



## Evaluation of the moderating role of self-management skill in impact of job preference on fear of success

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### ABSTRACT

The key for success of humans in third millennium complexities is self-management skill. Maintaining the individual values and freedoms and acquiring individual independence are the most important result that people expect from their activities. Self-management is a subject playing vital role in developing people power to manage their behavior and performance in individual and organizational area and to enhance the productivity. The goal of acquiring these skills is to achieve physical and mental health and finally individual and social success. Self-management means accepting the weaknesses and continuously management of tendencies. Self-management is the ability beyond the resisting against problematic behavior. Self-management depends on one's self-awareness and it involves directing the behaviors positively. Self-management skill is a sequential process in which people and employees in a group persuade and guide themselves to achieve a certain behavior and desired result through it. This concept is rooted in the theories related to self-impact, in which the emphasis is on self-seeking, self-control, and self-management. The product of these fields is conceptual and achieved science. The science of philosophy follows the rational-syllogistic method to realize the human and to create acquired science. The objective of this study was to evaluate the moderating role of self-management skill in the impact of job preference on fear of success in employees of Kerman University of Medical Sciences. This study was carried out by using cross-sectional and descriptive-correlational methods in a population included 360 people in Kerman University of Medical Sciences. To collect data, three questionnaires including job preference, fear of success and self-management skill questionnaires were used. Descriptive and inferential statistics were used in the present study to describe the collected data. Finally, the collected data were analyzed by using SPSS software. The findings of this study revealed that job preference affects the fear of success considering the moderating role of self-management skill. In addition, intrinsic motivation affects fear of success considering the moderating role of self-management skill, and extrinsic motivation affects fear of success considering the moderating role of self-management skill.

**Keywords:** self-management skill, job preference, fear of success

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### INTRODUCTION

It is evident that employees are thinking more about their working lives nowadays and they want to develop their jobs. They usually begin their job with particular hopes and expectations to achieve the highest level of organization and majority of them give importance to their progress, achieve power, and gain the highest responsibilities and rewards (Alamdar, 2012). Nowadays, social psychologists and researchers pay particular attention to psychology of personality. It is for a long time that researchers are using experimental studies to evaluate the motivation for progress and success in males and females. Accordingly, they have provided various models to describe the way motivation for progress or the reasons for lack of tendency to it is formed. Providing these models has been effective in describing the

behavior of progress and success, while none of them has been able to answer the questions on differences in the behavior of women and men clearly. One of the uncertainties in the behavior of progress is the presence of behaviors within the framework of success avoidance behavior (Horner, 1972). Job preference means willingness to work hard to meet the goals of the organization in a way that this effort is directed toward satisfying some of the individual needs (Robbins, translated by Parsaeian and Arabi, 2006). Although this path of leadership seems to be natural and simple, people make mistakes in this path, especially those with high performance having tendency to change. Such people want to perform works that bring success for them. As a result, many of these people change their path to higher management level without changing the behavior or change based on values. They are placed on the first path in fact, without accepting the requirements (Robbins, translated by Parsaeian and Arabi, 2006). Some advantages of self-management skill include: 1- Improving and enhancing the personal performance. 2- Increasing self-confidence. 3-

Improving the internal views and emotions of people 4. Increasing sense of responsibility and commitment in people 5. Improving the efforts of practitioners in a strong performance culture (Marshall and Mc Hardy, 2006). The importance of job preference is realized when we see that organizations operating in both economic and productive processes or in other branches can equally use programs based on intrinsic motivation activation, and enhance the level of performance of their employees and thus the performance of their organization. Adopting strategies, efficient managers use these programs in the flow of their management. The most important stage of these programs bringing the benefits for employees includes the stage of selection and recruitment of employees. Paying attention to intrinsic motivations is a vital factor in predicting their performance during service. Accordingly, selecting the employees with a higher intrinsic motivation will be very useful, especially in the work environment. Among intrinsic motivations, motivation to progress is very significant (Khosrovi, 2010).

#### Methodology

This study is applied in terms of objective, since applied study an attempt to respond to a scientific problem in the real world. It is also regarded field and survey (non-experimental) in terms of data collection. Survey is a type of study using survey to collect information on discovering relationships between variables and examining the existing facts. In this study, the questionnaire tool is used. In addition, it is a descriptive-correlational type in terms of data analysis, in which quantitative methods are used.

