

IMPACT OF CORE SELF EVALUATION (CSE) ON JOB SATISFACTION IN EDUCATION SECTOR OF PAKISTAN

Yasir IQBAL

University of the Punjab Pakistan

ABSTRACT

The focus of this research is to determine the impact of core self evaluation (CSE) on job satisfaction in Educational sector of Pakistan. CSE is a wide trait which is indicated by four principle dimensions self esteem, locus of control, self efficacy and neuroticism. 300 self administered questionnaires were distributed among academic staff of universities and 240 fully completed questionnaires were received for a response rate of 80%. Self esteem, self efficacy, locus of control and emotional stability (low neuroticism) are positive and significant predictor of job satisfaction. Individuals who have high level of CSE are more satisfied with their job. The managerial implications, limitations and future guidelines of research have also been discussed.

Keywords: Core self evaluation (CSE), Self Esteem, Self Efficacy, Locus of Control, Emotional Stability (Low Neuroticism), Job Satisfaction.

INTRODUCTION

Core self evaluation (CSE) is defined as individual's perception about oneself and one's basic evaluations (Packer, 1985). People with high core self evaluation (CSE) feel confident and think positively of themselves whereas people with low self evaluation will lack confidence. People with high core self evaluation (CSE) appraise themselves higher. Job satisfaction is how much any employee is satisfied with his job. Job satisfaction can be defined as emotional response to work condition. Locke defined job satisfaction as desirable emotional or pleasurable state in response to a person's experiences on work or job appraisals (Locke, 1976).

LITERATURE REVIEW

Core Self Evaluation

Core self evaluation (CSE) represents personality traits which include individual's evaluation of self, their abilities and control on their abilities. This is bottom line evaluation of oneself. People with high core self evaluation (CSE) feel confident and think positively of themselves whereas people with low self evaluation will lack confidence. Core self evaluation (CSE) is defined as any individual's subconscious, bottom-line evaluations about oneself and evaluations about their abilities (Judge, Locke, & Durham 1997).

Self Esteem

An elementary and wide core evaluation of self is known as self esteem. It is their answer to the question: Am I good? Am I valuable? Am I worthy? (Locke, McClellan & Knight, 1996). Self esteem is the general value given by someone to himself. This is most basic core evaluation of self (Harter, 1990). There is a significant relationship between self esteem and self evaluation (Korman, 1970). Women with high self esteem are more job satisfied than women with low self esteem (Callahan & Kidd, 1986). Different aspects of self esteem were studied in short term and long term and researches showed that self esteem indicate variations or fluctuations in short term whereas show stability in long term (Costa & McCrae, 1992).

Self Efficacy

It is someone's judgment of how well one can cope with particular situations (Bandura, 1982). Self efficacy can be assessed as strong or weak. If an individual like to take challenging tasks, improve quickly from disappointments and show stronger commitment to interests is said to have strong self efficacy. Whereas an individual who tries to skip challenging tasks and take them beyond his capabilities and believes more on negative outcomes is said to have weak self efficacy (Bandura, 1994). It is an assessment of how sound a person can perform across a variety of situations or handles life challenges (Locke, McClellan & Knight, 1996).

Locus of Control

It is a personality trait which determines the extent to which people agree they can handle events affecting them. It is belief about causes of events in one's life (Rotter, 1966). It can be internal or external. Persons who give more importance to them if they perform well or something goes wrong high level of internal and persons with higher level of external locus of control give credit to others or fate if they perform well or something goes wrong. Spector (1982) determined that it has an association with job satisfaction and provide a number of reasons why locus of control should be linked to job satisfaction.

Neuroticism

It is tendency to show negative emotional states. So we measure low neuroticism. Low neuroticism and emotional stability are used interchangeably (Mount, & Barrick, 1995). Neuroticism is generally considered to be contrary to self esteem (Barrick & Mount, 1991). There is a negative bond between job satisfaction and neuroticism or employees with satisfaction of job have low neuroticism (Furnham & Zacherl, 1986). Individuals who have high score on neuroticism express feelings like anger, depressed and anxiety more than other individuals. Individuals with high level of neuroticism seem to be nervous, less confident and depressed.

