Mediating role of job satisfaction in the relationship between core self-evaluation and employee outcomes

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Abstract: The present study was conducted to examine the direct effect of core self-evaluation (CSE) on job satisfaction and two dimensions of employee outcomes i.e., organisational citizenship behaviour (OCB) and turnover intention in the Indian organisations. The study further aimed to investigate the mediating role of job satisfaction in the relationship between CSE and two employee outcomes, i.e., organisational citizenship behaviour and turnover intentions. Data, using a structured questionnaire comprising the standard scales for core self-evaluations, job satisfaction, organisational citizenship behaviour and turnover intentions, was collected from a diverse range of organisations in Delhi and NCR. CSE was seen to be positively related to job satisfaction and OCB whereas its relationship with turnover intentions was seen to negative. Further, Sobel test of mediation results show that job satisfaction mediates the relationship between CSE and both the dimensions of employee outcomes i.e., OCB and turnover intentions. The findings have important implications for human resource development.

Keywords: core self-evaluation; CSE; job satisfaction; organisational citizenship behaviour; OCB; turnover intentions, mediation effect; human resource development.


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1 Introduction

In this rapidly changing and dynamic environment, every organisation is striving to improve the quality, increase customer satisfaction and profit in order to survive and grow. Organisations are realising that having a strong brand, new products and state of the art technology alone cannot help them in gaining competitive advantage. As the economy is shifting from industrial to knowledge-based, the role of employees is becoming critical in terms of innovation, organisational performance and ultimately business success. The challenge for the HR managers is to lay the roadmap for the right working conditions which will motivate the employees to go an extra mile for the organisation and persist in the face of difficulties.

While the role of employee motivation and commitment cannot be over-emphasised, a large body of research clearly brings out the importance of individual dispositions on job attitudes and employee outcomes (e.g., Heller et al., 2009; Ishitani, 2010). Drawing on research in several disciplines, Judge et al. (1997) argued that people’s appraisals of the external world are affected not only by the attributes of objects and people’s desires with respect to those objects, but also by the assumptions people hold about themselves, other people, and the world. Recently, considerable research attention has centred on the broad personality trait termed core self-evaluation (CSE). CSE (Judge et al., 1997) has provided an integrative theory and influenced a large number of empirical studies (e.g., Judge and Hurst, 2008; Stumpp et al., 2009). Judge et al. (1997) defined CSE as fundamental premises that individuals hold about themselves and their self-worth. The authors argued that positive CSE included four dispositional traits: high self-esteem, high generalised self-efficacy, internal locus of control, and low neuroticism.

The present study aims to contribute to the existing body of literature by examining the direct effect of CSE on job satisfaction, organisational citizenship behaviour (OCB) and turnover intention in the Indian organisations. The study further aims to investigate the mediating role of job satisfaction in the relationship between CSE and two employee outcomes, i.e., OCB and turnover intentions.

2 Theoretical framework and hypotheses development

For the purpose of meeting the above mentioned objectives, extensive review of literature was done and hypotheses were developed.

2.1 CSEs and employee outcomes (OCB and turnover intentions)

CSEs are defined as the fundamental assessments that individuals make about themselves and their self-worth (Judge et al., 1997). It consists of four separate but related concepts. Self-esteem is the most fundamental and broad self-evaluation as it represents the overall value that one places on oneself (Locke et al., 1996). Generalised self-efficacy is an evaluation of how well one can deal with life’s challenges (Smith, 1989). Internal locus of control reflects a person’s evaluation of his ability to manage life outcomes. Emotional stability (low neuroticism) indicates a stable person, one who is free of debilitating negative emotions such as anxiety. Several empirical studies have supported the validity of the CSE concept (Erez, 1997; Judge et al., 2002, 1998). It has been noted that the “individuals with positive core self-evaluations appraise themselves in a consistently
positive manner across situations; such that individuals see themselves as capable, worthy, and in control of their lives” [Judge et al., (2004), pp.326–327].

