach's alpha coefficient for the reliability of the self-estimation, staff and patient questionnaires were measured as 0.791, 0.82 and 0.89, respectively; that was an indication of the reliability of the questionnaires. Descriptive and deductive statistics were used; one-way ANOVA was used to compare and assess the differences between more than two independent groups. Independent sample T-test was applied for the two independent groups. In this work, Pearson correlation coefficient was considered the relationship between two quantitative variables. The managers of Tehran University of Medical Sciences possess different degrees of self-esteem and narcissism. There was a significant correlation between sex and self-esteem and narcissism.

Key words: Managers • Self-esteem • Narcissism • Hospitals • Tehran University of Medical Sciences • Employee • Patients

INTRODUCTION

Undoubtedly in today's world, nothing plays a more determining role than management in the development and prosperity of the nations and organizations [1]. The managers are responsible for planning the tasks and coordinating between the human and material resources in order to achieve the predetermined objectives. Thus, without effective and self-esteemed managers achievements of high performance would be far from the expectation [2]. Regarding communication with others, confidence and self-estimation play important roles; whenever we interact with others with confidence, we may have good understanding our own weaknesses and recieve more benefit from the relationship [3]. Self-confidence provides suitable communication and furnish a desired environment for development and progression in the organization [4]. However, we must take care so that self-confidence does not change into an authoritarian personality (a condition in which a person has no support, just self-confidence towards himself and he is proud of himself) [5]. Besides that, lack of confidence is troublesome and false self-confidence would be problematic. Thus, while self-confidence has not led to arrogance and autocracy, it is an essential objective in Communications Management [6]. Graham [7] and Stoeber et al. [8] have introduced Mary parker Follet as prophet of management, described management as the art of managing the affairs by others and have emphasized on role of individuals and under taking responsibility.
Along with technological advances and complexity of organizations, it can be claimed that the era of individual working is over. In fact management is more towards than managing people; even management is managing groups of working people work together to accomplish certain tasks [9].

Today's managers must have the power to create efficient groups and coordinate them and be able to play effectively in their role as the group's coordinator, leader and members [10]. Human resources are the assets of any organization; one of the mechanisms to empower human assets which is developed through self-esteem among them [11]. Self-esteem is to trust the efficiency and effectiveness of the mind and the ability to think [12].

One of the methods that leads the managers to strategic thinking is to promote the ambition of superiority and self-esteem in their profession. When this feature is strengthened in managers, they engage in competitive thinking to overtake others, wish for development and promotion and always seek for the challenges of superiority for themselves and their organizations [13]. Managers with strategic thinking in various fields are ambitious in both personal and organizational aspects, that is they personal seek for the development and promotion. Strategic thinking may always provide the challenges of superiority for the managers and their organizations [4, 14].

The culture of having superiority is the product of the idea of being superior with high achievements and constant encouragement of this thought. Such idea itself is based on development and ability to innovate and create new solutions dealing with the organizational issues [15].

- Generally, the characteristics of managers with strategic thinking in the aspect of ambition of superiority include:
  - They enjoy competing with others
  - They deeply care for their professional development
  - They seek more profit for the organizational
  - They are active and dynamic
  - They always thinking of being superior, keep up top quality and having high performances
  - They always consider the current situation undesirable and looking for improvements [16, 17].

- The following approaches are for the establishment of self-esteem in people:
  - Conscious living: Including the respect for facts and full participation at work
  - Self-acceptance: Having the desire to experience and accept the responsibilities for our own thoughts and actions
  - Responsibility: Be creative and having justified cause for our work and choices
  - Self-assertiveness: Having authentic relationships with others, appropriate dealing our own and the others values ?? in social environments
  - Purposeful living: Setting short-term and long-term objectives and implementing the necessary tasks to achieve those goals.
  - Personal integrity: Establishing consistency and compatibility between our knowledge and behavior, truthfulness, respect the promises, proving the claims in practical manor, behavior with the others fair and friendly [15, 18, 19].

A self-esteem manager will be able to provide himself and the organization with dynamicity and development. In fact the definition of a self-esteem manager is different from that of a narcissistic manager [20].

A narcissistic manager exaggeratedly thinks of himself as important, always seeks to attract admiration and attention of the others, is insensitive to the needs of others and most often exploits them [4].

Narcissism creates a persistent pattern of behavior which negatively affects many aspects of life, such as social, family and work relationships [21].

- The characteristics of a narcissistic individual include:
  - Think of themselves as the logos
  - Are proud and selfishness due to ideal imaginations
  - Know themselves more innocent, more aggressive and more lovely than the others
  - Lack tolerance to criticisms and blames, know themselves ideal and non-critical
  - Feel they are the top in everything
  - Repeat the word "should" more than any other word
  - Presidentiality [21].
This thinking and feeling of being justified by a manager can be very harmful, because a narcissistic manager believes of his own idea as the superior ones in everything resulting in a destroyed spirit of participation among the staff and making them indifferent to the organizational goals and activities [21].

