

Organizational based self-esteem: A systematic literature review

Rikardus Kurnia Lango
Khansa Islami*
Sopiah

State University of Malang, Indonesia

ABSTRACT

In the era of Society 5.0, businesses confront numerous opportunities and dangers. Despite the company's efforts to remain competitive in its industry, it faces numerous internal threats. Therefore, employees as valuable assets in the operation of the business require special treatment. Companies must prioritize employee welfare by assuring employees' psychological health. Organization-based self-esteem may be said to have been developed by employees who are invested in the organization, eligible for advancement, and have faith that their requirements will be met there. They are more likely to take pride in their work if they value themselves and their contributions to the company. This study uses a Systematic Literature Review scheme aimed at reviewing research previously related to Organizational Based Self Esteem within the scope of Human Resource Management. There are 120 pieces of research literature found and then filtered using the PRISMA method. Using the PICO method in collecting data using 2 sources, namely Science Direct and Emerald Insight. The results of filtering and data inclusion obtained 30 journals as material for the final review. Through this study, it was concluded that companies that have adopted self-esteem-based organizations (OBSE) realize that employees tend to feel more valued, supported, and motivated. Thus, having better performance, higher productivity, and greater job satisfaction.

KEYWORDS

Organizational Based Self
Esteem; Systematic Literature
Review; Human Resource
Management

Received: 1 April 2023

Accepted: 2 May 2023

Published: 6 May 2023

Introduction

In the era of Society 5.0, companies are faced with many opportunities and threats. However, in the company's efforts to continue to exist in its industry, many threats are found within the company itself. So that employees as important assets in carrying out the company's business operations require special treatment. Companies need to pay attention to employee welfare by ensuring the psychological health of employees. Since content workers are more likely to be productive and better equipped to handle the stresses of a challenging workplace, this is the case (Costantini et al., 2019). The focus of this study is to discuss Organizational Based Self Esteem in companies. Organizational Based Self Esteem (OBSE) relates to how employees view themselves in the organization in terms of their competence, meaningfulness, importance, usability, and eligibility compared to other members or employees (Bani-Melhem et al., 2023). Self-esteem-based organizations (OBSE) believe that they can fulfill psychological needs by participating or being involved in the organizational context (Wirawan, 2018). A person develops OBSE after receiving a message emphasizing their value to the company and detailing the depth of their participation there (Takhsha et al., 2020). Those who value themselves highly in the workplace send the message that they see themselves as valuable contributors to the company (Tetteh et al., 2019). Hence, OBSE may be seen as an organization's tacit affirmation to its workers that they are valued and appreciated, and that their work has a good impact on the world (Naami et al., 2020).

Organization-based self-esteem may be said to have been established by workers who are invested in the company, who are eligible for advancement, and who have faith that their needs would be met there. Workers who value themselves and their contributions to the company are more likely to take pride in their work (Sholikhah et al., 2019). In this context, "self-esteem" refers to how much employees in an organization value their own contributions (Wu et al., 2019). Self-esteem-based organizations can motivate employees to stay away from or reduce unfavorable attitudes that can harm the organization or the people in the organization (M. Kim & Beehr, 2018, Yang et al., 2018). Employees who develop OBSE traits have the opportunity to make beneficial changes in the organization because these employees have high involvement in the organization (Gardner, 2020). Employees who display high self-esteem are more satisfied with their lives, have fewer interpersonal problems, reach greater levels and are more consistent, and are less prone to psychological to physical problems when compared to those with lower self-esteem (Bozani et al., 2020). Today companies and organizations are increasingly realizing that a more inclusive approach and focusing on healthy self-confidence and self-esteem by implementing Organizational Based Self Esteem can create a better and more productive work environment. By implementing a self-esteem-based approach, companies can increase employee participation in decision-making and provide space for input and feedback, thus increasing the sense of belonging and strengthening connections between employees and the organization. This study will use the Systematic Literature Review (SLR) method which aims to review and provide a comprehensive overview of the previous literature

related to Organizational Based Self Esteem. Source data study This is a journal study previously related to the focus study.