#### Population and sample of study

The population refers to the entire group of people, events, and phenomena interested by researcher who intends to investigate them. The framework of the population is a list of all members of the population from which the sample of study is extracted (Danaefard et al, 2004, 391). The population of this study included all members of headquarter in Medical Sciences of Kerman University. According to investigation, the size of the population was 360 people. Therefore, the sample size was determined to be 184 people using the Cochran formula.

#### Data collection tool

Questionnaire was used in this study to collect data. The questionnaire was developed for respondents based on the objectives and questions of the study, which includes following sections:

A) The variables related to the individual characteristics of employees (including age, gender, marital status, work experience, and education level) with 5 items.

B) Job preference questionnaire: It was developed in two general components of intrinsic motivation (self-determination, competence, performing the duty, curiosity, pleasure, and interest) and extrinsic motivation (competition, evaluation, recognition, money and other tangible incentives and being forced by others). To answer the questions, they were developed in 5-point scale.

C) Fear of success questionnaire: Zurkerman and Allison model was used in this study to measure the fear of success. This model includes 6 components, including feelings of guilty, anxiety, lack of concentration, feeling trouble, personality weakness, and lack of self-belief. To answer the questions, they were developed in 5-point scale.

D) Self-management skills questionnaire: In this research, the model of Manzunque model (translated by MollaHosseini and Barkhordar, 2007) was used in this study to measure the self-

management skill, with three components of the constructive thinking pattern, natural reward, and behavior strategy.

#### Data analysis method

To analyze the collected data in this study, demographic characteristics of subjects of the study including gender, age, education, etc., were described. Then, at the inferential level, in order to examine validity of the hypotheses and the relationships between the variables of the study, structural equation was and path analysis technique were used through LISEREL software. Finally, in the supplementary tests section, single sample t test was used to examine the status of each of the variables in the study.

#### Findings

Main hypothesis: Job preference affects the fear of success considering the moderating role of self-management skill among employees of Kerman University of Medical Sciences. To examine the moderating role of self-management skills in the impact of job preference on the fear of success, multiple regression analysis with a two-stage hierarchical approach was used. After examining the model adequacy indices, were presented a fitted model to examine the relationship between the dependent variable of the fear of success and the independent variable of intrinsic motivation and the modifying variable of self-management skills. In the first stage, the independent of job preference variable was entered to model. As seen, the coefficient of determination explains 135% of variance in the dependent variable (fear of success) and the adjusted coefficient of determination was equal to 313%. In the second stage, the moderating variable that was self-management skill was entered to model. As seen, the coefficient of determination explain 159% of the variance in the dependent variable that is fear of success, and the adjusted coefficient of determination is equal to 154%, suggesting an increase in the ability to explain the variance after adding the moderating variable separately. As the value of Durbin-Watson statistic is within the range of 1.5 to 2.5, it is assumed that errors are independent. Considering the indices mentioned, the model has the required adequacy. According to findings of study and the level of significance for the two-stage hierarchical regression model that is less than 5%, it can be stated that the interaction of self-management skill and job preference is significant.

Therefore, the variable of self-management skill with impact coefficient of 0.139 increases the relationship between two variable of job preference and fear of success significantly. Thus, the considered hypothesis is confirmed.

Hypothesis 1-1: Intrinsic motivation affects the fear of success considering the moderating role of self-management skill in employees of Kerman University of Medical Sciences.

