



Predicting the Quality of Financial Managers' Organizational Performance Based on Personality Organization, Job Stress and Ego Strength

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Abstract

Objectives: The aim of current study was to predict the quality of financial managers' organizational performance based on personality organization, job stress, and ego strength.

Method: This research was correlational and population includes all of the financial managers of the country that were 800 person. The research sample (266 person) that was selected through purposeful sampling.

The instrument that was used included organizational performance questionnaire of Achieve, Kernberg's inventory of personality organization, questionnaire of job stress, and psychosocial inventory of ego strengths. To analyze the data, Pearson correlation coefficient and multivariate regression were used.

Results: Findings showed that personality organization was negatively correlated with organizational performance in psychological defense subscale, identity crisis, and reality testing. Job stress is negatively correlated with organizational performance in role subscales, communication, leadership support, peers support, control, and change. Ego strength is positively correlated with organizational performance in the subscales of hope, desire, purpose, competence, loyalty and wisdom. The results of regression analysis showed that the subscales of authorities' support, changes, and roles predict 30% of the variance of organizational performance in three valid models totally.

Discussion: The job stress has a significant role in predicting the quality of financial managers' organizational performance, and High ego strength improves the quality of their organizational performance.

Keywords: Organizational performance, Personality organization, Job stress, Ego strength, Financial manager

I. INTRODUCTION:

Every organization is created to accomplish a goal or aims, and all the functions and tasks that are foreseen for different roles are to achieve those goals. One of the factors that can guarantee the achievement of the organization's goals and achieve efficiency and effectiveness is the attention to the organization performance. Organization optimum performance in the organization Due to the efficiency and effectiveness it has for the organization, it has always attracted the attention of managers and experts and has become an independent field of organizational studies. An organization performance illustrates its survival status in the environment, and management's emphasis on the role of employees in improving performance, reveals and demonstrates its importance and can take the form of infrastructure investments in the human resources sector. (Abbaspour&Baroutian, 2010)

Performance in the word means the state or quality of performance, so organizational performance is a general structure that refers to how organizational operations are performed. Neely et al., are presented the most well known definition of performance: "explaining quality process, effectiveness, and efficiency of past actions" (Neely, Adams, & Kennerley, 2002). Others have defined performance, as the accomplishment the tasks assigned which the organization gives to the workforce, and they believe that performance has various dimensions, like an umbrella that encompasses transcendence, profitability and productivity (Nanni, Dixon, & Vollmann, 1990). Now this productivity includes: 1) efficiency that describes how an organization uses resources to produce services or products, 2) effectiveness that describes the degree for organizational goals (Dollery & Worthington, 1996). Organizational performance is also how to perform missions, tasks and activities of organization and the results or outcomes of the executive processes and the achievement of the organization goals. Due to global competition, performance evaluation is needed for the survival of the organization, and the main reason for evaluating and measuring organizational performance is to increase the overall effectiveness of organization and business process, and to allow managers to focus on the areas that need improvement.

Accounting to Article 31 of the country's General Accounting Law, financial manager is an official who is appointed by the order of the Ministry of Economic Affairs and Finance through official and qualified employee. in order to be an authorized official to enforce monitoring and supply coordination in need in performing a financial and accounting roles in the government ministries, agencies, government companies local executive agencies, public institutions non governmental has been appointed and has undertaken the following duties:

- 1- Supervision of financial and accounting affairs, keeping, and regulating the accounts in accordance with the law, rules, and regulations that are related to the accuracy and health.
- 2 - Oversee the preservation of attribution and financial offices.
- 3 - Maintenance, Delivery and Transformation of Funds, Liquidity, Deposits and Securities
- 4 - Maintaining government properties and accounts to control mentioned property

Personality is the internal and external aspect, which are exclusive and permanent nature of the person, which effected on behavior in some situation (Schultz & Schultz, 2009). Different approach tries to explain the personality and others factor of it.