Methods

Systematic literature reviews may be conducted using either the Preferred Reporting Item for Systematic Reviews and Meta-Analyses (PRISMA) or the (SLR) is used to provide comprehensive reviews and descriptions related to the research topic raised by the author, namely Organizational Based Self Esteem and its implementation in today's companies. The PICO (Population, Intervention, Comparison, and Outcome) method was used to collect data sourced from 2 databases, namely Science Direct and Emerald Insight.

The PICO method is used by researchers to find literature that is to the research title set by the author. The journal data source used in Science Direct and Emerald Insight uses the keywords Organizational Based Self Esteem. The next step is that the researcher compiles data inclusion criteria that aim to select the journals obtained so that the researcher gets the literature that is following the objective.

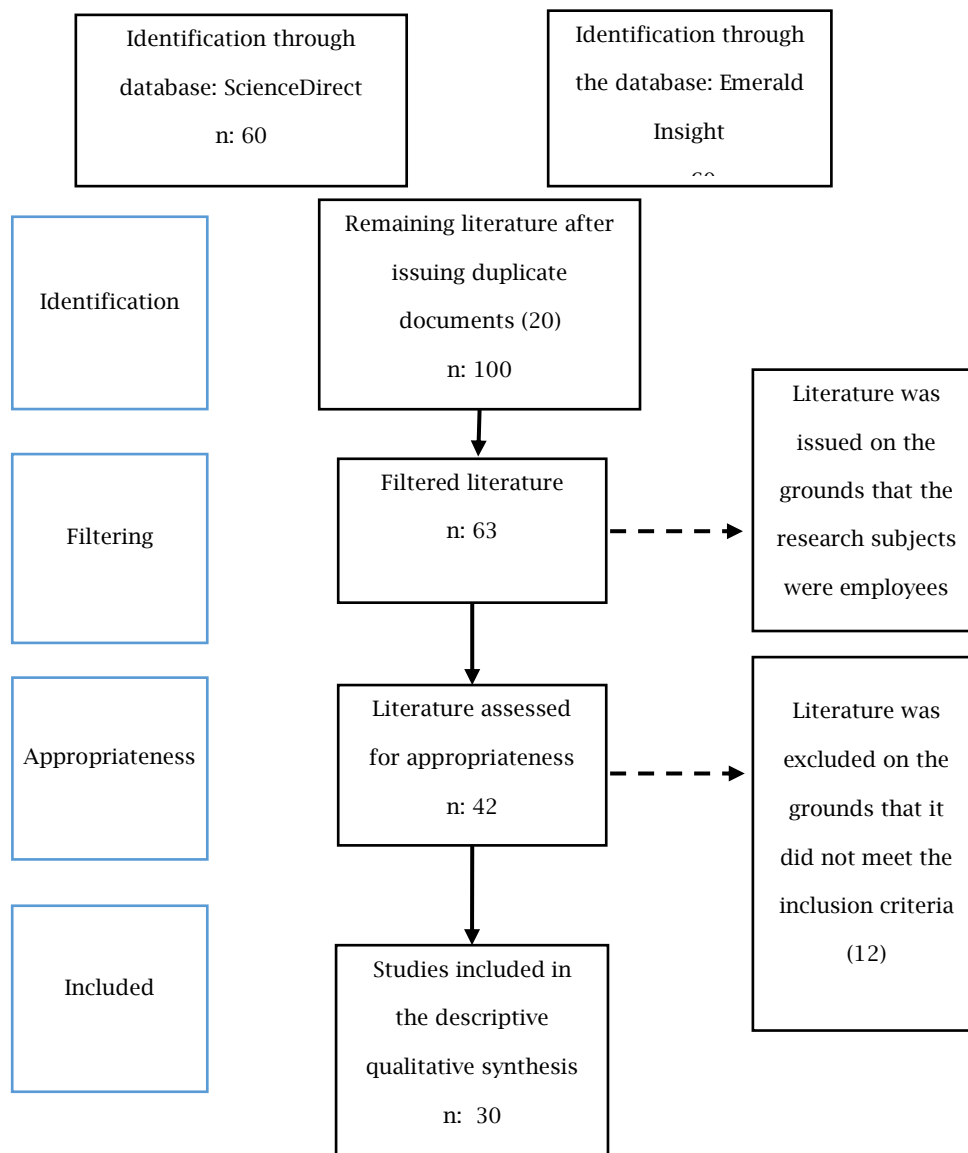


Figure 1. Prism Flowchart

Table 1. PICO table

PICO	Information
Population	Leaders and or employees of the company
Intervention	Organization
Comparison	Self Esteem
Outcomes	Organizational Based Self Esteem

Data inclusion criteria

After compiling several articles that are by the PICO, the researcher extracted data from the literature referring to the predetermined inclusion criteria. Data inclusion was carried out to narrow down the data obtained so that researchers obtained literature that matched the criteria.

Table 2. Data inclusion criteria

Type	Inclusion
Article Type	Research Articles
Article Year	2018-2023
Article Origin	National and International Literature in English and Indonesian
Sample	Leaders and employees in the company
Research Methods	Correlational

Results

Results Study References related to Organization Based Self Esteem; researcher identify 100 journals as source data literature reviews. Besides That, the researcher does search journals using the PICO method and compile criteria inclusion data To look for journals That fulfill the condition For the study, so obtained 30 journals That fulfill the condition For process study literature reviews. Based on the results of the search journal used as material study literature, in the year 2018 worn 6 journals, 5 journals in 2019, 7 journals in 2020, 2 journals in 2021, 6 journals published in 2022, and 4 journals published in 2023. All literature related to the study This is studied correlational with the distribution topic study namely employees and managers at a time employee.