After examining the model adequacy indices, a fitted model was provided to examine the relationship between the dependent variable of the fear of success and the independent variable of intrinsic motivation and the modifying variable of self-management skill. In the first stage, the independent variable of intrinsic motivation was entered into the model. As seen, the coefficient of determination explains 173% of the variance in the dependent variable of the fear of success, and the adjusted coefficient of determination is equal to 204%. In the second stage, the moderating variable of self-management skill was entered to the model. As seen, the coefficient of determination explains 145% of the variance in the dependent variable of fear of success, and the adjusted coefficient of determination is equal to 138%, which suggests an increase in the ability to explain the variance after adding the moderating variable separately. As the value of Durbin-Watson statistic is within the range of 1.5 to 2.5,

it is assumed that errors are independent. Considering the indices mentioned, the model has the required adequacy. As significance level of analysis of variance in both stages is less than 5%, it can be concluded that the regression model is able to explain the variations in moderating and dependent variables, so the estimated linear regression model is acceptable. As significance level for hierarchical two-stage regression model is less than 5%, it can be stated that the interaction of self-management skill and intrinsic motivation after adding to the model is significant. Hence, the self-management skill variable with an impact coefficient of 0.093 increases the relationship between intrinsic motivation variable and fear of success significantly. As a result, the hypothesis is confirmed.

Hypothesis 1-2: extrinsic motivation affects the fear of success considering the moderating role of self-management skill employees of Kerman University of Medical Sciences. After examining the model adequacy indices, a fitted model was provided to examine the relationship between the dependent variable of the fear of success and the independent variable of extrinsic motivation and the modifying variable of self-management skills. In the first stage, the independent variable of extrinsic motivation was entered into the model. As seen, the coefficient of determination explains 142% of the variance in the dependent variable of the fear of success, and the adjusted coefficient of determination is equal to 223%. In the second stage, the moderating variable of self-management skill was entered to the model. As seen, the coefficient of determination explains 180% of the variance in the dependent variable of fear of success, and the adjusted coefficient of determination is equal to 205%, which suggests an increase in the ability to explain the variance after adding the moderating variable separately. As the value of Durbin-Watson statistic is within the range of 1.5 to 2.5, it is assumed that errors are independent. Considering the indices mentioned, the model has the required adequacy. As significance level of analysis of variance in both stages is less than 5%, it can be concluded that the regression model is able to explain the variations in the moderating and dependent variables, so the estimated linear regression model is acceptable. As significance level for hierarchical two-stage regression model is less than 5%, it can be stated that the interaction of self-management skill and extrinsic motivation after adding to the model is significant. Thus, the self-management skill variable with an impact coefficient of 0.088 increases the relationship between extrinsic motivation variable and fear of success significantly. As a result, this hypothesis is confirmed.

#### Discussion and conclusion

Results of the study suggest that job preference affects the fear of success considering the moderating role of self-management skill. The study results are in line with the results of the study conducted by Murano (2004), since he was found that self-management skill increases the impact of job preference on fear of success. As stated earlier, the fear of success is a mental pattern in which the person thinks that success causes changes that he cannot adapt with them. On the other hand, the expectation that preference will be effective in each situation is probably unrealistic. Thus, the need for self-management skill as a tool that can develop environments to promote positive attitudes and empower the employees to determine the personal goals and find intrinsic and extrinsic motivations resulting from job preference is being felt strongly. Findings of this study also suggest that self-management skill moderates the impact of job preference on fear of success among

employees of Kerman University of Medical Sciences. Findings of this study also show that intrinsic motivation affects the fear of success considering the moderating role of self-management skill. No study was found in this regard to compare the findings of this study with their findings. According to the studies conducted, self-management skill increased the impact of intrinsic motivation on fear of success. Self-management skill is a tool that can develop environments to promote positive attitudes and enable employees to determine their personal goals, especially intrinsic motivations, including the need for power and reputation, the need for financial resources, the need for rewards, the need for medals and trophy, need for better conditions and facilities for working, and so on. It can also moderate the impacts resulting from extrinsic motivations of the job preference on the fear of success in employees of Kerman University of Medical Sciences. Findings of this study revealed that intrinsic motivation affects the fear of success considering the moderating role of self-management skill. No study was found in this regard to compare the findings of this study with their findings. According to the studies carried out, self-management skill increased the impact of extrinsic motivation on fear of success. Self-management skill is a tool that can develop environments to promote positive attitudes and enable employees to determine their personal goals, especially intrinsic motivations, including the need for power and reputation, the need for financial resources, the need for rewards, the need for medals and trophy, need for better conditions and facilities for working, and so on. It can also moderate the impacts resulting from extrinsic motivations of the job preference on the fear of success in employees of Kerman University of Medical Sciences.

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