

# Role of Psychological Disorder and Depression in Job Performance Based on the Teacher-Apprentice System

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## Abstract

Various studies examined the role of psychological factors among employees. However, the effect of personality disorder and depression was not examined on job performance. Therefore, the objective of this study is to examine the role of personality disorder and depression in job performance. This investigation was carried out among the employees of Chinese retail stores. To examine the relationship between personality disorder, depression, work efficiency and job performance, a survey was carried out among the retail stores. 700 questionnaires were distributed by using the cluster sampling technique. Data were analyzed by using Smart PLS. It is found that psychological factors have significant effect on job performance. Any case of personality disorder has negative role in job performance. Personality disorder has negative effect on work efficiency. Moreover, depression also has negative effect on job performance. Depression shows negative role to decrease work efficiency. Therefore, both psychological factors, including; personality disorder and depression has negative effect on job performance.

**Keywords:** Personality disorder, depression, work efficiency, job performance, retail stores.

Retail industry is an important industry among other industries which has significant role in various sectors. Because it has valuable contribution to number of sectors. Retail stores has vital role in various business activities. Therefore, the importance of retail sector cannot be ignored in any case (Chopra & Kashyap, 2020; Sorrentino et al., 2019; Mnguni, 2019; Maake & Tranos, 2019; Adle & Akdemir, 2019; Garidzirai et al., 2019; Bello & Steyn, 2019; Palheta et al., 2019). Along with the importance of retail stores in different activities, it also has significant importance for the business sector which has contribution to the economy. Retail market is one of the big markets spread worldwide and capturing the highest market share. That is the reason retail sector has valuable contribution to every nation economy. As the retail sector is important to generate various employment opportunities through retail stores and causes to increase the gross-domestic product (GDP) of every country.

To sustain a significant performance by the retail sector, employee of the organization has key importance. In this direction, the job performance of employee in retail stores is most important. Retail market is heavily depending on the employees. Because this sector has several employees including the workers, employees at stores and employee related to the sale force. Contribution of all these employees (Razzaq, Maqbool, & Hameed, 2019; Hanifah et al., 2019;) in retail stores is the important to achieve retail industry higher performance. However, the low performance of retail store employee can decrease the retail industry performance. Literature also shows that retail sector employee performance is most important (Al Karim, Islam, & Rashid, 2019; Sung, Rahim, Bahron, & Lee, 2018; Maciejczak, 2018; Tomka & Kisic, 2018; Otero & Celis, 2019).

However, various retail sector companies are facing several problems related to the employees. As employee job

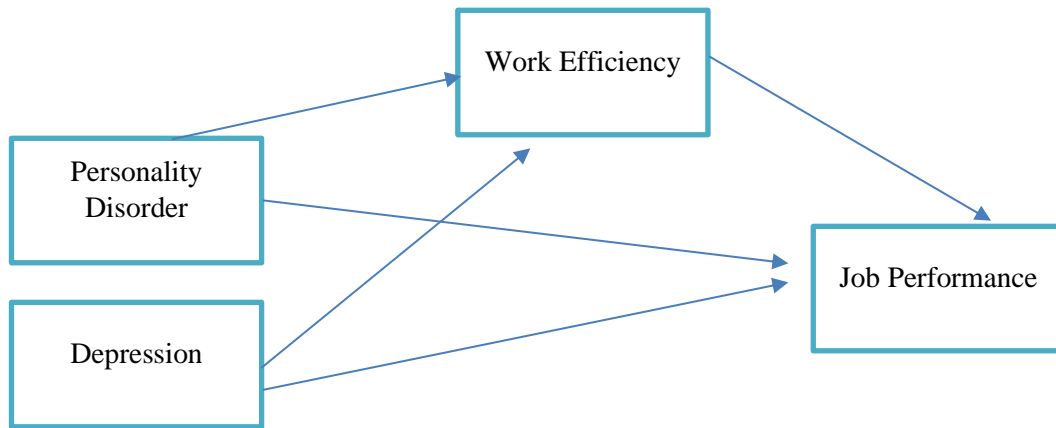
performance is key to the success for every industry, therefore, low job performance in retail sector has considerable negative influence on overall industry performance. Thus, it is one of the serious issues. Particularly, the Indonesian retail market is facing problems of job performance. To get higher performance, it is very important to fix this problem related to the employee performance. However, it is mentioned by prior studies that job performance is a major challenge (LePine, Podsakoff, & LePine, 2005; Van Laethem, Beckers, de Bloom, Sianoja, & Kinnunen, 2019). Most of the companies facing challenges to enhance the job performance to get success in the market. In the competitive market, the job performance is very important because the survival is very tough, and every member of the company should have contribution to the business.