In the meantime, Kernberg is convinced in his theory the personality structure is a permanent structure from the object relations, and it has been internalized.

In this theory, there is emphasis in describable characteristic, normal, and un-normal personality, psychic traits, personality pathology and psychological "structure". In the psychoanalytic view, the scriptures became stable functional patterns that are constantly activated in particular contexts. Psychological structure are organized, behavior, point of view, and mental experiences of the person. (Caligor, Kernberg, &Clarkin, 2007)

Stress is an emotional and physiological state that affects person productivity, usefulness, personal health, and job quality. Job stress is also a type of stress, which is experienced in the workplace, in addition in several factors such as poor working conditions, operation work stress, shifts, long working hours, role ambiguity, and role conflict, poor relationship with managers, coworkers and subordinates is created risks of job. It has been clarified that job stress is leading to unusual and inconsistent behaviors in workplace and creat job dissatisfaction. Although anxiety and stress are normal and transient reactions for most people, and they protect them against potential injuries, people with high stress and anxiety can easily become overwhelmed by the increased workload; And function range in social, psychological, physical and the family area are involved with disorder. In addition, the result is; decreased output, increased errors and accidents, reduced levels of judgment, and increased job dissatisfaction. (Mohammadi, Farahani, Hosni, & Mirdarikovand, 2017)

Ego strength is an important variable in human performance. The term ego strength is used to describe one's ability to deal effectively with competing demands and overwhelming situations, and to operate effectively despite the demands and expectations of these opposing forces. Therefore, the presence of a powerful Ego makes them less likely to show symptoms of trauma, and to have sufficient capacity to withstand the pressure of life's stressful situations. On the other hand, the Ego weakness causes the organism to return from the external world to the internal world and retreat to itself. One of the factors affecting mental health from the perspective of psychoanalysis is Ego strength. Ego plays an important role in the psychological mind function. (Badanfiroz, Rahimian, Najee, & shaikhi, 2017)

In this context, research has shown the impact of individual and occupational factors on organizational performance. Including AkhavanAlavi, Rahmati, & Ghanbari (2014) in a research; entitled "investigating the Impact of Incentive Factors (Job and Organizational and Individual) on supervision quality of financial managers and financial managers of executive agencies ». Concluded that the relationship between incentive factors and the quality of financial supervision was correlated with a correlation coefficient of 0.76 and job factors constituents (correlation coefficient 0.764), organizational factors (correlation coefficient 0.828) and individual factors (correlation coefficient 0.844) are related to the quality of financial supervision.

Danshfar and Safari (2015) in a study; entitled "Investigating the Impact of Individual and Organizational Factors on the Performance of financial managers in AzarbaijanGharbi Governmental Organizations" concluded that personal and organizational factors had a positive impact on the performance of financial managers. Ghaffari, Hosseini, Davoudi, & Lak (2018) in a research; entitled "Self-esteem Relationship with

Organizational Performance and Job Adjustment". Concluded that there is a positive and significant relationship between organizational self-esteem and organizational performance and job adaptation Abdi,&Sayyadi (2015) in a study, called "Predicting Organizational Performance through Knowledge Management in Sport Organizations" concluded that there was a significant relationship between organizational performance and knowledge management. Abbasi, Sayyadi, Abdi, &Sayyadi (2015) in a study entitled "Predicting Organizational Performance of the staff of general administrations of physical education of Kermanshah based on Organizational Silence"they concluded that there is a meaningful relationship between organizational silence and organizational performance.

Abbasi, Hosseini, Amiri, &Karimi (2017) in a study entitled "Predicting Organizational Performance of general administrations of physical education of Lorstan through humanistic intellectual asset" showed that there is a positive significant relationship between intellectual asset and its components with organizational performance. . TaghvaeiYazdi (2015) in a study entitled "Relationship between organizational atmosphere and job stress with organizational performance" concluded that there is a significant relationship between organizational atmosphere and job stress with organizational performance.