CSE has been shown to have a huge impact on employee attitudes and outcomes. Judge et al. (1997) proposed that people who consider themselves to be useless and incompetent (negative CSE) will react quite differently to the increased job responsibilities than those who consider themselves to be good and competent (positive CSE). Similarly, those who consider the world to be dangerous and others to be untrustworthy will view their jobs and workplace to much more hazardous than others with opposite premises.

OCBs are defined as the discretionary behaviours on the part of an individual, not formally recognised by the organisational reward system, yet they contribute to the effectiveness of the organisation (Bateman and Organ, 1983; Smith et al., 1983). These behaviours are often performed by the employees to support the interests of the organisation even though they may not directly lead to individual benefits (Moorman and Blakely, 1995). Although very few studies have investigated the direct effect of CSE on OCBs and turnover intentions, it is expected that CSE will be positively related to OCBs and negatively related to turnover intentions. Engagement in OCBs is dependent upon the individuals’ belief about their efficacy and interpersonal competence. Since the employees with high CSE believe that they are socially competent and do not fear social rejection, they are more likely to take initiative and help a struggling co-worker than an employee with low CSE. Expressing ideas to help improve one’s organisation and standing up for the organisation when others are criticising it require a high level of confidence and self belief, which is the hallmark of high CSE employees. This line of reasoning has been supported by Bowling et al. (2012), who found a positive relationship between CSE and OCBs. Further, the constituent traits of CSE have also been linked to OCBs. Meta-analysis by Bowling et al. (2010) found a positive relationship between self-esteem and OCB. Internal locus of control (Barbuto and Bugenhagen, 2006; Hoff-Hofstetter and Mannheim, 1999; Turnipseed and Bacon, 2009) and emotional stability (Small and Diefendorff, 2006) were found to be positively related to OCBs.

Employees with positive CSE are confident of their ability and competence and are less influenced by external or societal cues. Their thoughts, feelings and actions are less likely to be governed by workplace events and other external factors. Therefore, they are less likely to search for alternate job opportunities and are more likely to continue with their existing organisations. Harris et al. (2009) found a negative correlation between CSE and turnover intentions. According to Krishnan et al. (2002), salesmen having high self-efficacy, one of the four traits of CSE, are better able to adjust to the adversity and are more likely to remain committed to their organisations in assisting customers, making sales, and meeting quota. The results were supported by Lewin and Sager (2007), who showed that lack of self-efficacy leads to sense of helplessness and decrease in commitment leading to turnover intentions. Schaubroeck et al. (2000) also found a negative correlation between self-efficacy and turnover intentions in banking industry.

The review of literature for this section demonstrates that employees with positive core self-evaluations will exhibit higher OCBs and will show lower intent to leave the job. However, to further explore the relationship between CSEs and these two employee outcomes, the following hypotheses are proposed:
Mediating role of job satisfaction in the relationship

H1 There exists a positive relationship between CSE and OCB.
H2 There exists a negative relationship between CSE and turnover intentions.

2.2 CSEs and job satisfaction

Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organisational literature. This is mainly because many experts believe that JS trends can affect employment scenario and influence organisational productivity, work effort, employee absenteeism and turnover. Moreover, JS is considered a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002). Organisations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). This makes JS an issue of substantial importance for both employers and employees. As many studies suggest, employers benefit from satisfied employees, as they are more likely to profit from lower attrition and higher productivity if their employees experience a high level of job satisfaction.

In line with the dispositional perspective of the personality traits, most studies have assumed that CSE is a relatively stable personality construct that influences employee outcomes such as job satisfaction, job performance, career success and work stress (see Judge, 2009, for review). Judge et al. (1998) demonstrated that individuals with positive self evaluations were more likely to assess their job satisfaction at higher level than individuals with relatively lower self evaluations. These positive individuals rated their work higher on core job dimensions of identity, variety, feedback, autonomy and significance (Hackman and Oldham, 1980) and were thus more satisfied with their jobs. Other studies often emphasise the role of self-verification motivation (Swann et al., 2003) to explain why CSE influences work experiences. CSE guides an individual to seek self-consistent interpretations. In order to confirm their positive self view, people with higher CSE are more likely to attend to and seek positive feedback from the environment and strive to obtain positive experiences, such as better job performance and higher job satisfaction. A large number of studies have demonstrated that CSE was related positively to job satisfaction (Brown et al., 2007; Judge et al., 2003, 2012; Stumpp et al., 2009).

