The effects of self-esteem and locus of control on self reported personal reputation

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Abstract

Purpose -The purpose of this study is to examine the effect of such personality traits as self-esteem and internal locus of control on personal reputation of manager trainees. This study may help to draw attention to the management trainees who are potential and probably future managers of companies in various industries in order to clarify how the relationship between individual variables (eg. self-esteem and internal locus of control) can influence their personal reputation.

Design/methodology/approach - An empirical study was conducted with 196 management trainees from different industries of BIST (Borsa Istanbul) 100 companies in Istanbul, Turkey. The questionnaire was constructed to assess the main variables of the study (self-esteem, internal locus of control and personal reputation) and demographic characteristics.

Findings - Confirmatory factory analysis (CFA) were performed for each scale. The findings of multiple regression analysis show that both self-esteem and internal locus of control have impact on personal reputation. Internals have higher personal reputation than people who have high self-esteem.

Research limitations/implications - This study was conducted among management trainees. Therefore, the results of the study cannot be generalized to other groups.

Practical implications - This study may draw business people's attention to the importance of developing such characteristics as a challenge for business success in such a rapidly changing, competitive global business environment.

Originality/value - This study is valuable in order to analyze the reputation at individual level while most studies in the literature examine reputation at organization level. Particularly, when a manager's personal reputation's influence on an organization's reputation is assumed, this study may provide some beneficial findings for future studies to explain company reputation from an individual aspect.

Keywords - Personal reputation, Self-esteem, Internal locus of control, Management trainees.

Paper type - Research paper.

1. Introduction

In nowadays challenging business environment, company reputation has become a very important asset and intellectual capital for company success. Company reputation requires a very tactfully planned and implemented business strategy. Successful companies pursue competitive and well-crafted strategies. Managers' personal reputation, on the other hand, may also be identified with the company they represent and with their effectiveness in the organization (Tsui, 1984); therefore, managers should be very careful about what kind of personal reputation they have developed so far and what type of influence personal image may have on several organizational outcomes such as company reputation. In cases where companies have wrong practices, for instance, a very powerful and positive manager reputation may also save the company reputation. Or a weak and unsuccessful manager reputation may also damage the company reputation. Managers with poor reputation run

their companies poorly (Jin and Yeo, 2011).

Since personal reputation, in relation to manager's reputation, is an important issue for the company success, this study intends to analyze personal reputation among manager trainees from the perspective of its antecedents such as self-esteem and internal locus of control. Personal reputation is an individual concept about how a person appears to his social environment. It is a kind of collective image of the individual as he or she is perceived by his/ her environment. In different terms, personal reputation represents the perspective about how an individual is seen and perceived by others. Self-esteem, on the other hand, is a type of personality trait that explains how confident the individual is with the way he feels and the way he acts. It is an important personality trait for employees in business organizations. People with high self-esteem are likely to be more productive, more committed to what they do and to be better at their jobs, accordingly they may have higher personal reputation than others (Judge *et al.,* 2001). As another important personality trait, internal locus of control determines the individual's control of his own goals, life and behavior (Rotter, 2006). The ends that the individual faces are caused by his own behavior. Internals who control their successes or failures may have higher reputation than externals who believe that their achievements and ends are controlled by other factors in their environment.

Since it is assumed that personality traits such as self-esteem and internal locus of control have impact on personal reputation, this study is designed to examine the effect of self-esteem and internal locus of control on personal reputation of manager trainees in Turkey. Personal reputation itself is an important concept, particularly for managers or manager trainees as they acquire a status that sometimes contribute to such positive individual and organizational outcomes as employee success, commitment, satisfaction and productivity. Therefore, it may become necessary to analyze the antecedents of personal reputation so that strategies and recommendations for managers can be generated to help them and their organizations prosper. For this purpose, an empirical study was conducted to show the relationship between personality trait variables and reputation. This study is valuable to understand the reputation at individual level while most studies about reputation are discussed at organization level. Also, it is important to analyze the effect of individual level variables on personal reputation.