Job Satisfaction

Job satisfaction can be defined as emotional response of an employee to conditions that employee working in (Cranny, Smith, & Stone, 1992). If an employee is happy with the work he is doing and with the environment of the workplace it is said that he is satisfied to his job. Locke defined job satisfaction as desirable emotional or pleasurable state in response to one's experiences of job or job appraisals (Locke, 1976). Job satisfaction is one's evaluation of one's job. According to Herzberg (1968) opposite of satisfaction is not dissatisfaction rather it is lack of satisfaction or not satisfaction.

Core Self Evaluation and Job Satisfaction

Judge, Locke, Durham, and Kluger (1998) initiate that four traits self esteem, self efficacy, neuroticism and locus of control were significantly correlated with job satisfaction. The bond between job satisfaction and neuroticism is carried out in several different studies. A negative bonding is showed by various studies among job satisfaction and neuroticism. The neuroticism's measures are negatively inter-related with job satisfaction when measured directly (Tokar & Subich, 1997). With job satisfaction, direct measures of neuroticism showed negative relationship.

Judge, Bono, Erez and Locke (2005) studies the association between job satisfaction and core self evaluation (CSE) with reference to goal achievement. Judge et al. (2005) concluded that employee can become more satisfied with their job by choosing their goals effectively , people who have more high core self evaluation (CSE) chose goals that make them happy.

HYPOTHESES

H1: Self Esteem has positive impact on Job Satisfaction as Self Esteem increases Job Satisfaction also increases

H2: Self Efficacy has positive impact on Job Satisfaction as Self Efficacy increases Job Satisfaction also increases

H3: Locus of Control has positive impact on Job Satisfaction as Locus of Control increases Job Satisfaction also increases

H4: Emotional Stability has positive impact on Job Satisfaction as Emotional Stability increases Job Satisfaction also increases

Core Self evaluation

Core self evaluation (CSE) is defined as any individual's subconscious, bottom-line evaluations about oneself and evaluations about their abilities (Judge et al., 1997). CSE is determined by four dimensions, self esteem, self efficacy, locus of control and emotional stability (low neuroticism). A 12 item likert scale by Judge, Erez, Bono & Thoresen (2003) is used to record the responses of individuals ranging from: strongly disagree to strongly agree to measure four dimensions of Core Self Evaluation (CSE).

Self Esteem

Self esteem is about how an individual accept, like and respect himself (Tharenou, 1979). Self esteem is what an individual thinks about oneself. It is self-acceptance, self-loving and self-respect of any person. High self esteem means an individual is satisfied with oneself.

Self Efficacy

Self efficacy is how any person responds to certain situation. It can be assessed as strong or weak. If an individual like to take challenging tasks, improve quickly from disappointments and show stronger commitment to interests is said to have strong self efficacy (Bandura, 1994).

Locus of Control

It is a trait which determines the extent to which people agree they can handle events affecting them. It is belief about causes of events in one's life (Rotter, 1966). It is response or ability of any person to control anything happening to that person.

Emotional Stability

Individuals with high level of neuroticism seem to be nervous, less confident and depressed. Neuroticism is propensity to focus on negative features of the self (Watson, 2000).

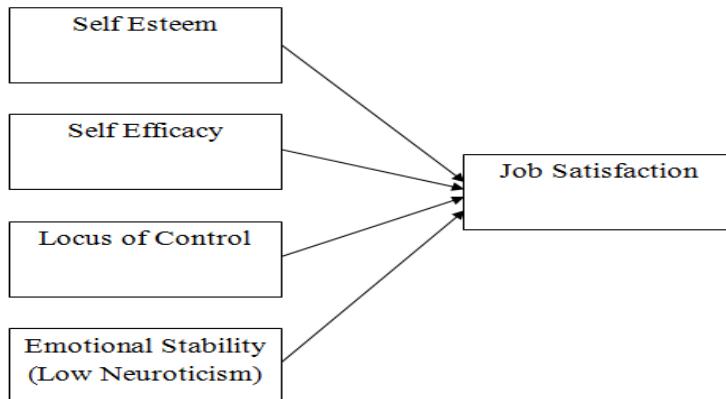
Job Satisfaction

Job satisfaction is desirable emotional or pleasurable state in response to one's experiences of job or job appraisals (Locke, 1976). The scale to measure job satisfaction was developed by Schriesheim & Tusi (1980). A likert scale ranging from: strongly disagree to strongly agree is used to record the responses.