However, why the companies are facing the issue of job performance? This is one of the most valuable question to answer. This study is also one of the attempts to answer this question in context of the retail industry. To enhance the performance of retail stores, it is very important to identify the factors which effect on job performance. According to this study, personality disorder is an important factor which causes low job performance among employees (Bowers et al., 2006). Along with this, depression among the employee also has major effect on job performance. The employee having depression generally do not perform better as compared to the normal employees. Therefore, personality disorder and depression are the factors having significant influence on job performance. Personality disorder and depression has role in retail stores employee job performance.

Rich literature is available on the issues of personality disorder (Mehren et al., 2020; Rudge, Feigenbaum, & Fonagy, 2020), but the relationship of personality disorder is not discussed in relation to the job performance. Moreover, the literature also discussing the depression (Thisted et al., 2020),

however, its relationship is also not discussed in respect to the job performance. Along with this, personality disorder and depression are completely missing in retail industry literature. In this way, this study is contributing to literature by examining the effect of personality disorder and depression on job performance. Hence, the objective of this study is to examine the role of personality disorder and depression in job performance. The relationship between personality disorder, depression, work efficiency and job performance were

measured. This is vital relationship in the field of retail industry which has contribution in theoretical and practical way. Furthermore, the study considered work efficiency as mediating variable in this study. None of the study examined the mediating effect of employee work efficiency between psychological factor and job performance. Figure 1 highlighted the relationship between personality disorder, depression, work efficiency and job performance.

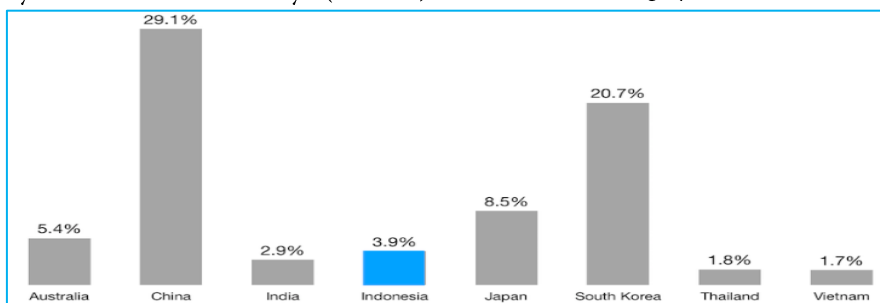


**Figure 1:** Theoretical framework of the study highlighted the relationship between personality disorder, depression, work efficiency and job performance

**Literature Review and Hypotheses Development**

Retail store is a place of business generally owned as well as operated by a retailer, however, sometimes owned and worked by a specific manufacturer or by someone other than a retailer in which goods are sold mainly to final consumers. The retail field comprises of superstores, department stores, various chain stores, different specialty stores, numerous franchise stores, other online merchants, and also including door-to-door sellers. Retail stores usually purchase their goods from different wholesalers and resell these goods to individual consumers and sell them with very small quantities. All the retail stores collectively called retail industry (Wamba,

Lefebvre, Bendavid, & Lefebvre, 2008). This industry has significant importance in every nation as this industry has major role in all businesses and provide the necessary items to the businesses and individual people. The handsome contribution of retail industry to the businesses development is already acknowledge by the literature. The is the reason retail industry is major importance both for individuals as well as businesses. Various studies in the literature has mentioned the advantages of retail industry (Gullo, Tsamos, Hafner, Ge, & Tassou, 2017). Along with other developed and developing countries, the Indonesian retail market is also growing. Now the Indonesian retail market is increasingly participating in e-retail market as shown in Figure 2. China is in top position in retail market following by the South Korea.