**MATERIALS AND METHODS**

The method of survey was a kind of descriptive-analytic cross-sectional studies. The survey was conducted for the period of 6 months.

**The Study Environment:** This study investigated the self-esteem of the managers in the hospitals affiliated to Tehran University of Medical Sciences.

**Study Samples:** The study sample size was determined by the following equation, while considering \( P = 50\% \) and \( d = 7\% \) as \( n = 196 \). Cluster random sampling method was applied.

\[
n = \frac{Z_{1-a/2}^2 \times p \times (1-p)}{d^2}
\]

**Study Population:** The study population consists of a set of individuals or samples which have the measurable characteristics. The study population consisted of managers of the hospitals affiliated to Tehran University of Medical Sciences (\( n = 110 \)) and 86 people from staffs or patients were selected using cluster sampling.

**Data Collection Tools:** The data were gathered using a questionnaire made by authors:

- The self-esteem questionnaire consisted of 56 questions with 5 answers in Likert scale. The questions were about three dimensions of self-estimation, narcissism and external control. The scores were ranked as high, intermediate and low according to the analysis of the scores.
- The staff questionnaire consisted of 21 questions with 5 answers in Likert scale.
- The patient questionnaire consisted of 15 questions with 5 answers in Likert scale.

Total number of 25 managers, 25 staff and 25 patients from the hospitals affiliated to Tehran University of Medical Sciences were asked to fill out the questionnaires and report the unclear questions. The final questionnaire was provided after appropriate revisions.

The Cronbach's alpha coefficient for the reliability of the self-estimation, the staff and the patient questionnaires were measured as 0.79, 0.82 and 0.89, respectively.

**Reliability Statistics:**

1. Cronbach's alpha coefficient = 0.79 Number = 25
2. Cronbach's alpha coefficient = 0.82 Number = 25
3. Cronbach's alpha coefficient = 0.89 Number = 25

- The questionnaire response rate was 90%.

**The Statistical Methods Used in the Study:** The statistical tests used in this study included one-way ANOVA to assess the differences between more than two independent groups, independent sample, T-test to assess the differences between two independent groups and Pearson correlation coefficient to study the relationship between two quantitative variables. The considered dependent variables were age, sex, education level organizational position and self-esteem level.

**Ethical Considerations:** In the study, the respondents were free to answer the questionnaire and their agreement for cooperating was requested prior to hand in questionnaire. Initially, an agreement to work in hospitals was obtained through a reference letter from the Research Deputy of the Health Department and with the cooperation of the senior managers in the hospitals. Confidentiality of the obtained information from the questionnaires was considered based on commitments of the researcher.

**RESULTS AND DISCUSSION**

The study samples who answered the self-esteem questionnaire of the present research included the staff managers (20.7%) and the hospital managers (71.3%); 78.4% of these managers were men. A total of 9.9% were working as senior managers, 32.2% as middle and 52.3% as operational ones. The education level of 72.1% of the managers was B.Sc. 17.1% M.Sc. and 7.2% Ph.D. Regarding their age, 54.5% were 40 years or older. According to t-test and ANOVA on the association between self-esteem and narcissism and demographic characteristics of sex, position, education level and age, it was shown that there are significant associations
Table 1: The statistical indexes (mean, standard deviation, etc.) in three dimensions of self-esteem, narcissism and external locus of control among the managers of Tehran University of Medical Sciences in year 2011.

<table>
<thead>
<tr>
<th>Title</th>
<th>Frequency</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Lower limit</th>
<th>Upper limit</th>
<th>Non-response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-esteem</td>
<td>106</td>
<td>62.808</td>
<td>9.0244</td>
<td>38.46</td>
<td>90.38</td>
<td>6</td>
</tr>
<tr>
<td>Narcissism</td>
<td>110</td>
<td>55.7386</td>
<td>15.09744</td>
<td>6.25</td>
<td>85</td>
<td>2</td>
</tr>
<tr>
<td>External locus of control</td>
<td>111</td>
<td>54.2342</td>
<td>17.20793</td>
<td>12.50</td>
<td>95</td>
<td>1</td>
</tr>
</tbody>
</table>

Fig. 1: The comparison of the level of self-esteem between staff and hospital managers of Tehran University of Medical Sciences in year 2011.

Fig. 2: The self-esteem of the managers of Tehran University of Medical Sciences in year 2011 according to their position.

Fig. 3: The distribution of the frequency of the level of external locus of control among the managers of Tehran University of Medical Sciences in year 2011.