RESEARCH METHODOLOGY

The study was conducted in education sector of Pakistan. All universities of Pakistan are population for this research. Academic staff of universities was selected for research and academic staff includes: professor, associate professor, assistant professor and lecturer. Due to similarity in job in both sectors population was homogeneous. For purpose of sampling, 25 universities were selected. A sample of 300 employees was selected by simple random sampling. 300 self administered questionnaires were distributed and 240 completely filled questionnaires were received. Response rate for completely filled questionnaires is 80%.

Theoretical Model



Theoretical model indicates the relationship between self esteem, locus of control, self efficacy and emotional stability (low neuroticism) the independent variables and job satisfaction, dependent variable.

ANALYSIS AND RESULTS

To check the reliability of all the questions in the questionnaire and data to measure Core self evaluation (CSE) and Job satisfaction Cronbach's Alpha method was used. The scores for Cronbach's Alpha are core self evaluation (CSE) and job satisfaction $r = .87$, core self evaluation (CSE) $r = .757$ and job satisfaction $r = .755$.

Demographic factors show that randomly selected male and females from different universities were 53% and 47%. Participation of all possible age groups was visible. Percentage of sector showed that 61% respondents were from public sector and 39% respondents were private sector.

Table – Mean and Standard Deviations

| | Self Esteem | Self Efficacy | Locus of Control | Emotional Stability | Job Satisfaction |
|----------------|----------------|------------------|---------------------|------------------------|---------------------|
| Mean | 3.8111 | 3.6611 | 3.7917 | 3.6500 | 4.0111 |
| Std. Deviation | .58611 | .65397 | .60459 | .67063 | .56400 |

The table above shows all the four dimensions of core self evaluation (CSE) have the mean values $M = 3.81$, $M = 3.66$, $M = 3.79$ and $M = 3.65$ respectively and the highest value is $M = 3.81$ for self esteem. Mean value for job satisfaction is $M = 4.01$. Standard deviation values for the dimensions of core self evaluation (CSE) are .58, .65, .6 and .67 respectively. Standard deviation for job satisfaction is .56.

Table - Correlations

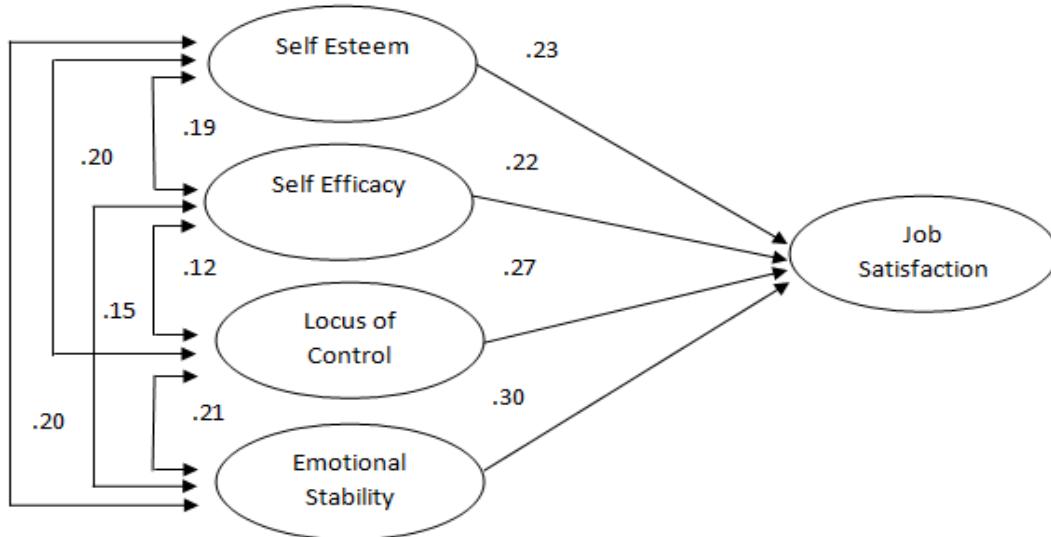
| | Self Esteem | Self Efficacy | Locus of Control | Emotional Stability | Job Satisfaction |
|---------------------|-------------|---------------|------------------|---------------------|------------------|
| Self Efficacy | | .486** | | | |
| Locus of Control | | .395** | .492** | | |
| Emotional Stability | | .510** | .590** | .478** | |
| Job Satisfaction | | .579** | .394** | .388** | .463** |