**Figure 2.** Retail E-Commerce Penetration  
Source: E-Marketer 2019

Due to the increasing importance of retail industry, its positive and sustainable performance is always required to support individual people and businesses. However, the performance of this industry is affected due to number of factors. Among all the elements, company employees are

important. The employee performance is vital in this aspect to handle the overall performance of retail industry. Therefore, job performance of retail industry employee has primary role, but the job performance of retail industry employee is influenced by different individual factors such as personality disorder and

depression. Both personality disorder and depression have contribution to the job performance. Both these factors have crucial role in employee performance because personality disorder and depression are the psychological issues which has effect to handle the job-related duties.

Personality disorder is one of the diseases. A disease is an abnormal disorder that negatively disturbs the function of various parts of an organism, and that is not because of any immediate external damage. Diseases are usually known to be one of the medical conditions that are related with specific signs. Among the employee personality disorder has important role having influence on employee performance. Generally, it has negative effect on the performance of employee, as it led to decrease in the performance of employees. Personality disorder has relationship with the employees (Klein, 2003; Sidle, 2011). This disease decreases the ability of an employee to handle situation of stress and decrease the performance. During high stress, employee cannot work appropriately which has negative effect on performance. Those employees which handle stress in better way they perform better and contribute to the company performance. However, those employees who cannot handle the stress, they cannot perform in right direction. Therefore, personality disorder decreases the ability of an employee to handle the stress and finally decrease the job performance. Moreover, the psychologically ill employee cannot manage the pressure. Most of the time employees face pressure situation due to high work burden or high targets which effect negatively on their performance. As the pressure has psychologically negative effect on employee which shows negative effect on performance. It is also clear from other studies that stress and pressure has negative effect on employees (Ninaus, Diehl, Terlutter, Chan, & Huang, 2015).

Furthermore, depression also has negative effect on employee job performance. Depression is a mood disorder that can influence a person's daily life. It does not only effect the person's daily life, but it also effect on the people in the organization. It has significant influence on the employee of the organization. Similar to the personality disorder, depression also has connection with stress and pressure. Depression increases the both stress and pressure among the employees. Various previous studies also mentioned that stress and pressure has negative effect on the employee (Mitchell, Greenbaum, Vogel, Mawritz, & Keating, 2019). Kessler et al. (2008) mentioned that depression has negative effect on employee work performance. Any change in the level of depression among employee shows negative influence on work performance. Therefore, above debate shows the both personality disorder and depression decreases the job performance which lead to the below hypotheses;

**Hypothesis 1.** Personality disorder has negative effect on job performance.

**Hypothesis 2.** Depression has negative effect on job performance.

Nevertheless, personality disorder has relationship with the employee work efficiency. However, similar to the job performance, personality disorder has negative influence on

employee work efficiency. A healthy mind always works better and work efficiently, however, unhealthy mind does not work efficiently. The employee having personality disorder cannot work actively which causes to decrease the efficiency. It is described by Fonagy, Luyten, Allison, and Campbell (2017), that personality disorder has significant effect on the human mind. This significant effect on human mind finally lead to decrease in employee efficiency. Further to this, depression also has relationship with employee efficiency. Depression is also the type of disease which causes to disturb the human mind and employee performance. Similar to the personality disorder, depression also effect on the human mind and finally decreases the mind performance towards organizational duties. This ultimately decreases the employee work efficiency. As the depression has effect on human mind which is proved by the previous studies (Eswarappa, Neylan, Whooley, Metzler, & Cohen, 2019; Hawley et al., 2017). Thus, following hypotheses are proposed;

**Hypothesis 3.** Personality disorder has negative effect on work efficiency.

**Hypothesis 4.** Depression has negative effect on work efficiency.

Additionally, employee work efficiency has relationship with job performance. Work efficiency has positive effect on job performance. Increase in the work efficiency increase the job performance among the organizations. This is also proved by the previous studies that work efficiency and job performance has positive relationship (Parker, Burns, Parrish, Ryno, & Sherrill, 2014). Moreover, this study also examined the mediation effect of work efficiency between personality disorder and job performance, depression and job performance.

