Is organizing self-esteem effective? Research on social characteristics of work and task performance

Huiyun Peng, and Zhitao Chen*

School of Business, Macau university of science and technology, Macau, China

Abstract. From the previous literature, it is found that there are still many shortcomings in the research on the two variables that affect task performance, employees' social support and others' feedback. In this study, employees' social support, feedback from others, organization-based self-esteem, and task performance were studied. By studying the relationship between job social characteristics and task performance, the mediating role of organization-based self-esteem and the moderating role of job social characteristics are further discussed. In the future, this study will take the influence of employees' social support and others' feedback on task performance as the starting point, study the influence mechanism of social support and others' feedback, enrich the cross-examination research in this aspect, analyse and discuss the research results, and explain the significance of the research, the shortcomings of viewpoints and future prospects.

1. INTRODUCTION

With the increasingly fierce market competition, enterprises seize the social characteristics of work to improve the competitiveness of the organization. It includes social support, feedback from others, interdependence in work, and external interaction of work, and manages and motivates employees from the above perspectives, thereby improving the performance of enterprises and enhancing the market competitiveness of organizations. Social support can be seen as an incentive mechanism for employees. Social support is the influence from the outside world that individuals receive, and such influence can alleviate employees' psychological stress response, relieve their psychological state, and thus improve their social adaptability (Li Qiang, 1998)[1]. At the same time, feedback from others can help employees better understand their shortcomings and improve their performance; Further promote employee self-efficacy towards the organization (Ashford, 1986; Mao, 2022)[2]. The task performance of employees can specifically increase the direct value of the enterprise and assist the support activities, thus enhancing the overall value of the organization and improving the production efficiency of the enterprise (Zhang, Wang, & Yang, 2016)[3].

Social support has a positive effect on task performance. Social support can improve employees' collective sense of honour and integration, so that employees can be well integrated into the working atmosphere, and better complete the work task. At the same time, it can reduce the rate of employee absenteeism, employee turnover and employee burnout. It can be seen that social support can improve task performance. Feedback from others has a positive impact on task performance. Feedback from others will reduce the uncertainty of changing work tasks for employees, thereby improving their task performance. In addition, effective feedback can reduce the possibility of employee mistakes and improve employee productivity.

Organization-based self-esteem refers to the evaluation and perception of employees' self-worth and ability by the organization as a member in the organizational environment (Bansal, 2022)[4]. Employees with high organizational self-esteem will feel that they have certain abilities and a certain status in the organization. The employee's own work is efficient and valuable. In addition, these employees believe that they have a certain degree of power in the overall organization and have an important and unique existence value. Current studies have shown that employees' organizational self-esteem is positively correlated with job performance (Sun, Gao, & Avolio,2023)[5]. Because employees have a high degree of organizational self-esteem, the more responsive they are to the organization. They feel that their abilities and actions are recognized and needed by the organization. Under this self-recognition, employees will be more willing to do their best for their work, strictly abide by the rules of the organization, and strive to complete their tasks, so as to improve their work performance.

In short, the main research direction of previous scholars is the impact of work values, employee personality traits, job satisfaction and leadership style on task performance. Some scholars have also studied the effects of social support, others' feedback, and organization-based self-esteem on task performance. Few scholars have studied the influence of social support and other people's feedback on task performance at the same time, and regard self-esteem as an intermediary

* Corresponding author: 460383922@qq.com

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variable to affect the relationship between social support and task performance, and other people's feedback and task performance. Moreover, few studies have used social support and others' feedback as moderating variables to regulate the effects of organization-based self-esteem on task performance.

The main purpose of this study is to analyse the factors related to task performance, so as to improve employees' work performance through the research and analysis of these factors. The purpose of this study is as follows:

1. Study and verify the impact of social support and feedback of others on task performance and understand the impact of managers' analysis and formulation of effective management methods on employee performance based on these two variables. Develop effective management methods to influence employee performance.

2. Discuss and verify the mediating role of organizational self-esteem between social support and task performance, and the relationship between feedback from others and task performance. Through the research of the intermediary mechanism, we can further understand the influence of social support and feedback of others on employees in the organization and provide help for the management to formulate the management strategy of employees.

3. Explore and verify the moderating role of social support and others' feedback in the relationship between organization-based self-esteem and task performance. Since the self-esteem of the organization is affected by the external environment, social support and feedback of others, managers should not ignore the support of the organization in the corporate environment and the feedback among employees in the organizational environment.

After the research and analysis of the past literature, the data was collected in the form of questionnaires, and combined with empirical research methods, SPSS and Amos were used to verify and analyse the results of the finally recovered questionnaires. According to the results of data processing, the impact of social support and other people's feedback on employee performance was analysed.