Gogan, Artene, Sarca, &Draghici (2016) in a study entitled "The Impact of Intellectual asset on Organizational Performance" concluded that there is a significant relationship between intellectual asset and organizational performance. Farooqui&Nagendra (2014) in a study entitled "The impact of individual organization on job satisfaction and employee performance" concluded that there is a relationship between personality organization and job satisfaction and job performance. However, the relationship between job satisfaction and job performance is also positive. Individual organization is an important predictor of performance. Considering the importance of organizational performance of financial managers and considering research backgrounds related to research variables, the lack of research related to financial managers as a research vacuum, justifies doing this present study. The purpose of this study is to investigate the role of personality organization, job stress and Ego strength in predicting the quality of organizational performance of financial managers.

Research hypotheses

- 1) Personality organization is negatively correlated with the quality of organizational performance of financial managers.
- 2) Job stress is negatively correlated with the quality of organizational performance of financial managers.
- 3) Ego strength is positively correlated with the quality of organizational performance of financial managers.
- 4) Personality organization, job stress and ego strength predict the quality of the organizational performance of the financial managers.

II. METHOD

This research is descriptive and its method is solidarity. In terms of purpose, it is also among applied research.

Population statistical, sample and sampling method

The population statistical of this study includes the financial managers of Economic Affairs and Finance Ministry of the whole country, which included about 800 people in the study area which by using Morgan table, 266 person are chosen as "purposeful sampling" in 19 province. Pearson Correlation Coefficient and Multiple Regression were used for data analysis.

Research tools

Organizational Performance Questionnaire: In this study, Acheive organizational performance questionnaire developed by Huersi&Goldsmit was used to measure organizational performance. The questionnaire consists of 42 items and it has been measured seven components of ability, clarity, assistance, incentive, evaluation, validity and environment. The scale of this questionnaire is based on the Likert scale (very low, 1, low, 2, medium, 3, high, 4, very high, 5). The invariance of the questionnaire in the research of Asadi, Ganbarpour, Ghorbani&Doosti (2009) was calculated, based on Cronbach's 86/0 alpha method. In the present study invariance is acquire from Cronbach's 0.94.alpha.

Kernberg's Inventory of personality organization: Kernberg&Clarkin (1995) designed a 155-item personality organization self-report questionnaire, out of this number, 57 items they had measured three

important dimensions of initial psychological defenses, identity confusion, and reality testing. The rest of the questions also relate to the type and extent of interpersonal relationships that were not used in the original research (Lenzenweger, Clarkin, Kernberg&Foelsch, 2001) in Iran, factor structure, reliability, credibility have been investigated by Al Behbahani&Mohammadi (2007).

This questionnaire currently contains 37 items and the rest of the questions were omitted due to loading factor, which is less than 30/0, common variances in two or three factors, and shifting the questions due to other factors. The coefficients of validity for the whole inventory and the dimensions of the initial psychological defenses, identity confusion, and reality testing were calculated 0.90, 0.82, 0.68 and 0.91 respectively. The answers to these questions are based on a 5-point Likert scoring method (completely true to completely false). The reliability of the present study was achieved, by using Cronbach's 0.96 alpha.

Job Stress Questionnaire:

This questionnaire was consisted in the late 1990s by the British HSE Health and Safety Executive to measure job stress in English employees and staffs in seven domains.

These seven areas are: 1- Demand: including issues such as work load, characteristics and work environment. 2- Control: How far can be said a person is on track. 3- Officials support: The amount of support a person receives from the management and support service. 4- Peer support: The amount of support one receives from colleagues. 5-communication: Increased training and positive attributes to enhance social communication and reduce work place involvement and conflict. 6-Role: Understand the role of personnel in the organization they serve, and 7- Change: How the organization and the forces of an organization change. This tool has 35 questions on a five-point Likert scale. The overall validity of this test was based on Cronbach's 78/0 alpha method (Azad marzabadi&Gholamifesharaki, 2010). In the present study reliability was obtained using Cronbach's 0.80 alpha.