**Hypothesis 5.** Work efficiency has positive effect on job performance.

**Hypothesis 6.** Work efficiency mediates the relationship between personality disorder and job performance.

**Hypothesis 7.** Work efficiency mediates the relationship between depression and job performance.

## Methodology

To measure the relationship between personality disorder, depression, work efficiency and job performance, this study carried out a research survey. The survey was consisting of a survey questionnaire in which various close ended questions were asked to the respondents. Therefore, primary data were gathered in this study to measure the effect of personality disorder and depression on job performance. For this purpose, a questionnaire was developed and distributed among the respondents. Population of the study was based on the retail stores of Indonesia. Retail is the procedure of selling consumer goods as well as services to customers with the help of several channels of distribution to earn profit. These retail store have many employees such as managers, workers and sale force team. Questionnaires were distributed among these employees to examine the effect of psychological disorder and depression

on job performance. Actually, the questionnaire is the best way to get the opinion and views of employees or respondents (Francis et al., 2004). Moreover, a Likert scale was used in this study for data collection.

Personality disorder was measured by asking the questions related to the unhealthy pattern of thinking, functioning and behaving. Depression was measured by asking the questions related to the stress and pressure feeling by the employee due to the job duties. Work efficiency was measured by asking the questions related to the quality as well as timely completion of work activities. Finally, the job performance was measured by asking the questions that whether the employees are attaining the targets, whether the employees have organizational objectives, whether employees like to achieve organizational

objectives and whether the employees wanted the organization on top. Finally, 700 questionnaires were distributed by using the cluster sampling technique, as the area cluster sampling is suitable in this nature of population (Ul-Hameed, Mohammad, & Shahar, 2018).

## Data Analysis

According to the Aydin and ŞENOĞLU (2018), it is really important to handle the missing value as well as outlier in the data. Therefore, this study followed the recommendations of other studies and analyze the data to fix the errors of missing value and outlier. It is given in Table 1.

Table 1.

### Data Statistics

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
PD1	1	0	3.368	4	1	7	1.87	-1.937	0.226
PD2	2	0	3.074	2	1	7	2.258	-0.924	1.766
PD3	3	0	3.025	2	1	7	1.331	-1.02	0.747
PD4	4	0	3.104	2	1	7	2.155	-0.826	0.751
PD5	5	0	3.031	2	1	7	1.172	-1.779	0.798
PD6	6	0	3.018	2	1	7	2.418	-1.105	1.761
DEP1	7	0	2.871	2	1	7	2.131	-0.498	0.957
DEP2	8	0	2.969	2	1	7	2.926	-0.416	0.818
DEP3	9	0	2.871	2	1	7	2.019	-1.412	0.882
DEP4	10	0	2.908	2	1	7	1.153	-0.633	0.868
DEP5	11	0	2.982	2	1	7	2.097	-0.662	1.802
WE1	12	0	3.055	2	1	7	2.233	-0.882	0.751
WE2	13	0	2.969	2	1	7	1.423	-1.06	0.788
WE3	14	0	2.84	2	1	7	2.136	-0.52	0.93
WE4	15	0	2.994	2	1	7	2.2	-1.753	0.866
WE5	16	0	3.546	4	1	6	1.449	-1.013	0.085
WE6	17	0	3.466	4	1	6	1.659	-1.341	-1.062
WE7	18	0	3.509	3	1	6	2.496	-0.169	-0.062
JP1	19	0	3.485	3	1	6	1.496	-1.352	0.019
JP2	20	0	3.417	3	1	6	1.574	-1.401	-0.208
JP3	21	0	3.515	3	1	6	2.496	-1.223	-0.208
JP4	22	0	3.393	3	1	6	1.607	-0.375	0.066
JP5	23	0	3.472	3	1	6	1.516	-1.252	-1.144
JP6	24	0	3.417	3	1	6	1.581	-1.425	0.013
JP7	25	0	3.466	4	1	6	2.564	-1.325	-0.126
JP8	26	0	3.387	3	1	6	1.603	-1.336	-0.153
JP9	27	0	3.515	3	1	6	1.572	-0.378	-0.225