Previous studies on personal reputation investigated the relationship between reputation and several individual and social factors. (Cavazza *et al.,* 2005) studied the relationship between personal reputation, social context and self-monitoring individual characteristic whereas Baumeister (1982) demonstrated the relationship between self-presentation as one of the theories that explains self-esteem and personal reputation. Anderson and Shriko (2009) discussed the relationship between previous behavior and personal reputation while Zinko and others (2010) assumed reputation as a variable that determines organizational behavior citizenship. Zinko *et al.* (2013) also studied the relationship between personal reputation and political behavior. Abrate and Viglia (2017) explained that personal reputation should be developed to optimize incomes. Zinko *et al* (2016) studied the negative aspects of personal reputation. In another study by Zinko and Rubin (2015), the determinants of personal reputation were investigated as the need for self-esteem, the need for belongingness and desire for rewards.

Based on reviewing what has been studied about personal reputation from the past to the present, our study is expected to contribute to the literature by considering the less studied individual factors' role on personal reputation. Another contribution of our study may be about focusing on personal reputation that has been neglected in academic studies compared to organizational reputation. Particularly, for building trust and reputation from managerial aspect, personal reputation can be assumed as one of the main variables to be considered. Since the participants involved in this study are management trainees, the findings of the study may contribute to the literature from the point of personal reputation's importance on evaluating managers' reputation that sometimes is associated with the reputation of organizations.

2. Literature review

2.1 From corporate reputation to personal reputation

The concept of corporate reputation has gained importance in recent years. Especially, in the past two decades, there has been considerable interest and research on corporate reputation (Mishina *et al.,* 2012). Because of many factors such as increased public awareness about corporate actions and issues, increased requirements by multiple stakeholder groups, word-of-mouth and customer's personal experience with a company's products and services, corporate reputation is becoming more important for academicians and practitioners (Shamma, 2012). Reputation is a common concept discussed in organizational studies. However, it is difficult to define and conceptualize the boundries and content of reputation for most researchers (Hall *et al.*, 2004). Reputation is generally defined as the collective, stakeholder group-specific assessment regarding an organization's capability to create value based on its characteristics and qualities (Mishina *et al.*, 2012). In another definition, reputation is assumed to reflect perceptual judgements of employees internally and other stakeholders externally in its competitive and institutional environment (Fombrun *et al.*, 2000). In one of the most referred definition of Fombrun (1996), reputation is formed by the assessment of stakeholders on the firm's performance (Odriozola and Luna, 2015). Therefore, reputation includes collective representation of a company's past, present and expected future actions that describe its overall attractiveness to diverse stakeholders (Fombrun, 2015). A variety of measurement scales are used to measure corporate reputation. Reputation Quotient (RQ) is the mostly used tool with such dimensions as products and services, innovation, governance, citizenship, performance, workplace environment and leadership (Fombrun and Shanley, 1990). In this measurement, leadership is described with how much the company demonstrates a clear vision and strong leadership (Fombrun and Gardberg, 2000). Leaders that play a prominent role in how firms are perceived have a distinct influence on corporate reputation. Therefore, leaders' signals of company's underlying capabilities and propensities should be considered first before evaluating company reputation (Love *et al.*, 2017).