Several journals discuss Organizational Based Self Esteem, this research also makes Organizational Based Self Esteem variables a research study and these researchers also use other variables which researchers do not discuss. The journals found were 30 journals, the majority of which were international journals in English and 1 journal from a national journal. Some journals only discuss Self Esteem in this research.

Discussion

Many research relate Organizational Based Self Esteem factors, according to an analysis of 30 publications. Scientific investigation by (N. Lin et al., 2018) argues that loyalty to one's employer moderates the connection between job satisfaction and plans to leave. The researchers also found that the connection between organizational self-esteem and intention to leave was mediated by achievement striving. The last finding demonstrates that Achievement Striving moderates the impact of Organizational Based Self Esteem on Turnover Intention via means of Organizational Commitment. The second research was suggested by (Naami et al., 2020) shows that the connection between organizational citizenship behavior and employees' sense of well-being is mediated by their level of self-esteem inside the organization. The findings of (Gordon & Hood, 2021) shows a correlation between OBSE and both life-work conflicts and life-work enrichment, albeit this correlation is not statistically significant for the sample of academic researchers. Involvement The relationship between OBSE and conflict and life enrichment is mediated by one's occupation. Organizational support for a moderated relationship between OBSE and workplace conflict.

The study by Wang et al. (2020) the considerable sequential mediation effects of Perceived Organizational Support and OBSE show that workers' perceived organizational fault tolerance favorably promotes their psychological well-being. Research from (XS Lin et al., 2018) has research results that OBSE mediates the connection between insecurity work And performance employee And commitment affective. Besides That, the effect of negative insecurity Work mediated by OBSE on two results employees more strong for employee which more proactive. The results of the research put forward by (Carranza Esteban et al., 2022) discovered that depression acts as a mediator between low self-esteem and emotional weariness. Because of That, a person with price self tall tends own symptoms of depression Which is more A little, No easy experience fatigue mental, and Possibly more satisfied with his studies. The interesting thing is from a previous study conducted by Soelton et al., (2020) where Organizational Based Self Esteem (OBSE) can also increase the religious level of an employee.