2. Research hypothesis

2.1. Social support, feedback from others and task performance

Social support was first proposed by Caplan (1974), who believed that social support refers to a kind of help provided to individuals during interpersonal communication. These include emotional, practical help, the help of a supportive tool, or the help of information (Siu & Spector,2013). Borman (1993) believes that task performance refers to the necessary behaviors that employees have to pay in order to complete the tasks of the organization. In addition, more organizational support and peer support for employees, especially more communication and communication between supervisors and employees, will give supervisors more opportunities to show support for employees (Tremblay & Gibson, 2016). Employees will feel that their work performance has been recognized, so that they feel that their work is valuable, and get more rewards in the work, thus improving the overall task performance. Hackman (1971) proposed that feedback from others is a kind of evaluation information for employees in the organizational environment, and the sources of such feedback information are mainly colleagues or supervisors of employees. In the field of psychology, it is believed that feedback can improve employees' work performance by providing employee-related information (Chenhall, 2005). The information presented by the feedback of others has a certain objective reference, because it is to evaluate the work performance of the employee from the perspective of others. Based on this feedback information, employees can be made aware of their work performance, find their shortcomings in work, so as to take a better way to treat their work tasks, and improve task performance. For example, in the feedback of superiors with high level of guidance, employees with low performance can transfer work skills and knowledge from their superiors' feedback through their own guidance and demonstration, directly stimulate the task learning process of employees, guide them to study work methods and skills hard, and reduce their useless work. Thereby increasing the performance of the entire team (Lepine & Van Dyne, 2001)[6]. Based on the above theories and understandings, this study proposes the following hypotheses:H1a: There is positive correlation between social support and task performance.H1b: There is a positive correlation between others' feedback and task performance.

2.2. Social support, feedback from others, and organization-based self-esteem

Organization-based self-esteem was developed by Pierce (1989) based on the concept of self-esteem in psychology. Organization-based self-esteem is the degree to which employees perceive their own abilities and values. Employees are closely related to social support in the context of the organization. Social support promotes self-esteem by conveying the message of being valued by others and fostering a sense of belonging (Kim & Nesselroade, 2003). With high organizational support, employees will have more favorable conditions, get substantial help, and be able to complete tasks better. In addition, when employees cooperate with colleagues to complete projects, if they are praised by their colleagues in the cooperation, they will think that they are capable and important and can affect the surrounding environment. Based on sociometric theory, Leary & Baumeister (2000) argued that self-esteem is measured according to the cues of inclusion or rejection in the social environment. Some experiments have shown that when individuals receive some tolerance, acceptance or feedback from others, self-esteem can be improved (Reitz, Motti-Stefanidi & Asendorpf, 2015). Proactive employees attach great importance to their own

evaluation and opinion in the eyes of others, and actively seek information about how the organization evaluates them. These proactive employees want to be respected by the organization (Rogers & Ashforth, 2017). General managers are reluctant to provide negative feedback to employees they like but are more inclined to provide some negative feedback to employees they dislike (London, 2003). Brown (1993) pointed out in his research proof that people with low self-esteem are more likely to be evaluated by those who are highly respected, so as to enhance their self-worth. Based on the above research findings, improving one's perceived acceptance of others can improve one's self-esteem[7]. So, the following assumptions are made:H2a: There is a positive correlation between social support and organization-based self-esteem.H2b: Feedback from others is positively correlated with organization-based self-esteem.

2.3. The mediating role of organization-based self-esteem

If the organization provides good social support, such as direct help between leaders and colleagues, or the organization provides a comfortable working environment. These supports will promote employees to have a good state, so that they will have a good work efficiency. Employees will have a sense of being valued by the organization and have a higher sense of self-evaluation and recognition. With high organizational support, there is a great influence mechanism on employees, which improves employees' organization-based self-esteem (Pierce, 1989). Sarason(1983) demonstrated that social support is associated with improved performance of participants on cognitive tasks. It can be seen that in the organizational environment, organizational support is conducive to the improvement of organizational work performance (Rhoades & Eisenberger, 2002). In the organizational environment, the members of the organization crave self-esteem, and the stronger the self-esteem, the more motivated they will be. Based on the analysis of self-consistent motivation theory, the higher the level of self-esteem matched by motivated employees, the easier it is to complete tasks (Korman, 1970). Judge & Bono(2001) studies the relationship between interpersonal evaluation and self-esteem and finds that there is a positive relationship between an individual's subjective feeling and others' evaluation. If an individual perceives that others have a negative impression or feedback on him, his self-esteem will decline. Feedback from others refers to information provided by an employee's own colleagues or supervisors that may have an impact on the employee's organizational self-esteem. Brockner, Heuer, & Siegel (2003) believe that the core of job performance is an explanation of employee self-esteem. In addition, compared with employees with low self-esteem, employees with high self-esteem are more likely to obtain higher self-efficacy. In the feedback information provided by colleagues, employees can know more about the relationship between themselves, and colleagues and the positive and direct evaluation given by colleagues, so that they can make up for their shortcomings by taking the strengths of others. From the feedback given by the boss, employees can better understand their own positioning and clarify their role in the organization, so that employees can maximize their value and have more opportunities to improve performance (Smither, London & Salvemini, 1995)[8]. So, we can assume that:H3a: Organization-based self-esteem has a mediating effect between social support and task performance.H3b: Organization-based self-esteem has a mediating effect between others' feedback and task performance.

