

## Evaluating the Role of Multidimensional Self-Concept in Driving Job Performance among Junior Executives in Malaysia

Thahira Bibi T.K. Muthu Koya Thangal<sup>1</sup>, D. Rohayu Mohd Yunos<sup>2</sup>, Muhammad Firdaus Bin Akmal<sup>3</sup>

<sup>1</sup>Faculty of Business and Management, Universiti Teknologi MARA Cawangan Johor, Kampus Pasir Gudang, Jalan Purnama, Bandar Seri Alam, 81750 Masai, Johor, Malaysia, <sup>2</sup>Academy of Language Studies, Universiti Teknologi MARA Cawangan Johor, Kampus Pasir Gudang, Jalan Purnama, Bandar Seri Alam, 81750 Masai, Johor, Malaysia, <sup>3</sup>Universiti Kuala Lumpur Business School, Universiti Kuala Lumpur, 1016 Jalan Sultan Ismail, 50250 Kuala Lumpur, Malaysia

DOI Link: <http://dx.doi.org/10.6007/IJARBS/v16-i9/28748>

**Published Date:** 18 September 2026

### Abstract

**Purpose** This conceptual paper develops a framework that links multidimensional self-concept with job performance among junior executives. It focuses on three selected dimensions of self-concept, namely self-satisfaction, self-physical and self-social, and explains how these dimensions may shape workplace behaviour and employee performance.

**Design/methodology/approach** The paper adopts a conceptual and exploratory approach. It draws on content analysis of relevant literature on self-concept, core self-evaluation, job performance and organisational behaviour. The reviewed literature is synthesised to develop a proposed conceptual framework and a set of propositions for future empirical investigation.

**Conceptual contribution** The paper argues that self-concept should not be treated as a single general construct. Instead, self-satisfaction, self-physical and self-social may influence job performance through different psychological and behavioural mechanisms, including confidence, motivation, professional self-presentation, communication and interpersonal adjustment. **Originality/value** This paper contributes to organisational behaviour literature by proposing a multidimensional framework of self-concept and job performance with specific attention to junior executives. It also offers a foundation for future empirical research in Malaysian and other organisational contexts.

**Keywords:** Multidimensional Self-Concept, Job Performance, Self-Satisfaction, Self-Physical, Self-Social, Junior Executives, Conceptual Framework, Organisational Behaviour

### Introduction

Employee job performance remains a central concern in organisational behaviour and human resource management because it comprises job-relevant behaviours that contribute to

organisational goals and is commonly differentiated into task and contextual components (Borman & Motowidlo, 1993; Campbell et al., 1993; Jekanović et al., 2023). Organisations therefore use leadership, training, reward, appraisal and broader performance-management systems to support these behaviours (DeNisi & Murphy, 2017; Surakhmat et al., 2023).

These mechanisms are important, but evidence that stable individual differences predict job performance indicates that organisational systems alone do not fully explain variation in employee effort and work behaviour (Barrick & Mount, 1991).

One psychological factor that may help explain these differences is self-concept. Self-concept refers to the knowledge, beliefs and evaluations individuals hold about themselves and to the organised ways in which they interpret their abilities, roles and experiences (Baumeister, 1997; Shavelson et al., 1976). In an organisational setting, these self-perceptions may influence how employees approach tasks, interact with others, respond to feedback and interpret performance expectations.

The literature does not support treating self-concept as wholly unitary. Shavelson et al. (1976) proposed an organised, multidimensional and hierarchical structure, which Marsh and Shavelson (1985) subsequently refined. Consistent with this view, construct-validity research on the Tennessee Self-Concept Scale (TSCS) found distinct support for physical and social self-concept domains (Marsh & Richards, 1988). An employee may therefore be satisfied with oneself while feeling less confident in social situations, or may be socially confident while holding less positive perceptions of physical well-being and self-presentation. This paper focuses on three selected facets - self-satisfaction, self-physical and self-social - because job performance includes not only technical task completion but also confidence, communication, adaptability and interpersonal behaviour.