Taksha et al. (2020) argue that Organizational Based Self Esteem (OBSE) is an important part of HRM because it affects the process of sharing knowledge between employees, for this, several things can be done, including:

1. Managers have an obligation to publicly thank workers for their contributions and highlight their value to the company.
2. Managers have the ability to entrust workers with increasing levels of responsibility while also improving the quality of their employment.
3. Raise their sense of self-worth.
4. Cooperative decision making and employee empowerment may boost morale, which in turn encourages more information sharing among workers.
5. Managers may foster a work environment conducive to skill development and promotion opportunities.
6. Provide training and development to increase employee confidence.
7. Provide flexibility with special limitations so that employees are more independent

By implementing Organizational Based Self Esteem (OBSE) employees will have a sense of belonging, be more involved, and be excited about company activities, without having to be forced or through intervention such as threats (Costantini et al., 2019). The self-enhancement idea posits that raising one's own sense of worth is a basic human urge. Involvement in a group that fosters positive self-image is associated with increased drive to develop one's skills. A person with poor self-esteem is more likely to make excuses for their work, which is counterproductive to the company's bottom line. Employees, according to the cognitive consistency hypothesis, will act in ways that are consistent with their values (Sholikhah et al., 2019). From a theoretical perspective, to be successful in a career an employee must have strong personal resources (eg skills, Self-Efficacy, motivation, etc.) so that they are better able to adapt to threats and pressures in their work environment. However, with the support of Organizational Based Self Esteem (OBSE), organizational and individual success within the company will be more easily achieved (Gardner, 2020). OBSE also affects a person's motivation and sensitivity to other people's conditions (Stuppy & Smith, 2023). In his study J. Kim et al., (2021) uncovered that businesses in the service industry benefited from OBSE deployment as well. By going to these lengths, employers show their staff they appreciate and trust them. As a result, employees may feel more valued and rewarded at work and develop stronger loyalty to the organization.

In the past, most companies and organizations adopted a more authoritarian approach to management and focused on hierarchy and control, where employees were given orders and expected to follow rules without much room for participation and input. This approach can often reduce employee confidence and self-esteem, which in turn can hinder their performance and productivity. So to maintain Organizational Based Self Esteem (OBSE), companies or managers need to provide space, autonomy, and freedom, not just guidance (Wu et al., 2019). It is important for employees when the company can facilitate the development of needs and self-esteem of employees in the workplace. Due to the situational nature of organizational self-esteem (OBSE), it is the responsibility of businesses to foster environments in which workers feel respected, appreciated, useful, and trustworthy. Self-esteem may be nurtured in a variety of ways, both officially and informally. The effectiveness of OBSE programs in businesses depends in large part on open lines of communication between employees.

Self Esteem can be measured using The Rosenberg self-esteem scale (RSES), which was developed by sociologist Morris Rosenberg (Chaovanalikit et al., 2022). Positive and negative self-evaluations are used to create a worldwide index of an individual's value (Folayan et al., 2022). This scale is the most widely used and provides more empirical validation than other measurement scales, besides that it has been successfully used in many previous studies. Examples of items raised are "I am generally satisfied with myself" and "I have a positive attitude towards myself" (Willis et al., 2019). Self-esteem, in Rosenberg's perspective, is the confidence that one can take on life's essential difficulties and that happiness is within reach (Mehrabi et al., 2022). In standard clinical practice, the problem of self-esteem is included in disorder-spanning factors and personal problems that are relevant to some people. Cognitive group therapy through a transdiagnostic approach is one of the methods recommended by psychiatry (Zabel et al., 2022). Psychotherapy is also recommended because it has a significant effect on self-esteem psychological therapy (Bhattacharya et al., 2023, Tulachan et al., 2022).