However, to further explore the relationship between CSEs and job satisfaction, the following hypothesis is proposed:

H3 CSE is positively related to job satisfaction.

2.3 Job satisfaction and employee outcomes

The relation between job satisfaction and turnover intentions is well documented in the literature (e.g., Porter et al., 1974; Shore and Martin, 1989; Tett and Meyer, 1993). Cognitions about the job impact subsequent judgement-driven behaviours such as quitting (Fischer, 2000), meaning that, with increasing job satisfaction, disassociation is less likely (Maertz and Griffeth, 2004; Wright and Bonett, 2007). Analysis of the relationships between JS and OCB has generated a considerable volume of empirical work (e.g., Bateman and Organ, 1983; MacKenzie et al., 1998; Rioux and Penner, 2001;
In the current state of knowledge, relations are more often positive (e.g., Podsakoff et al., 2000), or sometimes non-existent (e.g., Konovsky and Organ, 1996; Schappe, 1998; Williams and Anderson, 1991), but they are never negative. Payne and Webber (2006) found that the JS was positively related to service-oriented OCB, customer satisfaction, and customer loyalty. The extent to which the predictor variables interacted with one another and the role of employment status on these relationships was also explored. High levels of JS or affective commitment resulted in more service-oriented OCB for employees and self-employed workers, whereas high levels of both resulted in more service-oriented OCB for owners. Chhabra and Mohanty (2014) also found a positive relationship between JS and various dimensions of OCB, mediated by organisational commitment.

To explore the relationship between JS and the two dimensions of employee outcomes i.e., OCB and turnover intentions, we propose the following hypotheses:

H4 There exists a positive relationship between job satisfaction and OCB.

H5 There exists a negative relationship between job satisfaction and turnover intentions.

2.4 Mediating role of job satisfaction in the relationship between CSE and employee outcomes

The proposed hypotheses and the theoretical arguments suggest that organisational job satisfaction is a possible mediator in the relationship between CSE and employee outcomes of OCB and turnover intentions. Broadly speaking, CSE influences ones thoughts and feelings towards the job. The employees with positive CSE are predisposed to engage in activities and behaviours that result in job satisfaction. When the employees are satisfied with their jobs, they show considerable trust in its goals and values and are willing to work hard for the organisation (Mowday et al., 1982). As a result, they play proactive roles and are willing to devote more energy than is required by the formal job description. The positive effects of JS are thus translated into extra role behaviours by the employees. These employees are also less likely to think of leaving the organisation at the time of difficulties. Therefore, given the links of core self-evaluations with job satisfaction previously noted, and of job satisfaction with employee outcomes, it seems likely that at least part of association between CSEs and employee outcomes is explained by job satisfaction.

H6 The relationship between CSE and OCB is mediated by job satisfaction.

H7 The relationship between CSE and turnover intentions is mediated by job satisfaction.

3 Methodology

3.1 Sample

Purposeful (maximum variation) sampling was employed (see Patton, 1990). A diverse range of organisations were approached to enable investigations of patterns relating CSEs, job satisfaction, OCB and turnover intentions. In all 450 professionals were
contacted but only 347 completed questionnaires were collected (response rate 77%). The sample consisted of the executives mainly from five sectors viz. education (40), service (86), information technology (112), manufacturing (62) and health care (14) working in Delhi and NCR. However, 33 respondents were from the other sectors. Respondents ranged in age from 22 to 64 years (mean age 30.91 years and SD 9.25), 234 of them were males and 113 were females. 164 respondents were married and 183 of them were single. Maximum number of respondents fell in the age range of 31–40 (116) and the majority of them (207) had the tenure ranging from one to seven years in the organisation.