Junior executives provide a useful context for this discussion. Research on professional adaptation shows that people moving into more senior professional roles experiment with provisional professional identities and evaluate them against internal standards and external feedback (Ibarra, 1999). In this paper, junior executives are treated as employees in early professional roles who are developing task competence, professional confidence, communication ability and adaptability while responding to supervision, teamwork and performance pressure. Their evolving self-perceptions may therefore be especially relevant to how they interpret feedback, enact professional roles and respond to workplace expectations.

Against this background, the paper develops a conceptual framework linking multidimensional self-concept and job performance among junior executives in Malaysia. Rather than presenting statistical findings, it synthesises multidimensional self-concept theory, TSCS-based measurement research, core self-evaluations research and job-performance theory to derive differentiated conceptual relationships for future empirical testing.

### *Research Gap*

Multidimensional models of self-concept are well established, yet relevant organisational research commonly represents employees' self-beliefs through broad, higher-order or

structurally different constructs. Core self-evaluations, for example, combine self-esteem, generalised self-efficacy, locus of control and emotional stability (Judge & Bono, 2001; Bono & Judge, 2003), and later workplace studies have used this global construct to explain work engagement and performance-related outcomes (Tisu et al., 2020; Zhang & Yan, 2024). Pomerance et al. (2021) examined self-concept content and structure through core self-evaluations and self-concept clarity, while Varshney and Varshney (2024) measured achievement, confidence and competence within professional self-concept but modelled self-concept as an overall predictor of several performance dimensions. These approaches are valuable, but they do not estimate the separate contributions of TSCS self-satisfaction, physical self-concept and social self-concept. This limitation contrasts with longstanding evidence that self-concept is multifaceted and domain-specific (Shavelson et al., 1976; Marsh & Shavelson, 1985; Marsh & Richards, 1988).

Direct workplace evidence shows that professional self-concept is associated with task, contextual and counterproductive performance, although the studied relationships were cross-sectional and the self-concept facets were not tested as separate predictors (Varshney & Varshney, 2024). Malaysian evidence is more limited and concerns an adjacent outcome: among vocational college students, TSCS-based self-concept was positively associated with work readiness through career calling and resilience (Lau et al., 2020), not with job performance among employed junior executives. Within the literature synthesised here, no integrative framework therefore links TSCS self-satisfaction, physical self-concept and social self-concept separately to job performance among junior executives in Malaysia. Addressing this specific gap can clarify whether personal satisfaction, physical or wellness-related confidence, and perceived social competence support distinct aspects of task and contextual performance.

### *Research Objectives*

To examine the conceptual relevance of multidimensional self-concept in explaining job performance among junior executives.

To discuss the potential relationships between self-satisfaction, self-physical, self-social and job performance.

To develop a conceptual framework linking multidimensional self-concept and job performance among junior executives.

To propose conceptual propositions for future empirical research on self-concept and job performance.

### **Research Methodology**

This paper adopts a conceptual, theory-synthesis and model-development approach. Consistent with guidance for conceptual research, the paper uses existing theories and findings to clarify constructs, connect previously separate literature streams and derive a testable framework rather than report new statistical evidence (Jaakkola, 2020). The synthesis focuses on multidimensional self-concept, core self-evaluations, job performance and personal resources in order to specify the proposed relationships and their conceptual boundaries.

The paper uses content analysis of relevant academic literature on self-concept, multidimensional self-concept, core self-evaluation, job performance and organisational

behaviour. The literature was reviewed to identify major dimensions of self-concept and to consider how these dimensions may conceptually relate to employee performance. The review also considered junior executives as an early-career employee group whose professional identity and workplace confidence are still developing.

Based on the reviewed literature, the paper positions self-satisfaction, self-physical and self-social as independent conceptual dimensions, while job performance is positioned as the dependent outcome. The conceptual propositions developed in this paper are intended to guide future empirical testing rather than to report completed statistical results.

### *Theoretical Foundation*

The framework is grounded in multidimensional self-concept theory and the Job Demands-Resources (JD-R) perspective. Multidimensional self-concept theory explains that self-perceptions are organised across distinguishable domains and can shape how individuals interpret their capabilities, roles and social experiences (Shavelson et al., 1976; Marsh & Shavelson, 1985). In the workplace, employees may consequently behave in ways that are consistent with how they see themselves, although such self-perceptions remain only one influence among many.