There has been considerable interest in reputation that has been shown as to be an important factor about organization's values as well as employee's behavior (Zinko *et al.*, 2007). Recent studies show that an individual's reputation at work is built on others' perceptions of his/her character and performance that contribute to his/her personal influence and effectiveness (Laird *et al.,* 2012; Ferris *et al.*, 2003). Researchers and practitioners often investigated reputation at organizational level; but some of them have been exploring reputation at individual level (Foste and Botero, 2011). Personal reputation is about individuals' capabilities to do their jobs effectively, and to be helpful towards others in work life (Zinko *et al.*, 2011). It represents an idea about how other people see and consider an individual (Hall *et al.,* 2009). If people want to be reputable, they should consistently deliver on their promises. By doing so, they can develop positive impressions of themselves over other people and change others' ideas and thoughts about themselves. If we want to have a general idea about an individual, we should look at individuals' past, present and future behaviors. Personal reputation can be developed by spreading personal information within the individual's social network. People strive to have a good impression on other people by being respectful and making things good for them (Cavazza *et al.,* 2014). They want to be recognized well by others while they build their reputation positively. It is a combination of assessments about the person and it can be gained through business processes, systems and other people associated with the individual (Griffiths, 2014). In personal reputation building process, individuals present their personal identities that stimulate a meaningful emotional response to followers about their standing and image (Chakrabarti, 2014). As a result, personal reputation is defined as "a perceptual identity formed from the collective perceptions of others, which is reflective of the complex combination of salient personal characteristics and accomplishments, demonstrated behavior, and intended images presented over some period of time as observed directly and/or reported from secondary sources, which reduces ambiguity about expected future behavior". (Zinko *et al.,* 2007).

Organizational studies have linked reputation to impression management, self-presentation, attributions, human capital, career advancement, political skill and power (Zinko, 2013).

Reputation can be multifaceted and assessed by many dimensions as specific facts, actions, roles and relations (Anderson and Shirako, 2009). Zinko *et al.,* (2007) suggests that building and maintaining a personal reputation depends on personal traits, interested audiences and a desire by others to promote the reputation (Zinko *et al.,* 2017). Individuals with a desire to gain a favorable reputation should be able to convince others and promote themselves by improving and focusing on their task related skills and personality traits (Zinko *et al.,* 2012). Therefore, further examination of the nature of personal reputation is required to define how reputation relates to personality variables such as self-esteem and internal locus of control. It will probably be better to give a final definition associated with personal reputation that will provide a link between personality traits and reputation as it is the core purpose of this study. Meyer (2000) defined personal reputation as how others interpret your character based on the idea that personal reputation is influenced by personality traits and skills. Referring to the definition of Meyer's, this study aims to propose that such personality characteristics can influence personal reputation.

2.2 Effects of self-esteem and internal locus of control on personal reputation
There has been a growing interest in the impact of personality traits in the work place including employees' behavior and organizational behavior (Leung and Bozionelos, 2004). Judge *et al.,* (1997) indicated four specific traits: self-esteem, self-efficacy, internal locus of control and emotional stability. In this study, among all these specific traits, self-esteem and internal locus of control will be discussed as variables that are assumed to have effect on personal reputation. Self-esteem is defined as how much value people give to themselves (Baumeister *et al.,* 2003). It is a kind of domain-specific self-evaluation which represents people's degree of liking or disliking themselves (Neff, *et al.,* 2013). Self-esteem that is composed of two distinct dimensions, competence and worth refers most generally to an individual's overall positive evaluation of the self. Efficacy-based self-esteem is about the degree to which people see themselves as capable and efficacious. The worth dimension (worth-based self-esteem) refers to the degree to which individuals feel they are persons of value (Cast and Burke, 2002).
As a concept, self-esteem differs from self-efficacy. Self-efficacy represents the belief about what abilities and behaviors may occur in the future. Zinko *et al.* (2011) supports the idea that high self-efficacious individuals are more likely than others to enjoy favorable personal reputation at work. By this way, individuals who have developed more favorable reputations are seen as more legitimate, competent, and trustworthy (Liu *et al.*, 2007). Self-efficacy is the most discussed and operationalized personality trait among others to explain personal reputation. On the other hand, self-esteem is explained mainly with self-presentation and it is defined in the literature by how much value people place on themselves. It represents the evaluative component of self-knowledge. High self-esteem refers to a highly favorable global evaluation of the self (Baumeister *et al.,* 2003). People with high self-esteem expects respect and admiration; people with low self-esteem anticipates disapproval and rejection (Baumeister, 1982). They generally show confidence and better performance than people with low self-esteem (Baumeister et al., 1989).
A person with a high self-esteem will see a highly challenging job as an opportunity which he or she can benefit from (Judge and Bono, 2001). People who have high self-esteem tend to reveal high job satisfaction and job performance also tend to perform successfully in order to maintain their positive reputation (Judge and Bono, 2001). Since they also feel that almost everyone will approve, love and value them, they may feel good about themselves. Cohen (1959) stated that individuals expect to be seen by others as the way they see themselves. This implication shows that people with high self-esteem wish to be seen by others in the same positive light and often will desire their abilities and talents to be accepted by others (Zinko *et al.,* 2012). Baumeister *et al.,* (1989) argues that people with high self-esteem are more self-presentation oriented and they enhance prestige and reputation for competence. Zinko and Rubin (2015) propose that a need for self-esteem will motivate individuals to create a positive personal reputation.
Reviewing the literature, the following hypothesis was formulated in this study as:

Hypothesis 1: People who have high self-esteem have high personal reputation.
In 1950s Rotter developed the term internal locus of control which meant an individual's level of control over his/her behavior. Locus of control can be explained from two different aspects: internal locus of control and external locus of control. Internal person can influence his/her environment, make his or her own choices, believe his/her behavior can create desired outcomes (Rotter, 1966). On the other hand, external person can believe in fate and windfall (Srivastava, 2009). A person with internal locus of control can independently try to achieve his goals no matter how challenging and complicated they are. Some studies show that internals can perform effectively than externals on the job (Garson and Stanwyck, 1997) and exhibit active and positive work. Internals are more likely to take responsibilities about their actions and more successful than externals about job accomplishments. Employees with higher internal locus of control tend to have higher levels of job satisfaction and performance to cope with stressful conditions (Ru Hsu, 2011).

On the other hand, externals have a tendency to believe in fate that they cannot change their environment with their own efforts. When they encounter difficulty while achieving their goals, they may easily give up. Their actions are controlled and ruled by others in their environment. As a result, internal locus of control has a strong, positive relationship with work-related issues. According to a comparison between internal locus of control and external locus of control, we can suggest that people who have internal locus of control have positive personal reputation than people who have external locus of control. Internally focused people are more likely to take responsibility for their actions. Internals rebuild efforts that can enhance their reputations even in negative conditions (Claeys *et al.,* 2010). Based on what has been discussed about internal locus of control, the second hypothesis was formulated as:

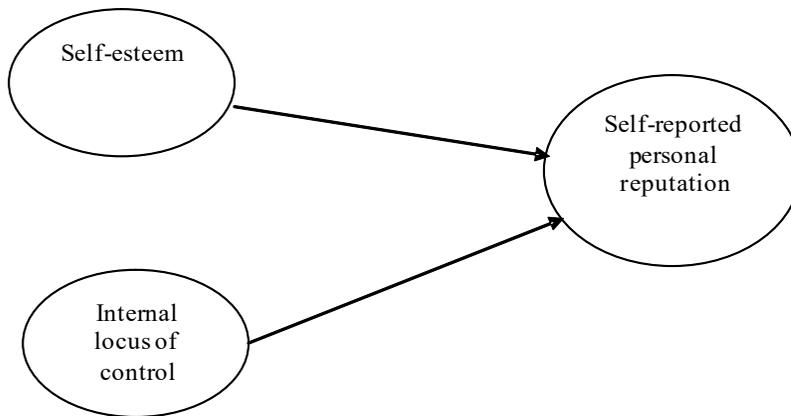*Hypothesis 2: People who have high internal locus of control have higher personal reputation than externals.*

Figure 1.
Conceptual model of the study

As it can be seen in Figure 1, the independent variables are self-esteem and internal locus of control while personal reputation is the dependent variable.