3.2 Data collection

The employees of the various organisations were contacted and were asked to fill in the questionnaire. They were appraised regarding the academic purpose of the study and confidentiality of their responses was ensured. Instruments for data collection were selected in reference to the principal constructs of the study as discussed below:

3.2.1 Core self-evaluation

CSE was measured using a CSEs scale developed by Judge et al. (2003). The scale consists of 12 items measuring the traits of self-esteem (e.g., “Overall I am satisfied with myself”), generalised self-efficacy (e.g., “When I try, I generally succeed”), neuroticism (e.g., “Sometimes I feel depressed”) and locus of control (e.g., “I determine what will happen in my life”). Responses to these items were on a five-point scale (1 = strongly disagree and 5 = strongly agree). However, the six items were reverse-coded. High scores signify positive CSE.

3.2.2 Job satisfaction

Facets of job satisfaction was measured using nine items chosen from Cellucci and DeVries (1978) questionnaire. There were two items for satisfaction with pay, three items for satisfaction with co-workers, two items for satisfaction with supervisor and two items for satisfaction with work itself. The sample items for measuring these four facets respectively are, “My organization pays better than competitors”, “When I ask people to do things the job gets done”, “The managers I work for back me up”, and “My job is interesting”. These nine items were rated on a five-point Likert scale (1 = strongly disagree and 5 = strongly agree). High scores imply satisfaction with the facets of job satisfaction and low scores imply dissatisfaction with the facets of job satisfaction.

3.2.3 Organisational citizenship behaviour

OCB was measured by adapting the Podsakoff et al. (1990) OCB scale. The three OCB factors included were sportsmanship, conscientiousness, and civic virtue. Examples of these items are “is willing to risk disapproval in order to express individual beliefs about what is best for the company” and “turns in budgets, sales projections, expense reports, and other documents earlier than required”. These items were rated on a five-point Likert scale (1 = strongly disagree and 5 = strongly agree). Scores on the eight items were averaged to yield a summary score reflecting OCB.
3.2.4 Turnover intentions

A three-item scale originally developed by Vigoda and Kapun (2005) was used. The sample item is “I will probably not stay with this organisation for much longer”. The scale ranges from 1 (strongly disagree) to 5 (strongly agree). A higher score meant higher intentions to leave the organisation or department.

3.2.5 Control variables

Control variables in this study included gender, age, marital status, industry type and organisational tenure. Gender was assessed using a dichotomous scale: male and female. Marital status was also assessed using a dichotomous scale: married and single. Industry type was assessed using a nominal scale: education, service, IT, manufacturing, healthcare and any other. Age and organisational tenure was measured in years using a continuous scale. Gender, age, marital status, industry type and organisational tenure were controlled for all regression analysis in order to minimise their influence on the focal variables in the study.

4 Analysis, results and discussions

Table 1 presents descriptive statistics (means and standard deviations), correlations, and Cronbach alpha. All scales demonstrated good internal consistency.

<table>
<thead>
<tr>
<th>Focal variables</th>
<th>Mean</th>
<th>S.D</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 CSE</td>
<td>3.44</td>
<td>.98</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(.78)</td>
<td></td>
</tr>
<tr>
<td>2 Job satisfaction</td>
<td>3.44</td>
<td>.95</td>
<td>.49**</td>
<td>(.81)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 OCB</td>
<td>3.64</td>
<td>.89</td>
<td>.36**</td>
<td>.42**</td>
<td>(.73)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Turnover intentions</td>
<td>2.69</td>
<td>1.14</td>
<td>–.41**</td>
<td>–.51**</td>
<td>–.16**</td>
<td>(.87)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Age</td>
<td>30.91</td>
<td>9.25</td>
<td>.11*</td>
<td>.14***</td>
<td>.03</td>
<td>–.21**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Tenure</td>
<td>6.41</td>
<td>7.39</td>
<td>.10</td>
<td>.14***</td>
<td>.05</td>
<td>–.22</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Cronbach’s (1951) alpha reliability coefficients appear in the diagonal
*p < .05; **p < .01.