**. Correlation is significant at the 0.01 level (2-tailed).

The table above shows the Pearson's Coefficient Correlation among four dimensions of CSE and job satisfaction. Correlation between self esteem and job satisfaction $r = .579$, generalized self efficacy and job satisfaction $r = .394$, locus of control and job satisfaction $r = .388$ and emotional stability (low neuroticism) and job satisfaction $r = .463$.

Structured Equation Modeling

Confirmatory factor analysis was applied using AMOS 18 and indicators have been identified the factors which are used in t in structured equation modeling. The indicators with loading greater than .70 are selected as indicators.



The Figure above explains the relationship between dimensions Self Esteem, Self Efficacy, Locus of Control and Emotional Stability of independent variable with dependent variable Job Satisfaction.

Table - SEM

| GFI | AGFI | CFI | TLI | IFI | RFI | NFI | RMR | RMSEA | P-Value |
|-----|------|-----|-----|-----|-----|-----|-----|-------|---------|
| .89 | .91 | .90 | .88 | .91 | .93 | .92 | .10 | .09 | .00 |

The Structured Equation Modeling (SEM) results for CSE and Job Satisfaction explained that the causal model has a Goodness of Fit Index (*GFI*) = .89, Adjusted Goodness of Fit Index (*AGFI*) = .91, Comparative Fit Index (*CFI*) = .90, Incremental Fit Index (*IFI*) = .91, Relative Fit Index (*RFI*) = .93, Normed Fit Index (*NFI*) = .92, Root Mean Square Residual (*RMR*) = .10, Root Mean Square (*RMSEA*) = .09 and a significance *p-value* = .00.

DISCUSSIONS

The purpose of the research was to examine the relationship between core self evaluation (CSE) and job satisfaction. The results supported all the proposed hypotheses. A positive and significant relationship is found between all dimensions of core self evaluation (CSE) and job satisfaction. All the hypotheses are supported.

All the four dimensions of core self evaluation (CSE) and job satisfaction have the mean values of higher than 3.5 and standard deviation are between .5 and .7. All the correlations are found to be significant and there is a positive relationship between all four dimensions of CSE and satisfaction to job. All the correlations have been found significant at $p < 0.05$. Among all the four dimensions of core self evaluation (CSE), self esteem is found to be more significantly and positively related with job satisfaction.

Factor analysis was performed to identify the important indicators for structured equation modeling. The Structured Equation Modeling (SEM) results for CSE and Job Satisfaction explained that the causal model has GFI, AGFI, CFI and NFI values more than .90 which indicates that our model is good fit. The value close to 0.05 of RMESA indicates good fit.

Implications for Managers

Human resources are most important resources for any organization. They play major role in development of organization and economy of the country. This study shows that there is positive and significant relationship between core self evaluation (CSE) and job satisfaction. HR managers can create an environment and design practices and policies to enhance the level of core self evaluation (CSE) of employees, which in turn will increase the level of job satisfaction of employees. If the academic staff has higher level of core self evaluation (CSE) they will be more satisfied with their job.

Limitations

The study conducted is cross sectional not longitudinal. Only one sector is catered in this study, education sector. Other sector could have been examined to give more generalized results. In this study all the respondents belong to Lahore, provincial capital of Punjab, academic staff of other provinces has possible differences. As other provinces have different possible demographics, so results of this research may not be generalized to other provinces.

Guide Lines for Future Research

In this research relation between four dimensions of CSE and job satisfaction was measured. Relationship between self esteem, locus of control, self efficacy and emotional stability (low neuroticism) and other variables like organizational justice can be measured in future. Research was conducted in only one sector of economy, education. In future other sectors of economy like financial sector, health sector can also be measured to generalize the findings of this research. Data was collected from all universities of Lahore, so all respondents belong to the same area. In future data can be collected from universities of other provinces of Pakistan.