The managers with various educational levels including B.Sc, M.Sc. and Ph.D. in the level of self-esteem does not significantly vary among different positions (P = 0.665 and P = 0.442, respectively). In order to make the level of self-esteem, narcissism and external locus of control among the managers of Tehran University of Medical Sciences comparable, these variables are shown in Table 1. Figures 1, 2 and 3 show that the hospital and

between sex and self-esteem and narcissism. The male managers were more self-estimated than female ones (P = 0.028) and the female managers were more narcissistic than male ones (P=0.002). The ANOVA analysis regarding the effect of manager position on the level of self-esteem and narcissism showed that the level of self-esteem does not significantly vary among different positions. The senior managers were a little more self-estimated than middle and operational managers (P = 0.055). However, the level of narcissism among the managers in different positions is significantly different and this difference between the middle and operational managers is more prominent (P = 0.016). The ANOVA analysis shows the effect of education level on self-esteem and narcissism of the managers. There were significant differences between
managerial staff have an intermediate self-esteem level (83.7 and 55%), the senior, operational and middle managers have also an intermediate self-esteem level (60, 77.8 and 81.7%, respectively); external locus of control level among the managers of Tehran University of Medical Sciences is intermediate (53.2%).

Most of the managers in every position possess an intermediate level of self-esteem and 40% of the senior managers have efficient self-esteem which is more than other managers. There was no significant difference between staff and hospital managers regarding age and self-esteem ($P = 0.196$). High level of narcissism rate was 16.7% among the operational managers, 5.1% among the middle and 18.2% among the senior managers. Among the senior managers, 18.2% had had low, 45.5% had moderate and 36.4% had high level of external locus of control; most of the managers in every position had moderate level of external locus of control. There was a significant association between self-esteem of the managers and occupational satisfaction of the employee ($P<0.05$); however, a significant correlation did not exist between the manager's self-esteem and the satisfaction of the patients ($P > 0.05$).

No similar research has been conducted inside and outside Iran in the field of evaluating and determining the self-esteem level of the managers; however, in an article by another investigator titled as "job addiction, the new challenge of human resource management", he has expressed that self-esteem has a positive and significant relationship with job addiction, that is the physicians who have a sense of high self-esteem are in a high mood, enjoy their work and have an extreme attraction to job [22].

In the article by Bernick [20], he has discussed that in most people self-confidence is still strongly associated with job; however, not every job results in self-confidence and of course in some jobs the employers develop confidence in their staff. In the article by Kirkpatrick et al. [4], self-esteem is defined as, acceptance and respect to self-confidence and self-satisfaction as a human being. High self-respect results in self-esteem in people; self-respect is based on our self-image of ourselves that is shaped consciously or unconsciously [4]. In the survey conducted by the Management Department of Scandinavia, it has been stated that a good management approach is one which includes various purposes of creating and supporting the staffs' competence [21]. Such approach can create confidence in the management sections and create a sense of capability and competence; this sense can create self-esteem and enough motivation in the people and make them self-estimated [21]. When a manager develops the self-esteem management policy and makes the others accompany, this leads to a process of organizational change which affects the social conventions, commitments and responsibilities [21].

**CONCLUSION**

Self-esteem can be considered as a driving factor in improving and enhancing the performance of the managers. Even though, it should be kept in mind that this self-esteem should not result in narcissism and dictatorship of the manager and a manager must always accept collaboration, consultation and devolution as the principles of management. On the other hand believing in external locus of control, which is the idea of emergence of external factors on individual performance and knowing the results of an individual's work a fortune, should not make the manager passive and withdraw him from all responsibilities.

It is hoped that this research is a prelude to further investigation and evaluation of the managers and a way to enhance their performance.

**The Strengths of Study:**

- This study is conducted for the first time in Iran and outside the country and has been partially able to introduce some indicators to evaluate the managers' self-esteem and ultimately improvement of their performance for the future.
- The results and the indicators used in this study can be set as a spark to start research work in broader areas of management

**Weaknesses of Study:**

- Lack of sufficient awareness and knowledge of the managers about the questionnaire which were sometimes in conflict with the governing business culture and laws in the country.
- Regarding the managers' self-esteem, there is not many research conducted in the national and international level. Thus, the researcher were limited in compare to other researches.

**Practical Suggestions:** The findings of this research may enhance self-esteem and confidence among the managers:

- Familiarizing the managers with communication skills, dealing with employees and maintaining confidence at organization's complications
• Encouraging the managers to create self-esteem in staff which will ultimately cause innovation in organization and society.

**Suggestions for Future Researches:** In order to expand and complete the existing findings of the present study, future studies and researches are required eventually to create self-esteem among the managers and promote their performance. According to the research findings, the following items are briefly recommended:

• Conduct a more extensive research in several universities and compare the results.
• Carry out researches among the managers of other departments and systems of the country and compare with the results of the university managers.

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**REFERENCES**