Table 2 shows the results of the multiple regressions. As can be seen from the table, CSE has a significant positive relationship with OCB ($\beta = .24; p = .00$) and a significant negative relationship with turnover intentions ($\beta = -.182; p = .00$) explaining 13.6%, and 20.4% variance respectively. These findings validate the hypotheses H1 and H2. There is also a significant positive relationship between CSE and job satisfaction ($\beta = .406; p = .00$), explaining 27.3% variance and supporting H3. The effect of job satisfaction on OCB comes out to be significantly positive ($\beta = .331; p = .00$) explaining 18.2% variance and validating H4. Further, as proposed and supporting H5, job satisfaction has a significant negative effect on turnover intentions ($\beta = -.27; p = .00$), explaining 28.5% variance.
The mediating effect of job satisfaction on the relationship between CSE and two employee outcomes viz. OCB and turnover intentions was examined in four stages as suggested by Baron and Kenny (1986). According to them, the positive test of mediation requires three conditions to be fulfilled. First, the independent variable must be related to the dependent variable. Second, the independent variable must be related to the mediator. Third, the mediator must be related to the dependent variable. All of these relationships should be significant to have a mediation effect. Further, the relation between the predictor and criterion should be reduced after controlling the relationship between the mediator and criterion variables.

As hypotheses H1, H2, H3, H4 and H5 are supported; the required conditions for testing the mediating role of job satisfaction in the relationship between CSE and two employee outcomes are fulfilled.

Table 2  Multiple regression results

<table>
<thead>
<tr>
<th></th>
<th>H1</th>
<th>H2</th>
<th>H3</th>
<th>H4</th>
<th>H5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependent variables →</td>
<td>OCB</td>
<td>TI</td>
<td>JS</td>
<td>OCB</td>
<td>TI</td>
</tr>
<tr>
<td>Independent variables ↓</td>
<td>β</td>
<td>β</td>
<td>β</td>
<td>β</td>
<td>β</td>
</tr>
</tbody>
</table>

*Step 1: control variables*

| Gender | .318 | –.422 | 1.635** | –.220 | .018 |
| Age    | –.38 | .013  | –.024   | –.024 | –.023 |
| Marital status | .017 | –.032 | –1.01   | .341  | –.298 |
| Industry type | .091 | –.136 | .204    | .085  | –.123 |
| Tenure with the organisation | .052 | –.065 | .076    | .030  | –.047 |
| ΔR² | .009 | .064** | .054**  | .009  | .064** |

*Step 2: Predictor*

| CSE    | .24** | –.182** | .406** |
| JS     |       | .331**  | –.270** |
| R²     | .136  | .204    | .273    | .182  | .285 |
| ΔR²    | .127**| .14**   | .219**  | .172**| .221**|
| Adjusted R² | .121 | .19    | .260    | .167  | .272 |

Notes: *p < .05; **p < .01.

Table 3  Regression results for mediating effects of job satisfaction

<table>
<thead>
<tr>
<th></th>
<th>H6</th>
<th>H7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependent variables →</td>
<td>OCB</td>
<td>TI</td>
</tr>
<tr>
<td>Independent variables ↓</td>
<td>β</td>
<td>β</td>
</tr>
</tbody>
</table>

*Step 1: Control variables*

| Gender | –.096 | –.067 |
| Age    | –.032 | –.018 |
| Marital status | .271 | –.25 |
| Industry type | .040 | –.092 |
| Tenure | .033  | –.049 |
| ΔR² | .009 | .064** |

Notes: *p < .05; **p < .01
Table 3  Regression results for mediating effects of job satisfaction (continued)