This study measured all the variables with the help of scale items. Scale items are given in Figure 3. The factor loadings of all the scale items are also given in Figure 3. Factor loadings are also given in Table 3. Personality disorder is measured through six items and one item was deleted due to low factor loading. Depression is measured through five items, work efficiency is measured through seven items and finally, job performance is

measured through nine items. This study used PLS algorithm for factor loading analysis which is recommended by other studies (J. F. Hair, Sarstedt, Pieper, & Ringle, 2012; Zahra, Hameed, Fiaz, & Basheer, 2019). All the variables; personality disorder, depression, work efficiency and job performance have factor loadings above 0.7.

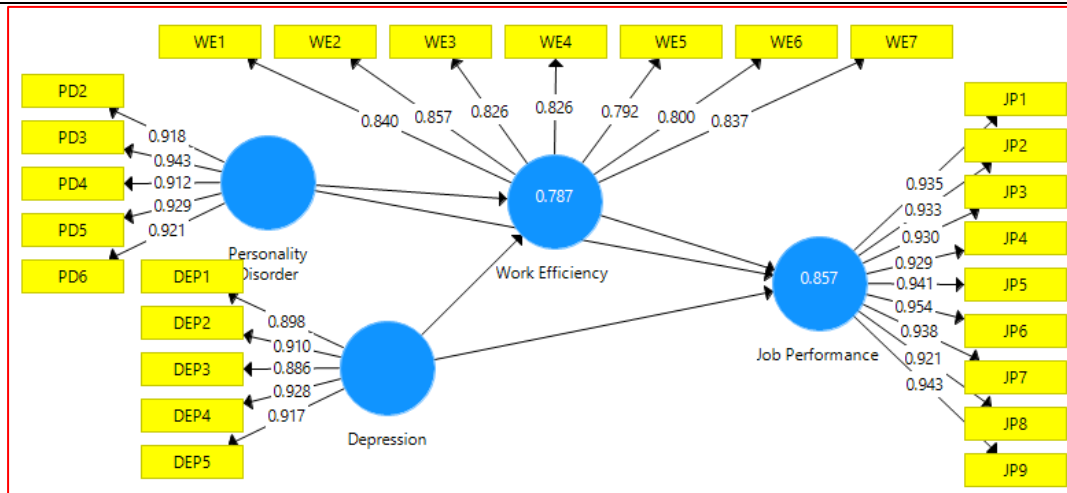


Figure 3. Measurement Model

Table 2. Factor Loadings

	Depression	Job Performance	Personality Disorder	Work Efficiency
DEP1	0.898			
DEP2	0.91			
DEP3	0.886			
DEP4	0.928			
DEP5	0.917			
JP1		0.935		
JP2		0.933		
JP3		0.93		
JP4		0.929		
JP5		0.941		
JP6		0.954		
JP7		0.938		
JP8		0.921		
JP9		0.943		
PD2			0.918	
PD3			0.943	
PD4			0.912	
PD5			0.929	
PD6			0.921	
WE1				0.84
WE2				0.857
WE3				0.826
WE4				0.826
WE5				0.792
WE6				0.8
WE7				0.837

Moreover, this study used composite reliability (CR) to examine reliability assessment. Average variance extracted (AVE) is used for convergent validity assessment. Table 4 provided the cross-loadings for discriminant validity assessment. According to J. Hair, Hollingsworth, Randolph, and Chong (2017), CR must be above 0.7 and AVE must be above 0.5. It is found that personality disorder has AVE 0.855,

depression has AVE 0.824, work efficiency has AVE 0.681 and job performance has AVE 0.876. Personality disorder, depression, work efficiency and job performance have CR above 0.7. Hence, the criteria for CR and AVE is met which achieved the reliability and convergent validity.