JD-R theory proposes that personal resources, alongside job resources, can help employees manage demands, remain engaged and sustain effective functioning (Bakker & Demerouti, 2017; Jussli et al., 2022). In this paper, multidimensional self-concept is provisionally viewed as a set of personal psychological resources that may help junior executives respond to expectations, communicate, maintain confidence and adapt to organisational demands. This application extends JD-R reasoning to the selected self-concept facets and therefore requires direct empirical testing rather than being treated as an established causal result.

## **Literature Review**

### *Self-Concept as a Multidimensional Construct*

Self-concept is commonly understood as an individual's knowledge, perception and evaluation of oneself (Baumeister, 1997). Shavelson et al. (1976) defined it as an organised and multifaceted construct, while Marsh and Shavelson (1985) further developed its hierarchical structure. These models provide the theoretical basis for distinguishing specific self-concept domains from an overall or global self-view.

In organisational settings, self-concept is important because it may shape how employees define themselves in relation to their work (Jussli et al., 2022). Employees with positive self-perceptions may be more willing to accept responsibilities, communicate with others, participate in team activities and persist when facing workplace challenges. Self-concept may also influence motivation because individuals often behave in ways that are consistent with how they understand themselves.

This paper adopts a multidimensional view by selecting self-satisfaction, self-physical and self-social from the broader TSCS tradition (Fitts, 1965; Fitts & Warren, 1996). The original TSCS architecture distinguishes internal frames of reference, including self-satisfaction, from external content domains, including physical self and social self. The three variables are therefore complementary selected facets rather than identical types of subscale. Empirical

construct-validity research found consistent support for the TSCS physical and social scales but less consistent support for some other scales (Marsh & Richards, 1988); consequently, the proposed three-factor workplace model should be validated before substantive relationships are tested.

#### *Self-Satisfaction and Job Performance*

Self-satisfaction refers to an individual's evaluation of personal worth, fulfilment and acceptance of oneself within the internally referenced TSCS framework (Fitts, 1965; Fitts & Warren, 1996). Evidence from adjacent constructs must be interpreted cautiously because global self-esteem and core self-evaluations are not equivalent to TSCS self-satisfaction.

Nevertheless, longitudinal research links self-esteem to job satisfaction and other life outcomes (Orth et al., 2012), while meta-analytic and review evidence associates core self-evaluations with job satisfaction and job performance (Judge & Bono, 2001; Bono & Judge, 2003). These findings provide indirect, rather than construct-identical, support for expecting self-satisfaction to be relevant at work.

In relation to job performance, self-satisfaction may influence how employees approach their responsibilities. Junior executives who are satisfied with themselves may be more willing to learn, accept feedback and complete tasks with confidence. Self-satisfaction may also support persistence because employees who evaluate themselves positively are more likely to believe that they can improve and contribute meaningfully to the organisation.

Nevertheless, self-satisfaction alone does not guarantee high job performance. Performance also depends on skills, role clarity, supervision, resources and organisational systems. It is therefore more appropriate to view self-satisfaction as a supporting psychological factor that may strengthen work behaviour, rather than as the sole determinant of performance.

#### *Self-Physical and Job Performance*

Self-physical, used in this paper as a label for physical self-concept, refers to how individuals perceive their physical capability, appearance, health, energy and self-presentation. Physical self is a distinct content domain in the TSCS tradition (Fitts, 1965; Fitts & Warren, 1996), and construct-validity research has supported the distinctiveness of the TSCS physical scale (Marsh & Richards, 1988). Direct organisational evidence connecting this facet to job performance is comparatively limited; the proposed relationship is therefore a mechanism-based extension concerning confidence and participation, not an established claim that appearance causes performance.

For junior executives, self-physical may be linked to confidence, grooming, perceived energy and readiness to engage in work-related activities. In organisations that require communication, presentation, teamwork or client interaction, physical self-perception may indirectly influence how employees carry themselves and how actively they participate in workplace tasks.

It is important to clarify that self-physical should not be interpreted as physical attractiveness or appearance-based evaluation. The argument in this paper is not that appearance directly causes better performance. Rather, self-physical refers to employees' perception of physical

well-being, professional self-presentation, confidence and readiness to participate in workplace activities. Through these psychological and behavioural pathways, self-physical may contribute to job performance (Surakhmat et al., 2023).