3. Research methodology

3.1 Sample and procedure
The study was conducted with 196 management trainees from different industries of BIST (Borsa Istanbul) 100 companies in Istanbul, Turkey. The online survey was sent to the HR managers of the selected companies to find out the number of manager trainees in such companies. Accordingly, with the assistance of HR managers in each company, the survey was conveyed to management trainees. The companies involved to our study vary from manufacturing to service industries particularly in banking, insurance, IT, engineering, pharmaceutical and so on. Participants were leaded to respond to the survey by using the web-based survey link. Participants who volunteered to contribute to the study by

responding to the questionnaire were assured of the confidentiality of their responses. The majority of the participants are male (62.5 percent), between 25 and above ages (52.4 percent) and single (70.4 percent). All of the respondents have graduate degrees. However, some of them are involved to postgraduate programs. In terms of work experience, 98 of them have 1-5 years tenure at present job. 25 percent of the participants are in managerial positions.

3.2 Measures

Data were collected using a 49-item questionnaire. The questionnaire was constructed to assess 3 variables (self-esteem, internal locus of control and personal reputation) and demographic characteristics such as position, age, gender, tenure at current job. The scale items were translated to Turkish by researchers and professionals in English language; then back translated again. Items were revised and reviewed with the support of other academics in organizational behavior area.

3.3 Self-esteem scale

The scale (SES) consisted of 20 items and was developed by Heatherton and Polivy (1991). Performance dimension of self-esteem was measured by 7 items (e.g.: "I feel confident about my abilities"). Social dimension of self-esteem was measured by 7 items as well (e.g.: "I feel displeased with myself") while appearance dimension was measured by 6 items (e.g.: "I am worried about looking foolish"). Responses were given on a scale ranging from 1 (Never agree) to 6 (Completely agree) where some of the items were reversed.

3.4 Internal locus of control

The scale consists of 17 items given on a 6-point likert type of scale which was adapted from Rotter's (1966) scale. This scale measures generalized expectancies for internal locus of control (e.g: "My mistakes and problems are my responsibility to deal with"). Some of the items are coded as reversed.

3.5 Self-reported personal reputation

This scale was evaluated based on self-reported perceptions of participants on their own personal reputation. In the literature, personal reputation was generally measured by asking other people who are assumed to have an impression of the person in order to evaluate the person's actions. In this study, personal reputation was measured by the person's own self-reports as was also used in Zinko *et al.*(2010) study. It is accepted that self-reported measures are particularly valid and appropriate for evaluating individual differences (Carroll *et al.,* 1999; Smith-Adcock and Kerpelman, 2005). Personal reputation scale consists of 12 items which were developed by Zinko *et al.* (2007). An example from a group of items is "I have the reputation of producing the highest quality performance ". This scale is responded on a 6 point likert scale ranging from 1 (Never agree) to 6 (Completely agree).

4. Data Analysis

Statistics were obtained using SPSS 18.0 including data screening and preparation while fit of the measurement model was tested in AMOS 22.0. Data analyses included confirmatory factory analysis (CFA), descriptive statistics and multiple regression analyses. Composite scores of self-reported personal reputation, self-esteem, and internal locus of control were attained by averaging the items of the variables. Multiple regression analysis were used to test the hypotheses.

5. Results

5.1 Confirmatory factor analysis

To assess the validity and reliability of measures, comparative fit index (CFI) was used for each one of the dimension constructs. The Cronbach alpha coefficiency of each scale in

this study is higher than the commonly accepted 0.60 (Taber, 2017). First of all, for the 20 items scale that measures self-esteem, the cronbach alpha value of self-esteem was found as 0.86. For the 14 item internal locus of control scale, the cronbach alpha value was found as 0.92. Lastly, the cronbach alpha value of personal reputation scale was assessed as 0.88. Confirmatory factor analysis (CFA) with self-perception of personal reputation, self-esteem, and internal locus of control shows that the model fit the data well, $\chi 2$ /df =2.90, GFI= 0.95, CFI=0.92, NFI=0.96, RMSEA=0.05. This measurement model yielded an acceptable fit to the data as suggested by Janssens et al. (2008) ($\chi 2$ /df=3, GFI> 0.90; CFI> 0.90; NFI> 0.90, RMSEA>0.05).