Psychological inventory of Ego strength: This inventory was made by Markstrom, Sabino, Turner & Berman (1997), which measures 8 Ego strength Points (hope, desire, purpose, merit, loyalty, love, care and wisdom) and has 64 questions.

This questionnaire was based on a Likert scale (it is not in line with my idea at all, it is not in line with my idea, it is somewhat in line with my idea, it is totally in line with my idea) which they have respectively score of 1, 2, 3, 4, and 5. Altafi (2009) reported Cronbach's inventory alpha, for the Iranian sample as 0.91 and the reliability of the two halves of the scale as 0.77. In the present study, reliability was obtained using Cronbach's alpha of 0.84.

III. RESULTS:

Table 1 shows information on 266 participants (40 women, 204 men and 22 without data) shows gender and marital status. The average age of the research participants was 44 years with a standard deviation of 6 and the average of work duration of participants is 20 years with a standard deviation of 6.

Table 1: Frequency of research participants by gender and marital status

gender	single	Married	Without data	all
female	6	34		40
male	7	197		204
all	13	231	22	266

Hypothesis 1: Personality organization is negatively correlated with the quality of organizational performance of financial managers.

Pearson correlation method was used to test the correlation between personality organization with subscales (psychological defenses, identity confusion and reality testing) and quality of organizational performance with subscales (ability, clarity, assistance, incentive, evaluation, validity and environment). It is presented in Table 2.

Table 2: Personality Organization Subscales of Correlation Matrix and Organizational Performance Quality

Title	Psychological defenses	Identity confusion	Reality testing
ability	-0.54**	-.37	-.38*
clarity	-.52*	-.47	-.27*
assistance	-.46*	-.56*	-.38*
incentive	.51	-.39	-.36
evaluation	.44	-.35	-.36
validity	-.56*	-.33	-.47
environment	.34	-.17	-.37

** P< 0.001

* P< 0.005

Hypothesis 2: High job stress is negatively correlated with the quality of organizational performance of financial managers.

To test the correlation of job stress with subscales (role, communication, Official support, peer support, control, demand and change) and quality of organizational performance with subscales (ability, clarity, assistance, incentive, evaluation, validity and environment) the Pearson correlation method is used which the results of it, are presented in Table 3.

Table 3: Job stress subscales of correlation matrix with quality subscales of organizational performance

Title	Role	communication	Official support	peer support	control	demand	change
ability	.29**	.35**	.39*	.56*	.36*	.50	.54*
clarity	.27**	.33	.35**	.39**	.54**	.27	.36**
assistance	.75*	.17	.33**	.35**	.16**	.58	.54**
incentive	.17*	.048	.17**	.33**	.31**	.06	.16**
evaluation	.23*	.48**	.48**	.17*	.11**	.35	.31**
validity	.20	.35	.32**	.48**	.19**	.14	.11**
environment	.09**	.16	.35**	.09**	.48**	.28	.19**

** P< 0.001

* P< 0.005

According to the job stress questionnaire grading (high scores indicate low job stress and vice versa), the correlation matrix in Table 3 shows that there is a significant negative correlation between role subscales and subscales of ability, clarity and environment at the level of 0/001, and has significant negative correlation with assistance, incentives and evaluation subscales at the level of 0.005. Significant negative correlation was found between ability subscales and evaluation at the level of 0.001. There was a significant negative correlation between the Official support with the ability subscale at the level of 0.005 and the subscales of clarity, assistance, incentives, evaluation, validity and environment at the level of 0.001.

