

Applying Complexity Theory and Somewhat Precise Outcome Testing for Examining Core Self-Evaluations indicating Job Performance of the Farm Manager

ANG, H. B. ,(PhD) & Lamm, F., (PhD),
AUT University, New Zealand



Table 1

Variable	Core Self-Evaluations			
	1	2	3	4
1. Self-esteem		.46**	.32**	.42**
2. Locus of control			.33**	.41**
3. Self-efficacy				.52**
4. Emotional stability				
Mean	6	5.6	5.0	4.8
Standard Deviation	.63	.97	1.3	1.3

Note. Significance: *p <.01; **p <.001.

Table 2

Source	Criterion/predictor	CSE-Job Satisfaction	CSE-Job Performance
Debusscher, Hofmans & Fruyt (2017)		-	.21**
Judge et al. (2003)		.49**	.26**
Judge & Bono (2001)		-	.23**
Judge, Bono & Locke (2000)		.39**	-
Barrick & Mount (1991)		-	.23**
Kacmar et al. (2009)		.23**	-
Erez & Judge (2001)		-	.35*
Gardner & Pierce (2007)		.39**	-
Schmidt & Hunter (1998)		-	.31*
Chuang et al. (2013)		-	.30*
Average		.38**	.28**

**p<.01 (two-tailed); * p<.05 (two-tailed); CSE = core traits

RESULTS

1. We computed the correlates of the four-traits of CSE on a sample of 941 farm managers. Patterns of the correlations in Table 1 indicates high nomological validity for these symmetric findings. Due to its breath, CSE may better predict a diverse array of work activities and behaviours compared to individual core traits. This suggests that each trait demonstrates characteristics necessary to belong to CSE.
2. Since both job satisfaction and job performance have similar correlated value, it is predicted that CSE will also influence job performance. Building on this idea, CSE may influence the manager to interpret and then act appropriately to influence the performance levels in a work situation. Researchers argued that the low CSE managers who react to work environment accordingly would likely have impact on their job performance. While the high CSE managers may react in a similar manner to the work situation, they are also likely strive to a certain level of performance.

Work, Stress and Health 2019: What does the future hold?

OBJECTIVES

1. Farm managers and researchers have been interested in understanding the factors that contribute to job performance in the context of the changing nature of work in the farming sector. Job performance is a cornerstone of productivity and achieving organizational objectives (Böckerman & Ilmakunnas, 2012; Jayaweera, 2015). . Among the factors that link to job performance is personality traits (Judge, 2009; Soane, et al., 2018).
2. This research draws on associative folk theory as a way of specifying under what conditions we are able to judge people’s behaviour. By examining the different configurations of stress, strain and core self-evaluation's (CSE) associate with high job satisfaction and low job satisfaction, we are able to provide explanations of job performance.

METHODOLOGY

1. FsQCA is a set-membership analytical technique suitable for complex configuration analyses, focusing on case analysis rather than variable analysis (Fiss, 2011; Ragin, 2000).
2. The presence of each of the six stressor variables (Edinburgh Farming Stress Inventory (Deary et al.1997), strains (General Health Questionnaire-12 (Kalliath et al. 2004) and 12-item scale of core self-evaluations (Judge et al. 2003) in recipe models of high and low job satisfaction is examined.
3. Ang and Woodside (2017) and Judge (2009) have used CSE and the job satisfaction relationship as justification to study the validity of CSE with job performance. In general, meta-analysis of the four traits of CSE as latent variable exhibits similar correlations with job satisfaction and job performance. The correlations of CSE is quite similar to what is normally reported with job satisfaction and job performance across previous studies, which are 0.38 and 0.28 respectively, with fairly “similar profile” (Furr, 1980, p.1267), (see Table 2).

OUTCOMES

- 1.This study confirms that using all four traits in one algorithm screening model works well in identifying cases with high satisfaction and job performance. The overall CSE is measured as a screen where it identifies the individuals with high scores across each of the four sub-traits of CSE. The consistency index equal to 0.82 supports the conclusion that the managers who are high in the CSE screen may exhibit either high job satisfaction or low job satisfaction.
2. The value of adopting an asymmetric causality stance is the ability to test the predictive validity of the configurations of four core traits of CSE as well as indicating both low or high job satisfaction. It is hoped that this review will stimulate further inquiry and research into understanding job performance among farm managers.

Table 3

Model: CSE_screen (loc, self-esteem, self-eff, neuro) ≤ Job Satisfaction						
Model	loc	self-esteem	self-eff	neuro	C1	C2
1	•	•			0.85	0.66
2	•			•	0.85	0.58
3		•		•	0.85	0.58

Overall: Solution consistency, C1 = 0.82; Solution Coverage, C2 = 0.78

Note: Mid-level dot, “•” denotes presence of antecedent condition in the model. Empty space denotes absence of the antecedent condition in the model.

REFERENCES

Ang, H.B (A) & Woodside, A.G., (2017). Is Bart Simpson offering sage advice? A case-based general theory of managers’ core self-evaluations and job satisfaction, *Journal of Business Research*, 74, 11-37.

Bono, J. E., and Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leaders. *Academy of Management Journal*, 46(5), 554-571.

Böckerman, P., & Ilmakunnas, P. (2012). The job satisfaction-productivity nexus: A study using matched survey and register data. *ILR Review*, 65(2), 244-262.

Fiss, P. C. (2011). Building better causal theories: A fuzzy set approach to typologies in organization research. *Academy of Management Journal*, 54(2), 393-420.

Furr, R. M. (1980). A framework for profile similarity: Integrating similarity, normativeness, and distinctiveness. *Journal of Personality*, 76(5), 1267-1316.

Judge, T. A. (2009). Core self-evaluations and work success. *Current Directions in Psychological Science*, 18(1), 58-62.

Jayaweera, T. (2015). Impact of work environmental factors on job performance, mediating role of work motivation: A study of hotel sector in England. *IJBM* 10(3), 271.