The average variance extracted (AVE) was between 0.66 and 0.52 for each construct, which was all higher than 0.05 (Bagozzi et al.,1991), supporting convergent validity. The composite reliability ranged from 0.72 to 0.90, higher than the standard of 0.60 (Hair et al., 2006). The results of the analysis show that our measurement scales have high validity and reliability.

	Proposed model
GFI	0.95
CFI	0.92
NFI	0.96
RMSEA	0.05
χ2/df=72.5/25	2.90

Table 1.
Goodness of fit indices for
overall model

5.2 Descriptive statistics and correlation analysis

Correlation analysis was performed to examine the interactions between research variables. Table 1 presents means, standard deviations, and correlations for all the measures. According to the results of the descriptive statistics, mean and standard deviation for the self-esteem and internal locus of control variables were found as 3.9 and 1.7; 4.3 and .98 respectively. This result indicates that the internal locus of control level of management trainees is higher when it is compared with the level of self-esteem. Mean and standard deviation for the personal reputation was found as 4.9 and 1.2. Consequently, personal reputation level of management trainees were perceived to be high by themselves (Table 2).

To test the hypotheses of the study, first, correlation analysis was performed to explain the relationship between self-esteem, internal locus of control and personal reputation as seen on Table 3. Both personality traits were found to be correlated to personal reputation. The highest correlation can be detected between personal reputation and internal locus of control (r=.420). It is followed by the correlation between personal reputation and self-esteem (r=.270).

	Mean	Sd.	Self-esteem	Internal locus of control
Self-esteem	3.9	1.7	1	
Internal locus of control	4.3	0.98	.140**	1
Personal reputation	4.9	1.2	.270**	.420**

Table 2.
Descriptive statistics and
correlations analysis of
variables

5.3 Test of hypotheses

Following correlation analysis, the effects of independent variables (self-esteem and internal locus of control), on dependent variable (personal reputation) were tested by multiple regression analyses.

The results of multiple regression analysis (Table 3) show that both self-esteem and internal locus of control have significant effect on personal reputation (p=.003 and p=.000). Accordingly, H1 and H2 hypotheses are accepted. The results of the study also draws our attention to the fact that internal locus of control has higher effect than self-esteem on personal reputation (β =.380 > .220).

	β	T	p
Self-esteem	.220	2.80	0.003
Internal locus of control	.380	5.30	0.000
**p< 0.01*p<0.05			
R^2= 0.51 Adj R^2=0 .50 Sig=0.000			

6. Discussion

This study examines the effect of self-esteem and internal locus of control on personal reputation of management trainees selected from various sectors in Istanbul. Our study is a quantitative one that aims to test the hypothesis by examining the results collected from a questionnaire that measure self-esteem, internal locus of control and personal reputation. Self-esteem is a personality trait that implies to confidence in one's own characteristics and the value a person identifies with himself. People with high self-esteem have tendencies to take responsibility in challenging jobs by looking for opportunities they can benefit from. Research findings report that the people with high self-esteem are also more resilient to self-image threats and more likely to savor positive effects (Kundu and Rani, 2007). In a study by Norman, Gardner and Pierce (2015), it was stated that employees who had higher levels of self-esteem were found to be more satisfied with their jobs, more committed to their organization and had higher levels of achievement needs (Norman, *et al.,* 2015). Our findings draw attention to the fact that internal locus of control is another kind of personality trait that refers to the degree of control a person achieves in his life as well as in his decision making activities. A person's internal locus is conceptualized as either internal or external (Lee, 2013). People with internal locus of control will be able to make their own decisions related to their career development which may lead to personal success in business life. Both high self-esteem and internal locus of control are positive traits that help a person develop a potential for positive reputation. Positive individual reputation is an important virtue in business life, particularly for the people who are to be promoted to managerial positions. In that case, the findings of our study will be contributing to business life since participants consist of management trainees. The findings show that both self-esteem and internal locus of control have significant impact on personal reputation of management trainees. Similar findings were found in a recent study by Pan *et al.* (2014). People with confidence and tendency to achieve upper level goals will build up a better personal reputation. Moreover, people with control on their matters such as decision making, business strategy planning and implementation, solving challenging problems will have a potential to be more successful in business affairs which may also contribute to their personal reputation. Personal reputation, on the other hand, is a virtue that is related to individuals' capacity to perform their jobs effectively as was also pointed out by Laird *et al.* (2013); Zinko *et al.* (2007). It can be a critical key factor in organizational success. Therefore, finding out the individual antecedents of personal reputation can help companies effectively accomplish their goals and productivity by considering the role of individual factors on employee behavior and performance.