**Table 3.**  
Alpha, AVE and CR

	Alpha	rho_A	CR	(AVE)
Depression	0.947	0.947	0.959	0.824
Job Performance	0.982	0.982	0.985	0.876
Personality Disorder	0.958	0.958	0.967	0.855
Work Efficiency	0.922	0.922	0.937	0.681

**Table 4.**  
Cross-Loadings

	Depression	Job Performance	Personality Disorder	Work Efficiency
DEP1	0.898	0.504	0.844	0.779
DEP2	0.91	0.511	0.84	0.771
DEP3	0.886	0.527	0.874	0.793
DEP4	0.928	0.574	0.861	0.819
DEP5	0.917	0.503	0.867	0.783
JP1	0.578	0.935	0.592	0.834
JP2	0.564	0.933	0.575	0.817
JP3	0.536	0.93	0.538	0.795
JP4	0.505	0.929	0.519	0.779
JP5	0.519	0.941	0.529	0.788
JP6	0.527	0.954	0.529	0.788
JP7	0.561	0.938	0.577	0.825
JP8	0.542	0.921	0.55	0.777
JP9	0.532	0.943	0.545	0.784
PD2	0.887	0.52	0.918	0.802
PD3	0.897	0.537	0.943	0.808
PD4	0.855	0.538	0.912	0.812
PD5	0.843	0.564	0.929	0.8
PD6	0.884	0.561	0.921	0.841
WE1	0.873	0.559	0.859	0.89
WE2	0.897	0.568	0.707	0.898
WE3	0.847	0.548	0.881	0.926
WE4	0.848	0.551	0.861	0.896
WE5	0.484	0.882	0.493	0.892
WE6	0.5	0.722	0.508	0.8
WE7	0.564	0.712	0.559	0.837

Further, this study examined the influence of personality disorder on job performance. The effect of personality disorder was also examined on work efficiency of employees. The influence of depression was examined on job performance of employee and employee work efficiency. Moreover, the effect of employee work efficiency was examined on job performance. These relationship were examined by applying PLS structural model (Dahri, Hameed, Nawaz, Sami, & Bux Shah, 2019; F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; J. F. Hair, Ringle, & Sarstedt, 2013). This process is given in Figure 4.

It is evident from Table 5 that personality disorder has negative effect on job performance. It also has negative effect on employee job performance. Moreover, depression has negative effect on employee job performance and employee work efficiency. However, work efficiency has positive effect on job performance. Both personality disorder and depression has decreased the job performance and work efficiency. Job efficiency increases the job performance.