<table>
<thead>
<tr>
<th></th>
<th>H6</th>
<th>H7</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 2: Predictor and mediator</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSE</td>
<td>.137**</td>
<td>–.094**</td>
</tr>
<tr>
<td>JS</td>
<td>.253**</td>
<td>–.217**</td>
</tr>
<tr>
<td>R²</td>
<td>.213</td>
<td>.313</td>
</tr>
<tr>
<td>ΔR²</td>
<td>.204**</td>
<td>.250**</td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>.197</td>
<td>.299</td>
</tr>
<tr>
<td>F</td>
<td>14.317**</td>
<td>22.086**</td>
</tr>
</tbody>
</table>

Notes: *p < .05; **p < .01

As can be seen from Table 3, there is an evidence of partial mediation of job satisfaction in the relationship between CSE and both the employee outcomes i.e., OCB and turnover intentions. OCB had a decrease in beta weight from $\beta = 0.24$ (p < .01) to $\beta = 0.137$, as did turnover intentions from $\beta = -0.182$ (p < .01) to $\beta = -0.094$ (p < .01). Further, job satisfaction was significant in both the regression models towards OCB ($\beta = 0.253$, p < .01), and turnover intentions ($\beta = -0.217$, p < .01), showing that job satisfaction acts as a mediator in both the relationships.

In order to support the above results, the Sobel test was used. The Sobel test results indicated that there was a significant mediation effect of job satisfaction for CSE and OCB ($Z = 5.049$, p < .01) and also for CSE and turnover intentions ($Z = -6.26$, p < .01). These results are in line with and support H6 and H7.

5 Discussion

The purpose of this study was two-fold. The study aimed to see the direct effect of CSE on job satisfaction, OCB and turnover intentions. The study also aimed to see if job satisfaction acts as a mediator in the relationship between CSE and two employee outcomes viz. OCB and turnover intentions. The findings based on the sample from diverse range of organisations show that CSE is positively related to OCB and negatively related to TI, proving H1 and H2. There is also a significant and positive relationship between CSE and job satisfaction, hence supporting H3. The effect of job satisfaction on employee outcomes is also seen to be significant, positive in case of OCB and negative in case of TI. This supports H4 and H5. The results find evidence for the fact that there is a direct link of CSE with job satisfaction and the employee outcomes of OCB and TI. In addition, the results prove that the link between CSE and employee outcomes is partially mediated by JS. These results are in line with H6 and H7.

Research has shown that OCBs enhance productivity; help organisations compete with limited resources; and lead to greater coordination among employees (Koys, 2006; Podsakoff and MacKenzie, 1994). Especially in knowledge economy, where roles are less defined and the external environment is rapidly evolving, organisations increasingly rely on employees to fill the gap between what they are specifically rewarded for and the emergent behaviours necessary for the organisations to remain competitive. Organisations in this competitive scenario are attempting to become an employer of choice, which refers to an organisation that outperforms its competition in attracting,
developing and retaining people with required talent for its business (Joo and McLean, 2006). There is also a quest for the strategies to retain key employees without giving in to what are seen as excessive demands. While HR practices are important for enhancing their employment brand as an employer of choice, employees’ personalities also play a critical role.

The findings of this study contribute to the organisational behaviour literature by supporting previous studies linking personality, job satisfaction and employee outcomes. Our results support a mediation model in which CSE, as a distal predictor of behaviour, influence the employee outcomes of OCB and TI through the proximal predictor of job satisfaction. People with high CSE perceive their jobs as more important to others; they are more satisfied with their jobs and feel more attached to the organisation. This is because of the fact that these people are more confident in their actions and therefore, choose more ambitious goals. Striving for more challenging goals should lead to the perception of more meaningfulness of one’s job in the short run and to more job satisfaction in the long run. Employees who are satisfied with their work, supervisors, co-workers, pay, promotion opportunities and the job in general will walk an extra mile for the organisation and are likely to stay with it for a longer period. When organisations provide favourable work settings, the jobholders view these as rewards and thus reciprocate by making an emotional attachment with the organisation, which may be demonstrated through more effort, regular attendance and greater participation in work. Strong emotional attachment and identification with the organisation drives individuals to demonstrate behaviours, which are not directly linked with the formal reward system but support the effective and efficient functioning of the organisation. Their psychological attachment may stimulate an increased desire for affiliation, without direct links to reward system and they may contribute to achieve organisational effectiveness by helping others with organisationally relevant tasks.