Conclusion

Employees' sense of competence, meaningfulness, relevance, usability, and worthiness in the workplace is all tied to their OBSE, or organizational-based self-esteem. Workers that acquire OBSE attributes are highly engaged, giving them a chance to effect positive change within the company.

Organizations based on self-esteem refer to the company's efforts to maintain a level of self-confidence, as well as employee self-esteem to build healthy relationships between employees. Through a self-esteem-based organization, employees are encouraged to gain and maintain a healthy level of self-confidence through active participation in company activities and decision-making, acceptance of failure as an opportunity to learn, appreciation for achievements, and positive contributions. Besides that, it also encourages open and honest communication, can provide constructive feedback, and supports the development of employees. In a company like this, all employees will feel more valued and respected because their contributions are recognized and appreciated.

Self-esteem-based organizations allow employees to feel valued, motivated, and supported, thereby increasing overall performance and productivity. It also helps increase job satisfaction, reduces stress and anxiety, and improves the mental and physical well-being of employees in the company.

Acknowledgements

We would like to thank all the parties involved in this research.

Funding

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

References

- Bani-Melhem, S., Shamsudin, FM, Abukhait, R., & Al-Hawari, MA (2023). Competitive psychological climate as a double-edged sword: A moderated mediation model of organization-based self-esteem, jealousy, and organizational citizenship behaviors. *Journal of Hospitality and Tourism Management*, 54 (December 2022), 139-151. <https://doi.org/10.1016/j.jhtm.2022.12.011>
- Bhattacharya, S., Kennedy, M., Miguel, C., Tröger, A., Hofmann, SG, & Cuijpers, P. (2023). Effect of psychotherapy for adult depression on self-esteem: A systematic review and meta-analysis. *Journal of Affective Disorders*, 325 (June 2022), 572-581. <https://doi.org/10.1016/j.jad.2023.01.047>
- Bozani, V., Drydakis, N., Sidiropoulou, K., Harvey, B., & Paraskevopoulou, A. (2020). Workplace positive actions, trans people's self-esteem, and human resources' evaluations. *International Journal of Manpower*, 41 (6), 809-831. <https://doi.org/10.1108/IJM-03-2019-0153>
- Carranza Esteban, RF, Mamani-Benito, O., Morales-García, WC, Caycho-Rodríguez, T., & Ruiz Mamani, PG (2022). Academic self-efficacy, self-esteem, satisfaction with studies, and virtual media use as depression and emotional exhaustion predictors among college students during COVID-19. *Heliyon*, 8 (11). <https://doi.org/10.1016/j.heliyon.2022.e11085>
- Chaovanalikit, T., Wirairat, K., & Sriswadpong, P. (2022). Quality of Life, Self-Esteem, and Depression Among Thai Transgender Women Before and After Male-to-Female Gender Confirmation Surgery: A Prospective Cohort Observational Study. *Sexual Medicine*, 10 (4), 100533. <https://doi.org/10.1016/j.esxm.2022.100533>
- Costantini, A., Ceschi, A., Viragos, A., De Paola, F., & Sartori, R. (2019). The role of a new strength-based intervention on organization-based self-esteem and work engagement: A three-wave intervention study. *Journal of Workplace Learning*, 31 (3), 194-206. <https://doi.org/10.1108/JWL-07-2018-0091>
- Folayan, MO, Ibigbami, O., & Lusher, J. (2022). Associations between resilience, self-esteem, HIV status, and sexual identity among residents in Nigeria. *Scientific African*, 17, e01333. <https://doi.org/10.1016/j.sciaf.2022.e01333>