2.4. The moderating effect of social support and feedback from others

In a competitive corporate environment, having high organization-based self-esteem is a necessary condition for employees to compete. Bagley & Evan (1975) proposed that self-esteem is an individual's comprehensive evaluation and view of himself, and a degree of recognition of himself. Under the condition of high organizational self-esteem, employees will feel that they are capable and have value in the organization. Compared with employees with low self-esteem, employees with high self-esteem will have better self-cognition, and at the same time, they will pay more attention to their work efficiency, thus improving work performance. The common theories based on the influence of organizational self-esteem on job performance include self-consistency theory and self-reinforcement theory. Based on the above theoretical analysis, research confirms that organizational self-esteem has a positive impact on job performance (Chen, Aryee & Debrach, 2007). The psychological interpretation of organizational self-esteem refers to people's emotions. When employees are in a relatively positive emotional state, they will face the external stimuli with a positive attitude, and thus deal with things more efficiently. Leaders will take the initiative to ask employees for work information and opinions and use the feedback to change their management style. At this moment, it will give employees a sense that they are capable and can be valued by leaders and organizations, which is conducive to improving the self-esteem of their organizations. In the process of feedback, employees can have more performance opportunities, and their self-existence in the organization will be continuously improved in the process of expression and participation. The communication between leaders and employees will make employees know themselves more objectively, thus improving their organizational self-esteem (Dyne, Vandewalle, Kostova, Latham, & Cummings, 2000). So:H4a: Social support mediates the relationship between organization-based self-esteem and task performance[9]. The relationship between organization-based self-esteem and task performance was stronger with high social support.H4b: Feedback from others moderates the relationship between organization-based self-esteem and task performance. With higher feedback, the relationship between organization-based self-esteem and task performance is more significant.

3. Research design

3.1. Operability definition and measurement

Social support was measured using a six-item job design questionnaire developed by Morgeson & Humphrey (2006)10. The work feedback of others was measured using a three-item job design questionnaire compiled by Morgeson & Humphrey (2006)[10]. Organisational self-esteem is measured using a 10-item questionnaire developed by Pierce, Gardner, Cummings, & Dunham (1989)[11]. Task performance was measured by the four-item task performance scale compiled by Williams & Anderson (1991)[12].The scoring method for all scale measurements is based on the Linkert 5-level scale, where "strongly disagree", "disagree", "unsure", "agree", "strongly agree" are given as 1, 2, 3, 4, and 5 points respectively.In order to improve the validity and reliability of the results of this study, according to previous studies, the variables that may affect the study variables are finally determined as: gender, age and education of employees, respectively, and these three influencing variables are set as control variables.

3.2. Sampling design

The method of questionnaire survey was adopted in this study to obtain the data needed for the research. The sampling method was snowball sampling. The main subjects of questionnaires were from the mainland of China, including Beijing, Shanghai, Xi 'an, Shenzhen, Zhuhai, etc., and the employees and their immediate superiors were sent out. This study collected data for a group of three group members.Before issuing the questionnaire, the survey coordinator will give a detailed description of the questionnaire to the surveyors, explaining the content of the questionnaire, the standard of filling out the operation, and the purpose of the survey. In order to relieve the psychological pressure of the respondents when filling out the questionnaire, the survey coordinator will explain to each investigator in detail that this is an anonymous questionnaire, the questionnaire information of the respondents will not be disclosed, and the survey results will only be used for academic research. In addition, each time the questionnaire was issued and collected by the survey coordinator personally, and the direct contact of the supervisor was avoided in the two employee questionnaires, so as to improve the authenticity and recovery rate of the employee questionnaires.

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