#### *Self-Social and Job Performance*

Self-social, used in this paper as a label for social self-concept, refers to an individual's perception of social competence, interpersonal acceptance and ability to interact effectively with others. Social self is a distinct TSCS content domain (Fitts, 1965; Fitts & Warren, 1996), and empirical construct-validity work found consistent support for the TSCS social scale (Marsh & Richards, 1988). In organisational settings, this facet is conceptually relevant because employees communicate, cooperate, seek clarification, share information and maintain professional relationships.

Junior executives often need to adapt to organisational culture, interact with supervisors and colleagues, and participate in team-based tasks. Employees with stronger social self-concept may be more comfortable asking for guidance, contributing during discussions and managing workplace relationships. These behaviours can support contextual performance and improve overall work effectiveness.

At the same time, self-social may not automatically lead to stronger job performance if employees lack technical competence, clear direction or organisational support. The relationship between self-social and job performance is therefore expected to be positive, but it remains dependent on the wider organisational context.

#### *Job Performance Among Junior Executives*

Job performance refers to job-relevant behaviours that contribute to organisational goals rather than to outcomes alone (Campbell et al., 1993). Performance has been modelled as multidimensional across heterogeneous jobs (Murphy, 1989; Campbell et al., 1990).

A particularly useful distinction separates task performance, involving core job duties, from contextual performance, involving cooperation, initiative and support for the broader organisational environment (Borman & Motowidlo, 1993).

For junior executives, job performance may include completing assigned tasks, meeting deadlines, showing initiative, communicating professionally, adapting to change and working effectively with others. Individual-differences research demonstrates that personality-related characteristics can predict job performance (Barrick & Mount, 1991; Knight et al., 2022), and recent workplace evidence links professional self-concept with task, contextual and counterproductive performance dimensions (Varshney & Varshney, 2024). Appraisal and performance-management research nevertheless emphasises the continuing importance of organisational systems and feedback (DeNisi & Murphy, 2017). The proposed framework therefore treats self-concept as one possible individual contributor operating alongside skill, role clarity, supervision, training and organisational support.

From a JD-R perspective, personal resources can help employees manage work demands and remain engaged (Bakker & Demerouti, 2017). Multidimensional self-concept may function as a set of personal resources because it shapes perceived capability and social positioning at

work. However, this classification is a theoretical proposition: job performance is multidimensional, and the contribution of self-concept must be assessed alongside job resources, demands, skills and other individual differences.

#### *Development of the Conceptual Framework*

Based on multidimensional self-concept theory, TSCS measurement research, core self-evaluations evidence and JD-R theory, this paper proposes that selected self-concept facets may contribute to job performance among junior executives (Marsh & Shavelson, 1985; Marsh & Richards, 1988; Judge & Bono, 2001; Bakker & Demerouti, 2017). The framework positions self-satisfaction, self-physical and self-social as conceptually distinct but related predictors whose discriminant validity should first be established in the intended workplace population.

Self-satisfaction is proposed to influence performance through confidence, motivation and persistence, consistent with adjacent evidence on positive core self-evaluations (Judge & Bono, 2001; Bono & Judge, 2003). Self-physical is proposed to operate through perceived wellness, professional self-presentation and readiness to engage, while self-social is proposed to operate through communication, teamwork and interpersonal adjustment. Evidence supporting the distinct physical and social TSCS domains (Marsh & Richards, 1988) justifies examining these pathways separately, although the performance relationships themselves remain to be tested.

Table 1

#### *Proposed conceptual framework of the study*

| Independent variables | Possible behavioural mechanisms                                           | Dependent variable |
|-----------------------|---------------------------------------------------------------------------|--------------------|
| Self-satisfaction     | Confidence, motivation, self-worth and persistence                        | Job performance    |
| Self-physical         | Professional self-presentation, perceived energy and workplace confidence | Job performance    |
| Self-social           | Communication, teamwork, interpersonal adjustment and social confidence   | Job performance    |