- Gardner, DG (2020). The importance of being resilient: Psychological well-being, job autonomy, and self-esteem of organization managers. *Personality and Individual Differences*, 155 (December 2018), 109731. <https://doi.org/10.1016/j.paid.2019.109731>
- Gordon, JR, & Hood, E. (2021). Organization-based self-esteem and work-life outcomes. *Personnel Review*, 50 (1), 21-46. <https://doi.org/10.1108/PR-09-2019-0484>
- Kim, J. (Sunny), Milliman, JF, & Lucas, AF (2021). Effects of CSR on affective organizational commitment via organizational justice and organization-based self-esteem. *International Journal of Hospitality Management*, 92 (September 2020), 102691. <https://doi.org/10.1016/j.ijhm.2020.102691>
- Kim, M., & Beehr, TA (2018). Organization-Based Self-Esteem and Meaningful Work Mediate Effects of Empowering Leadership on Employee Behaviors and Well-Being. *Journal of Leadership and Organizational Studies*, 25 (4), 385-398. <https://doi.org/10.1177/1548051818762337>
- Lin, N., Jang, J., & Roberts, KR (2018). Are employees with higher organization-based self-esteem less likely to quit? A moderated mediation models. *International Journal of Hospitality Management*, 73 (July 2017), 116-124. <https://doi.org/10.1016/j.ijhm.2018.01.021>
- Lin, XS, Chen, ZX, Ashford, SJ, Lee, C., & Qian, J. (2018). A self-consistency motivation analysis of employee reactions to job insecurity: The roles of organization-based self-esteem and proactive personality. *Journal of Business Research*, 92 (July), 168-178. <https://doi.org/10.1016/j.jbusres.2018.07.028>
- Mehrabi, A., Falakdami, A., Mollaei, A., Takasi, P., Ghorbani Vajargah, P., Jafari, H., Mazloun, SMH, Rahimzadeh, N., Ghazanfari, MJ, Emami Zeydi, A., Mobayen, M., & Karkhah, S. (2022). A systematic review of self-esteem and related factors among burns patients. *Annals of Medicine and Surgery*, 84(August), 104811. <https://doi.org/10.1016/j.amsu.2022.104811>
- Naami, A., Qanavati, S., & Hashemi, SE (2020). The Effect of Organizational Trust And Workplace Spirituality On Organizational Citizenship Behavior And Psychological Well-being: Mediating Role Of Organization Based Self-Esteem. *International Journal of Psychology*, 14 (1), 253-278. <https://doi.org/10.22034/ijpb.2020.115069.0>
- Sholikhah, Z., Wang, X., & Li, W. (2019). The role of spiritual leadership in fostering discretionary behaviors: The mediating effect of organization-based self-esteem and workplace spirituality. *International Journal of Law and Management*, 61 (1), 232-249. <https://doi.org/10.1108/IJLMA-04-2018-0081>
- Soelton, M., Amalia, D., Noermijati, N., & Wahyudiono, B. (2020). Self-Esteem: The Levels of Religiosity in Job Insecurity and Stress in Government Companies. 120 (Icmeb 2019), 302-310. <https://doi.org/10.2991/aebmr.k.200205.052>
- Stuppy, A., & Smith, RW (2023). Self-esteem influences the willingness to engage in COVID-19 prevention behavior and persuasion efficacy. *Social Science and Medicine*, 320 (July 2022), 115715. <https://doi.org/10.1016/j.socscimed.2023.115715>
- Takhsha, M., Barahimi, N., Adelpanah, A., & Salehzadeh, R. (2020). The effect of workplace ostracism on knowledge sharing: the mediating role of organization-based self-esteem and organizational silence. *Journal of Workplace Learning*, 32 (6), 417-435. <https://doi.org/10.1108/JWL-07-2019-0088>
- Tetteh, SD, Osafo, J., Ansah-Nyarko, M., & Amponsah-Tawiah, K. (2019). Interpersonal fairness, willingness-to-stay, and organization-based self-esteem: The mediating role of affective commitment. *Frontiers in Psychology*, 10 (JUN). <https://doi.org/10.3389/fpsyg.2019.01315>