6 Implications of results for research and practice

The present study has practical implications for managers and policy makers. The study shows that both the work environment features and dispositional factors play an important role in workplace attitudes and behaviours. Organisations that are able to modify the work environment to enhance perceptions of organisational membership, and have employees with positive core self-evaluation are more likely to have satisfied employees who are willing to walk an extra mile for the organisation and are less likely to think of leaving the organisation. The present study highlights the importance of formulating various HR policies and practices which nurture job satisfaction among the employees. The focus should go beyond mere hygiene factors like salary and working conditions, and also should include organisational culture fostering better relations with co-workers and supervisors. Organisations will have to find innovative solutions to give workers functional autonomy, flexibility and a sense of ownership in their work. This involves making jobs more interesting and challenging, involving employees in the decision making process and providing them with the opportunities for growth and advancement. These practices enable organisations to demonstrate their recognition of employees’ contributions and their concern for employees’ well-being. Employees working in such an environment will go beyond the call of their duty to ensure its effectiveness and efficiency. The biggest benefit of the employees displaying improved
OCBs will perhaps be reflected in reduction of attrition rates with all its concomitant benefits of cost and time efficiencies. These findings are supported by Guchait and Cho (2010) who suggest that the employees’ belief that an organisation intends to support them through its HRM practices (training, rewards, etc.) can make them more committed to the organisation and lower their turnover intentions. It further confirms the recommendations made by Biswas and Varma (2007) that Indian organisations need to pay more attention to employee perceptions of the work environment, thus providing an environment which is employee friendly and promotes in-role and extra-role performance. HR managers should move from traditional programs to custom-made HRM systems to meet the specific needs and objectives of the organisations. Their role is of paramount importance in this scenario as the employees perceive many of the critical organisational variables through the lens of their interactions with their managers. Practices such as counselling, development planning and career planning and supporting the subordinate through various initiatives like mentoring can increase the subordinate’s engagement with the organisation (Krishnan and Singh, 2010). This engagement will be reflected through the employees exhibiting the organisational citizenship behaviours and intending to stay with the organisations even at the time of adversity.

The present study can also have important implications for personnel selection and development. Broadly speaking, it is of paramount importance to acquire a pool of employees with positive CSE. As the organisations are becoming less hierarchical and more flexible, there is a stronger need to seek the employees who are confident in their abilities and who believe that they are in control. In addition, as validated by our study, because employees with low CSE have higher intentions to quit, managers should pay special attention to these specific cases. This can be achieved through ongoing mentoring and coaching of these employees with low CSE in order for them to react more favourably to the organisational efforts aimed at demonstrating care and support, thus increasing employee retention.

7 Limitations of the study

As the design of the present study was cross-sectional, causal conclusions concerning the impact of job satisfaction on OCB and TI cannot be drawn. For example, the present study suggested that job satisfaction leads to organisation citizenship behaviours and TI. However, it can be possible that exhibiting citizenship behaviours might lead to satisfaction with the job. With the cross-sectional design there is no way of teasing out the relative contribution of these effects. A longitudinal study where job satisfaction is related to OCB and TI at a later point in time would provide a more rigorous test of relationships.

This study uses self-report measures to assess CSE, job satisfaction, citizenship behaviours and TI. Although the measures used were reliable, the very fact that the independent, dependent and mediating variables were assessed using self-report measures could lead to the problems of common method variance. Further, with self-report measures, social desirability biases become a cause of concern. Future studies can also employ qualitative techniques to identify emergent themes in this area.
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The sample of the study was limited to the Indian employees from Delhi and NCR. There might be some culture specific issues which were overlooked. Future studies may benefit from an exploration of a wider range of employees at different organisational levels, cultures, and sectors.

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References


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