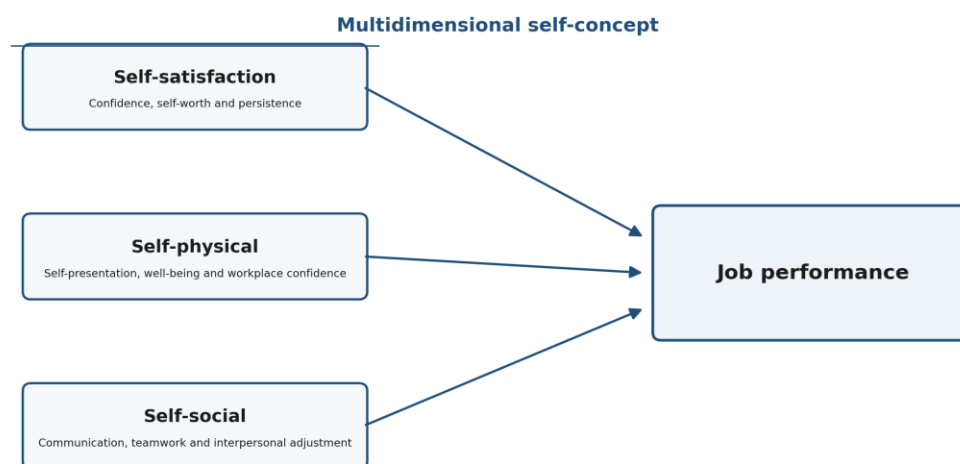


Figure 1. Proposed conceptual framework

Figure 1 illustrates the proposed relationship between the three selected dimensions of self-concept and job performance. The framework does not assume that the dimensions operate in the same way. Instead, each dimension is expected to contribute through a different behavioural mechanism: self-satisfaction through confidence and motivation, self-physical through self-presentation and workplace confidence, and self-social through communication and interpersonal adjustment.

### *Conceptual Propositions*

The following propositions are derived from the multidimensional structure of self-concept and the JD-R argument that personal resources can support work functioning (Shavelson et al., 1976; Marsh & Shavelson, 1985; Bakker & Demerouti, 2017). Direct workplace evidence supports broad core self-evaluations and professional self-concept more clearly than the three selected TSCS facets (Judge & Bono, 2001; Bono & Judge, 2003; Pomerance et al., 2021; Varshney & Varshney, 2024). The statements are therefore presented as propositions for empirical testing rather than as confirmed hypotheses.

- P1: Self-satisfaction is positively associated with job performance among junior executives.
- P2: Self-physical is positively associated with job performance among junior executives.
- P3: Self-social is positively associated with job performance among junior executives.
- P4: Multidimensional self-concept contributes to job performance among junior executives through different psychological and behavioural mechanisms.

### **Discussion**

The proposed framework highlights the value of examining self-concept as multidimensional. Foundational models and measurement studies show that a global score can coexist with distinguishable domain-specific self-perceptions (Shavelson et al., 1976; Marsh & Shavelson, 1985; Marsh & Richards, 1988). A general measure may therefore conceal different profiles, such as strong interpersonal confidence alongside weaker self-satisfaction. Treating the

selected facets separately permits more precise tests of whether they relate to different aspects of task and contextual performance.

The framework also suggests that self-concept may be especially relevant during professional adaptation. Ibarra's (1999) study showed that professionals transitioning toward more senior roles construct and evaluate provisional professional identities through observation, experimentation and feedback. By extension, junior executives' performance may be shaped not only by technical skills but also by evolving perceptions of personal worth, self-presentation and social role; this extension should be tested directly in the Malaysian context. At the same time, the framework does not assume that self-concept alone determines job performance. Performance reflects multiple dimensions and individual differences (Murphy, 1989; Campbell et al., 1990; Barrick & Mount, 1991), while effective performance management also depends on goals, feedback and organisational systems (DeNisi & Murphy, 2017). Multidimensional self-concept is therefore positioned as a possible personal resource within a wider JD-R configuration of demands and resources (Bakker & Demerouti, 2017), not as a complete explanation of performance outcomes.

#### *Implications for Future Research*

This conceptual framework provides a basis for future empirical investigation. Quantitative research should first confirm the measurement structure and discriminant validity of self-satisfaction, physical self-concept and social self-concept in the intended junior-executive population, because TSCS evidence has been stronger for the physical and social scales than for some other components (Marsh & Richards, 1988). Researchers may then use appropriately licensed TSCS-based measures (Fitts & Warren, 1996) together with established task and contextual performance measures to test the propositions. Qualitative research may complement this by examining how junior executives describe the pathways through which their self-perceptions affect workplace behaviour.