There was a significant negative correlation between peer support subscale and ability subscale at the level of 0.005 and, with clarity, assistance, incentive, evaluation, validity and environment subscales at the level of 0.001. There was a significant negative correlation between the control subscale and the ability subscale at the level of 0.005 and with the subscales of clarity, assistance, incentives, evaluation, validity and environment at the level of 0.001. There is no correlation between the demand subscale and any of the organizational performance subscales. There was a significant negative correlation between the subscales of change and the subscale of ability at the level of 0.005 and the subscales of clarity, assistance, incentives, evaluation, validity and environment at the level of 0.001.

Hypothesis 3: Ego strength is positively correlated with the quality of organizational performance of financial managers.

To test the correlation of ego strength with subscales (hope, desire, goal, competence, loyalty, love, care and wisdom) and quality of organizational performance with subscales (ability, clarity, assistance,

incentive, evaluation, validity and environment) by Pearson correlation method which the results are presented in Table 4.

Table 4: Correlation matrix of ego strength subscales with organizational performance subscales

Title	Hope	Desire	Goal	Competence	Loyalty	Love	Care	Wisdom
Ability	.29**	.16**	.21**	.39**	.48**	.27	.36**	.40*
Clarity	.54**	.27**	.16**	.30**	.21*	.58*	.54**	.63*
Assistance	.19**	.30	.11	.35	.31	.06*	.16	.009
Incentive	.25**	.003	.19	.14	.11	.35	.31	.31
Evaluation	.25**	.21*	.17	.003*	.19*	.14	.11**	.01
Validity	.16**	.19*	.21	.16	.48	.28	.19	.30
environment	.24	.009	.24	.16	.21	.39	.48	.003

** P< 0.001

* P< 0.005

The correlation matrix results in Table 4 show that there is a significant positive correlation between the Hope subscale and the subscales of ability, clarity, assistance, incentive, evaluation and validity at the level of 0.001. Significant positive correlations were found between the required subscales and the subscales of ability and clarity at the level of 0.001 and with the subscales of evaluation and validity at the level of 0.005.

There was a significant positive correlation between the target subscales and the subscales of ability and clarity at the level of 0.001. Significant positive correlation was found between competency subscale and subscales of ability, clarity and evaluation at the level of 0.001

There was a significant positive correlation between loyalty subscale and ability subscale at the level of 0.001 and a significant positive correlation at clarity and evaluation at the level of 0.005. There was a significant positive correlation between the care subscales and the subscales of ability, clarity and evaluation at the level of .001. There was a significant positive correlation between the wisdom subscale and the subscales of ability and clarity at the level of 0.005.

Hypothesis 4: Personality Organization, Job Stress, and Ego strength, predict the Quality of Organizational Performance of financial managers.

In this section, the total score of the organizational performance quality as a criterion variable with the personality organization subscales (psychological defense, identity confusion, reality testing), job stress subscales (role, communication, Official support, peer support, control, demand, change). , Ego power subscales (hope, desire, purpose, competence, loyalty, love, care, wisdom) were entered into progressive multivariate regression analysis as predictor variables.

Table 5: Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Official support	0	Forward (Criterion: Probability-of-F-to-enter <= .050)
2	Changes	0	Forward (Criterion: Probability-of-F-to-enter <= .050)
3	Role	0	Forward (Criterion: Probability-of-F-to-enter <= .050)

a. Dependent Variable: Organizational performance

Table 5 shows that the progressive regression used in this hypothesis, predicted three subscales of Official support, changes, and role of the organizational performance variable job stress questionnaire.