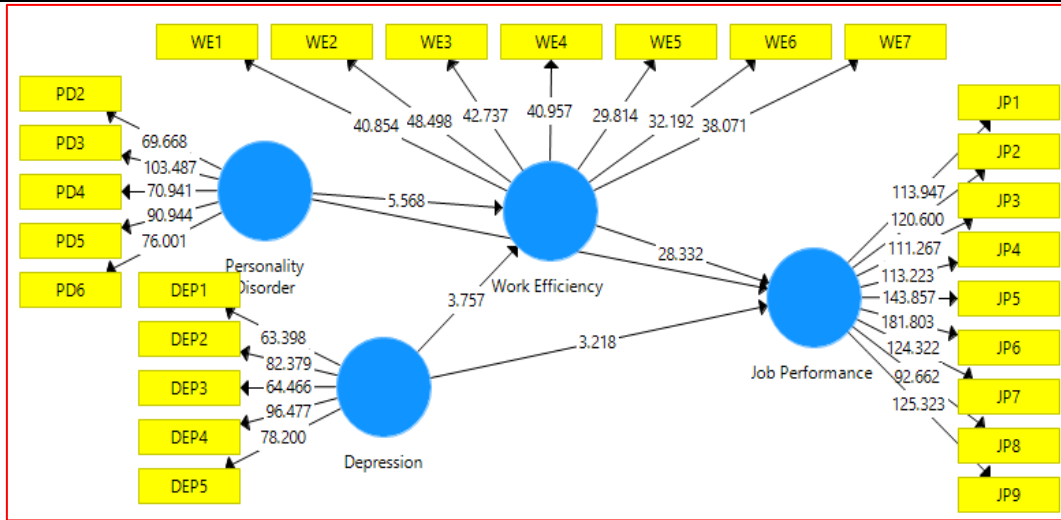


Figure 4. Structural Model

Table 5.

Results

	(O)	(M)	SD	T Statistics	P Values
Depression -> Job Performance	-0.36	-0.357	0.112	3.218	0.001
Depression -> Work Efficiency	-0.365	-0.363	0.097	3.757	0
Personality Disorder -> Job Performance	-0.428	-0.436	0.106	4.032	0
Personality Disorder -> Work Efficiency	-0.535	-0.536	0.096	5.568	0
Work Efficiency -> Job Performance	1.543	1.547	0.054	28.332	0

Nevertheless, this study examined the mediation effect of work efficiency. Work efficiency as mediating variable was examined between personality disorder and job performance. Moreover, the mediation effect was also examined between depression and job performance. These results are given in Table 6. According to the results, work efficiency is a mediating variable between personality disorder and job performance. Mediation effect is also significant between depression and job performance.

Mediation Results

	(O)	(M)	SD	T Statistics	P Values
Depression -> Work Efficiency -> Job Performance	0.56	0.56	0.15	3.599	0
Personality Disorder -> Work Efficiency -> Job Performance	0.82	0.82	0.14	5.683	0

performance. This study followed instructions of Preacher and Hayes (2008) for mediation effect. Figure 5 highlighted the indirect effect between personality disorder and job performance. Figure 6 shows the indirect effect between depression and job performance. Moreover, this study show the substantial variance in job performance, which is 85.7% (Chin, 1998).

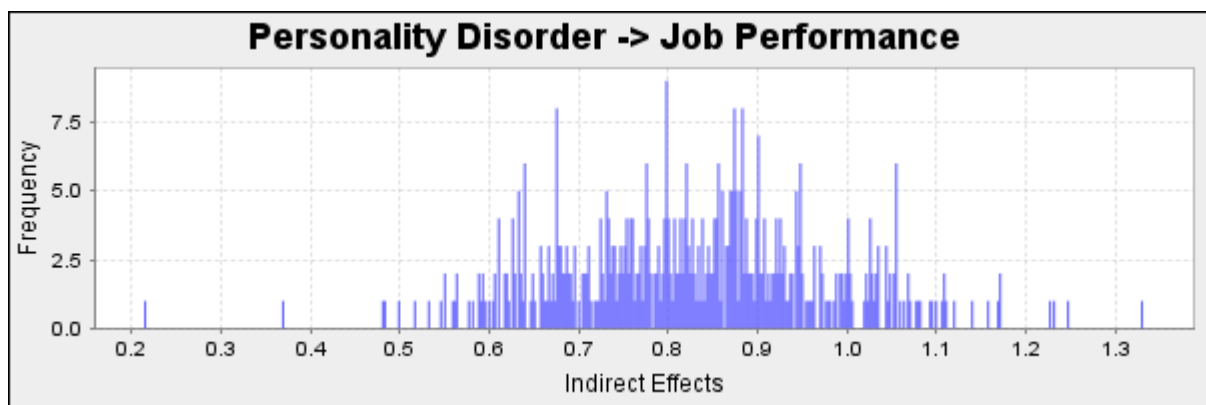




Figure 5. Mediation effect histogram between personal disorder and job performance