Future research may also examine mediating and moderating mechanisms. Work engagement is a theoretically plausible mediator under JD-R theory (Bakker & Demerouti, 2017), and empirical research has linked personality resources, including core self-evaluations, to performance partly through work engagement (Tisu et al., 2020). Person-job fit, emotional exhaustion, organisational support, leadership or role clarity may also condition the relationships. For example, Zhang and Yan (2024) found that core self-evaluations and person-job fit predicted service-recovery performance among hotel frontline employees, partly through lower emotional exhaustion; this is adjacent evidence rather than a direct test of the present framework.

In addition, future studies should consider broader organisational contexts. Although the framework is developed with junior executives in mind, it may be tested across different industries, job levels and cultural settings to determine whether the proposed relationships remain consistent.

#### *Practical Implications*

From a practical perspective, the framework suggests that organisations should combine technical development with psychologically supportive practices for junior executives. Coaching, mentoring, structured feedback, communication development and role clarity may

help employees interpret expectations and build professional confidence (Knight et al., 2022). These practices should complement, rather than replace, evidence-based performance-management systems (DeNisi & Murphy, 2017), and organisations should not use the proposed self-concept facets for selection or high-stakes decisions until the framework has been validated.

The inclusion of self-physical does not mean that organisations should judge employees based on appearance. Instead, the focus should be on professional self-presentation, workplace wellness, confidence and healthy work behaviour. Similarly, self-social can be supported through teamwork activities, communication training and a supportive organisational culture. Overall, the framework encourages organisations to view job performance holistically. Performance improvement should combine employee development with clear goals, fair evaluation, useful feedback, leadership and adequate job resources (DeNisi & Murphy, 2017; Bakker & Demerouti, 2017). The proposed self-concept relationships remain research propositions, so practical interventions should focus on supportive development rather than labelling employees on the basis of unvalidated self-concept scores.

### **Conclusion and Recommendations**

This paper developed a conceptual framework linking multidimensional self-concept and job performance among junior executives. The framework proposes that self-satisfaction, self-physical and self-social may each contribute to job performance through different psychological and behavioural mechanisms. By treating self-concept as multidimensional, the paper offers a more refined understanding of how employee self-perceptions may shape workplace behaviour.

The paper recommends that future empirical research test the proposed framework using appropriate research methods. Researchers may examine whether the three dimensions of self-concept have different levels of influence on job performance and whether the relationship is mediated by factors such as work engagement, confidence or motivation. Organisations are also encouraged to support junior executives through development initiatives that strengthen confidence, communication, self-presentation and role adjustment.

In conclusion, multidimensional self-concept provides a useful conceptual lens for understanding job performance among junior executives. Although it should not be treated as the only determinant of performance, it remains an important psychological factor that deserves further academic and practical attention.