7. Limitations

This study was conducted among management trainees. Therefore, the results of the study cannot be generalized to other groups. Personal reputation that was measured based on self-reported perceptions of participants is one of the limitations of the study. During the implementation process, some participants found the questionnaire too long and they withdrew. The number of MTs are not so many in companies and it varies from one company to another. The sample participated in this study with their voluntariness, so we had to depend on their willingness. However, looking for participants' willingness yielded to a lower participation rate.

8. Academic contribution and future research

In terms of academic implication of this study, reputation has mostly been studied at organizational level in the context of corporate reputation but there is a growing need to emphasize the importance of personal reputation as it may also influence how corporate reputation is perceived. Bromley (2001) found that personal reputation affects the perceptions of corporate reputation. In different terms, a business organization's reputation may also be perceived based on its manager's personal reputation. From this aspect, the determinants of personal reputation becomes important in terms what sort of factors influence personal reputation. As was analyzed and discussed in this study, among several factors that may affect personal reputation, individual factors need to be studied to find out the link between them and the reputation. For instance, Baumeister (1982) analyzed the relationship between self-esteem and reputation. Zinko *et al.* (2013) observed the relationship between political behavior and reputation. In another study by Zinko *et al.* (2012), human capital was found to be related to reputation. As the above studies pointed out, individual factors may be the source of personal reputation in most of the cases. Therefore, here in this study, such individual factors as self-esteem and internal locus of control are taken into consideration and the findings show that both of these individual factors are effective in developing personal reputation.

In future studies, personality traits' impact on personal reputation can be analyzed in relation to corporate reputation. The findings of future studies may also investigate the relationship between such personality traits as the big five personality factors, personal reputation and several organizational outcomes such as corporate image, corporate reputation, organizational trust, positive organizational climate, strong organizational culture, low turnover rates, high organizational commitment, increase in sales, productivity and so on.

9. Managerial implications

Personal reputation is about others' perceptions of the individual in terms of his accomplishments, abilities, cooperativeness and communication skills. Nowadays, in a challenging and rapidly changing global business environment, high personal reputation may be considered as a very important characteristic and competence that business managers should acquire. Therefore, this study may draw business people's attention to the importance of developing such characteristics as a challenge for business success. In different terms, a business organization's reputation may also be perceived based on its manager's personal reputation. Accordingly, managers need to concentrate and care more about how their personality traits are reflected on their behavior. By improving their own reputation, they may also help their companies' reputation to benefit from. Particularly, management trainees' skills should be developed and improved through building reputation by the use of their individual capacity and potential in relation to increasing their awareness of self-esteem. Trainees should be participating with their ideas in decision making and problem solving processes to support the use of their internal locus of control. A supporting climate and culture should be created through the implementation of activities related to the use and development of personal reputation by allocating all required organizational resources for organizational success.

Companies may also need to focus on their personal selection and career management processes to select individuals with such personality traits as internal locus of control and self-esteem for their influence on company success via personal reputation while assessing future managers with the right potential.

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