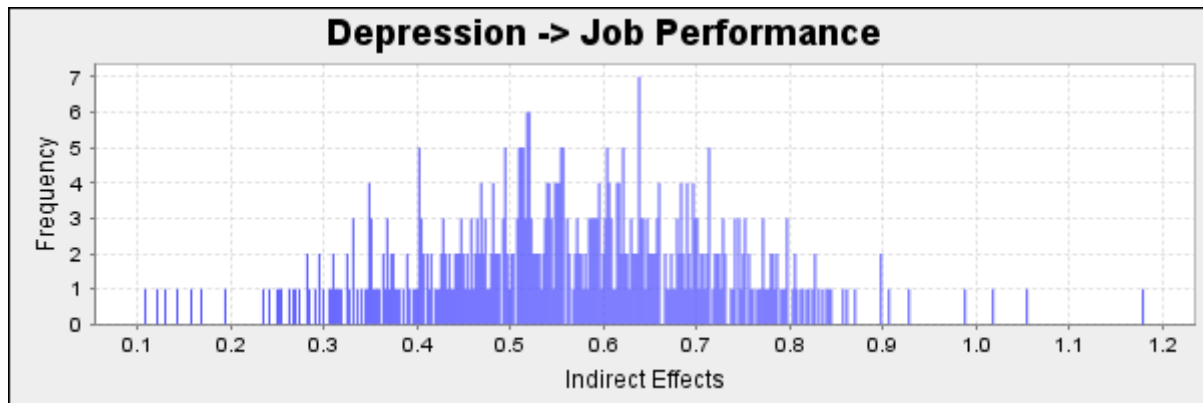


Figure 6. Mediation effect histogram between depression and job performance

## Conclusion

The relationship between personality disorder, depression, work efficiency and job performance were examined. The objective of this study was to examine the role of personality disorder and depression in job performance. This study was carried out among the Indonesian retail stores. Data were collected from the retail store employees.

It is found that psychological factors have significant effect on job performance. There are many psychological factors, however, according to the current study, personality disorder and depression at workplace has key role in job performance. Any case of personality disorder has negative effect in job performance. Increase in personality disorder has negative effect on job performance. Increase in personality disorder decreases the job performance. Personality disorder has negative effect on work efficiency. Decrease in the employee work efficiency due to increase in employee disorder has negative effect on job performance. Among retail stores, personality disorder has negative effect on job performance of employees. Moreover, depression also has negative effect on job performance. Increase in the depression decreases the job performance. Besides, increase in efficiency decreases the work efficiency. Depression shows negative role to decrease work efficiency. Therefore, both psychological factors, including; personality disorder and depression has negative effect on job performance. As the psychology has major contribution among the employee in organizations. These factors are the responsible factors of low employee performance. Any change in the psychological factors has influence on performance of the employees as proved by the current study. Hence, personality disorder and depression are the key psychological factors

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having crucial role in job performance of employee. Particularly, personality disorder and depression are more important in Indonesian retail stores.

## Implications of the Study

The current study has several theoretical implications as this study examined the relationship between personality disorder, depression, work efficiency and job performance. This relationship is not observed by the previous investigations. Especially, the relationship between personality disorder, depression, work efficiency and job performance are not examined in retail stores of Indonesia. In this direction, this study identified personality disorder and depression as psychological factors influencing the job performance of employees in retail stores of Indonesia. Moreover, this study highlighted that personality disorder and depression has role in employee efficiency which is not examined in earlier studies. The effect of psychological factors such as personality disorder and depression were not examined in previous studies among the retail stores. Along with these theoretical implications, the present study also has several implications practically. Practically, the results of this study are very much helpful to highlight the role of personality disorder and depression on job performance of the employees. Management of retail stores can enhance the performance of their employees by decreasing the personality disorder and depression among the employees. Both these psychological factors not only has effect on job performance of the Indonesian retail stores, but it also has relationship with the employee of any other sector, in this direction, this study is also very helpful for the management of any other industry to enhance the performance by decreasing the personality disorder and depression.



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