## References

- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1–26. <https://doi.org/10.1111/j.1744-6570.1991.tb00688.x>
- Baumeister, R. F. (1997). Identity, self-concept, and self-esteem: The self lost and found. In R. Hogan, J. A. Johnson, & S. R. Briggs (Eds.), *Handbook of personality psychology* (pp. 681–710). Academic Press. <https://doi.org/10.1016/B978-012134645-4/50027-5>
- Bono, J. E., & Judge, T. A. (2003). Core self-evaluations: A review of the trait and its role in job satisfaction and job performance. *European Journal of Personality*, 17(S1), S5–S18. <https://doi.org/10.1002/per.481>
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71–98). Jossey-Bass.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 35–70). Jossey-Bass.
- Campbell, J. P., McHenry, J. J., & Wise, L. L. (1990). Modeling job performance in a population of jobs. *Personnel Psychology*, 43(2), 313–333. <https://doi.org/10.1111/j.1744-6570.1990.tb01561.x>
- DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421–433. <https://doi.org/10.1037/apl0000085>
- Fitts, W. H. (1965). *Tennessee Self-Concept Scale: Manual*. Counselor Recordings and Tests.
- Fitts, W. H., & Warren, W. L. (1996). *Tennessee Self-Concept Scale: TSCS:2 manual* (2nd ed.). Western Psychological Services.
- Ibarra, H. (1999). Provisional selves: Experimenting with image and identity in professional adaptation. *Administrative Science Quarterly*, 44(4), 764–791. <https://doi.org/10.2307/2667055>
- Jaakkola, E. (2020). Designing conceptual articles: Four approaches. *AMS Review*, 10, 18–26. <https://doi.org/10.1007/s13162-020-00161-0>
- Jokanović, B., Tomić, I., Okanović, A., Grubić-Nešić, L., & Stojić, N. (2023). The influence of organizational change on the employee's performance. In *19th International Scientific Conference on Industrial Systems* (pp. 320–325). Faculty of Technical Sciences. [https://doi.org/10.24867/IS-2023-T6.1-12\\_02041](https://doi.org/10.24867/IS-2023-T6.1-12_02041)
- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, 86(1), 80–92. <https://doi.org/10.1037/0021-9010.86.1.80>
- Jussli, A., Ocampo Villegas, P., & Lippke, S. (2022). Promoting blue-collar employees' work ability: A qualitative study on occupational health practitioners' perspective on feasible interventions. *Work*, 73(2), 591–610. <https://doi.org/10.3233/WOR-205329>
- Knight, C., McLarnon, M. J. W., Wenzel, R., & Parker, S. K. (2022). The importance of relational work design characteristics: A person-centred approach. *Australian Journal of Management*, 47(4), 705–728. <https://doi.org/10.1177/03128962211073021>

- Lau, P. L., Wilkins-Yel, K. G., & Wong, Y. J. (2020). Examining the indirect effects of self-concept on work readiness through resilience and career calling. *Journal of Career Development*, 47(5), 551–564. <https://doi.org/10.1177/0894845319847288>
- Marsh, H. W., & Richards, G. E. (1988). Tennessee Self Concept Scale: Reliability, internal structure, and construct validity. *Journal of Personality and Social Psychology*, 55(4), 612–624. <https://doi.org/10.1037/0022-3514.55.4.612>
- Marsh, H. W., & Shavelson, R. J. (1985). Self-concept: Its multifaceted, hierarchical structure. *Educational Psychologist*, 20(3), 107–123. [https://doi.org/10.1207/s15326985ep2003\\_1](https://doi.org/10.1207/s15326985ep2003_1)
- Murphy, K. R. (1989). Dimensions of job performance. In R. F. Dillon & J. W. Pellegrino (Eds.), *Testing: Theoretical and applied perspectives* (pp. 218–247). Praeger.
- Orth, U., Robins, R. W., & Widaman, K. F. (2012). Life-span development of self-esteem and its effects on important life outcomes. *Journal of Personality and Social Psychology*, 102(6), 1271–1288. <https://doi.org/10.1037/a0025558>
- Pomerance, M. H., Converse, P. D., & Moon, N. A. (2021). Self-concept content and structure: Motivation and performance implications. *Personnel Review*, 50(6), 1514–1529. <https://doi.org/10.1108/PR-07-2019-0403>
- Shavelson, R. J., Hubner, J. J., & Stanton, G. C. (1976). Self-concept: Validation of construct interpretations. *Review of Educational Research*, 46(3), 407–441. <https://doi.org/10.3102/00346543046003407>
- Surakhmat, Ansar, & Kurniawaty. (2023). Working environment and position to employee performance improvement. *Journal of Indonesian Scholars for Social Research*, 3(1), 18–24. <https://doi.org/10.59065/jissr.v3i1.57>
- Tisu, L., Lupşa, D., Vîrgă, D., & Rusu, A. (2020). Personality characteristics, job performance and mental health: The mediating role of work engagement. *Personality and Individual Differences*, 153, Article 109644. <https://doi.org/10.1016/j.paid.2019.109644>
- Varshney, D., & Varshney, N. K. (2024). Self-concept and job performance: The mediating role of resilience. *International Journal of Productivity and Performance Management*, 73(5), 1563–1586. <https://doi.org/10.1108/IJPPM-10-2022-0548>
- Zhang, Z., & Yan, Z. (2024). The impact of core self-evaluations and person-job fit on work-related outcomes. *Frontiers in Psychology*, 15, Article 1341717. <https://doi.org/10.3389/fpsyg.2024.1341717>