Table 6: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.494 ^a	.242	.239		16.3901	
2	.525 ^b	.276	.270		16.0483	
3	.548 ^c	.300	.292		15.8081	1.638

a. Predictors: (Constant), Official support

b. Predictors: (Constant), Official support , change

The amount of adjustment factor in Table 6 in progressive multivariate regression analysis shows that the official support subscales, predict 30% of the organizational performance variance in three valid models. In the Durbin-Watson test, the amount of $d = 1.63$ is between 1.5 and 2.5, shows that there is no First order solidarity between the data itself. In other words, with $F = 37.39$ and $df = 265$, the Importance of this test increases and it can be assumed that In our intended model there is a linear relationship between the variables

Table 7: Regression coefficients

Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (constant)	103.36	5.06		20.41	.000
Official support	2.67	.291	.491	9.17	.000
2 (constant)	95.65	5.42		17.64	.000
Official support	1.86	.367	.342	5.737	.000
change	2.04	.581	.237	3.449	.000
3 (constant)	81.26	7.16		11.347	.000
Official support	1.60	.37	.295	4.31	.000
chnage	2.11	.57	.245	3.68	.000
Role	.879	.29	.161	3.00	.002

a. Dependent Variable: Organizational performance

According to Table 7, the hypothesis regression line equation can be written as follows:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3$$

$$\text{Organizational performance} = 81.26 + 1.60 \text{ Official support} + 2.11 \text{ chnage} + 0.87 \text{ role}$$

According to the data, the official support subscales that is 24% ($P < 0.001$ and $84.08 = 265, 1F$, $P < 0.001$) change subscales that is 5.3%, ($P < 0.001$ and $50.03 = 26, 1F$), and the role subscale that is 5.2 Percentages ($P < 0.001$ and $F = 37.39 = 265.1$) explained the variance of organizational performance.

IV. DISCUSSION

The purpose of this study was to predict the organizational performance of financial mangers based on personality organization, job stress and ego strength. Findings showed that there is a negative significant relationship between organizational personality and job stress with organizational performance quality and a positive and significant relationship between ego strength and organizational performance. Based on the analyzes, the official support subscales, changes and role of job stress variable, predict in total of 30% of variance of organizational performance in three valid models, which it is explained the organizational performance variance in order: 24%, $P < 0.001$ and $84.08 = 265, 1F$), variance subscales of 5.3%, ($P < 0.001$ and $50.03 = 265, 1F$) and role subscales of 5.2%, ($P < 0.001$ and $37.39 = 265, 1F$). These findings are aligned with the research conducted by AkhavanAlavi, Rahmati, &Ghanbari (2014), Ghaffari, Hosseini, Davoudi, &Lak (2018), Abbasi, Sayadi, Eydi, &Sayadi (2015), Taghvaeiyazdi (2015), Farooqui&Nagendra (2014).

Based on the findings of the hypotheses explanation, it can be said that abnormal personality organization decreases the quality of organizational performance. In Kernberg's model of personality organization, Kernberg represents the normal, boundary, and abnormal personality in a continuum framework. In this model, personality organization is distinguished at three levels: 1- neurotic, 2-boundary, and 3-psychotic, which differ in three dimensions: reality testing, identity integration, and defense mechanisms (Millon, Grossman, Millon, Meagher, &Ramnath, 2004).

Also, job stress reduces the quality of organizational performance. According to a model presented by Payne in 1979, job stress is considered as a function of the interaction between demands, supports, and constraints on the job. Payne (1979) argues that support is so important because it can help counteract

the pressure of job demands. A job can have job demands without causing stress if the worker is well supported. (Hasani, 2005)

As well as, high ego strength improves the quality of organizational performance. According to Stafrace (2004), my strength is the ego's ability to face the external reality, when I interact with desires, the superego and the external environment. In other words, my strength activates mechanisms in the mind that reduce the internal conflicts. Lavertue, Kumar, & Pekala (2002) consider my strength as the ability to adapt the external demands and to compatible with internal demands.

Based on the findings of the research, it is recommended to increase the quality of organizational performance of financial managers, psychological training and life skills, and enhance the ego strength on the scales of hope, desire, purpose, competence, loyalty, care and wisdom for financial managers, as well as greater support from authorities for financial managers. One of the limitations of the research was a method to send written questionnaire which led to an extension of the time of its implementation, which is suggested to use an electronic methods for collecting information to shorten the time of the research.

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