CONCLUSION

This research was conducted to examine the relationship between four dimensions of CSE and job satisfaction. Findings of the study show that job satisfaction is positively and significantly affected by self esteem, self efficacy, locus of control and emotional stability (low neuroticism). Self esteem is more positively and significantly related to job satisfaction than other three dimensions of CSE. If the level of core self evaluation (CSE) of the employees is increased, level of their job satisfaction will also increase.

REFERENCES

- Bandura, A. (1982). Self-Efficacy mechanism in human agency. *American Psychologist*, 37, 122-147.
- Bandura, A. (1994). Self-Efficacy. *Encyclopedia of Human Behavior*, 71-81.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personal Psychology*, 44, 1-26.
- Callahan, S. D., & Kidd, A. H. (1986). Relationship between job satisfaction and self-esteem in women. *Psychological Reports*, 59, 663-668.
- Costa, P. T., & McCrae, R. R. (1992). Multiple uses for longitudinal personality data. *European Journal of Personality*, 12, 117-134.
- Cranny, C. J., Smith, P. C., & Stone, E. F. (1992). *Job Satisfaction: How people feel about their job and how it affects their performance*. New York: Lexington Press.
- Furnham, A., & Zacherl, M. (1986). Personality and job satisfaction. *Personality and Individual Differences*, 7, 453-459.
- Harter, S. (1990). *Causes, correlates, and the functional role of global self-worth: A life-span perspective*. In R. J. Sternberg & J. Kolligan, Jr. (Eds.), *Competence considered*, 67-97. New Haven: Yale University Press.
- Herzberg, F. (1968). One more time: How do you motivate employees?, *Harvard Business Review*, 53-62.
- Judge, T. A., Bono, J. E., Erez, A., & Locke, E. A. (2005). Core self evaluations and job and life satisfaction: The role of self-concordance and goal attainment. *Journal of Applied Psychology*, 90, 257-268.
- Judge, T. A., Erez, A., Bono, J. E., & Thoresen, C. J. (2003). The Core Self-Evaluations Scale (CSES): Development of a measure. *Personnel Psychology*, 56, 303-331.
- Judge, T. A., Locke, E. A., & Durham, C. C. (1997). The dispositional causes of job satisfaction: A core evaluations approach. *Research in Organizational Behavior*, 19, 151-188.
- Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core self-evaluations. *Journal of Applied Psychology*, 83, 17-34.
- Korman, A. K. (1970). Toward a hypothesis of work behavior. *Journal of Applied Psychology*, 54, 31-41.
- Locke, E. A. (1976). *The nature and causes of job satisfaction*. In M. D. Dunnette (Ed.) *Handbook of Industrial and Organizational Psychology*, 1297-1349. Chicago: Rand McNally.
- Locke, E. A., McCleary, K., & Knight, D. (1996). Self esteem and work. *International Review of Industrial and Organizational Psychology*, 11, 1-32.
- Mount, M. K., & Barrick, M. R. (1995). The big five personality dimensions: Implications for research and practice in human resources management. *Research in Personal and Human Resources Management*, 13, 153-200.
- Packer, E. (1985). Understanding the subconscious. *The Objectivist Forum*, 6(1), 1-10 and 7(1), 1-8.
- Rotter, J. B. (1966). Generalized experience for internal vs. external reinforcement. *Psychological Monographs*, 80, Whole No. 609.
- Schriesheim, C., & Tusi, A. S. (1980). Development and validation of a short satisfaction instrument for use in survey feedback interventions. *Paper presented at the Western Academy of Management Meeting*, Phoenix, AZ.
- Spector, P. E. (1982). Behavior in organization as function of employee's locus of control. *Psychological Bulletin*, 91, 482-497.
- Tharenou, L. K. (1979). Employee self-esteem: A review of the literature. *Journal of Vocational Behavior*, 15, 316-346.
- Tokar, D. M., & Subich, L. M. (1997). Relative contributions of congruence and personality dimensions to job satisfactions. *Journal of Vocational Behavior*, 50, 482-491.
- Watson, D. (2000). *Mood and Temperament*. New York: Guilford.