

Measurement Impact of Core Self-Evaluation on Job Outcomes and The Role of Organizational Socialization

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Abstract: This paper is the result of research on employee behavior in public organizations. The research intends to measure the extent to which the achievement of outcomes (job satisfaction, organizational commitment, and job performance) is influenced by core self-evaluation. In this case, the researcher considers the involvement of the organization in conducting organizational socialization as important to encourage the achievement of better outcomes. Therefore, in this study organizational socialization as a moderating variable. The study involved 203 recent Aceh Besar District Government recruits. Primary data was obtained by distributing online questionnaires to respondents via Google forms. Moderation Regression Analysis (MRA) and Multiple Regression (MR) were both subsequently employed in the conducting of this analysis. The results show that the CSE of new entrants has a positive impact on each work outcome. However, while OS supports the relationship, its role is not proven to engender greater job satisfaction.

Keywords: Core self-evaluation, Organization Socialization, Job Outcome, Newcomers, Moderating Role.

1 Introduction

Public administration is intimately connected with the provision of public services [1][2] since its role is crucial in promoting more effective human resource competencies, especially those of newcomers [3]. The quality of government organizations depends not only on public administration but also on the attitudes and determination of individual employees. Research on CSE is an undertaking intended to professionalize public administration, especially that of governmental organizations because of its assumed impact on outcomes. CSE, which is considered to influence job outcomes, has been widely investigated [4][5][6][7][8], although research into the specific context of newcomers within an organization constitutes a neglected area.

The process of "learning the ropes" (socialization), is important when new employees join the ranks of an organization [9] because it has a palpable effect on their attitudes and behavior, as well as a long-term impact on their performance and length of tenure. It can be understood that, in general, employees recently recruited to an organization experience some degree of confusion because of their limited understanding of novel working practices and lack of familiarity with their new work environment. Therefore, it is recommended that researchers focus their future investigations on the socialization process within the context of a newcomer or a recently formed team because most organizations' understanding of its importance remains extremely limited [10][11][12]. OS is one process through which employees internalise the necessary information to transition successfully into integrated members of the organization [13]. Several studies have examined the direct impact of OS on job outcomes. However, its moderating role within relationships has not yet received similar attention [14].

This study differs from previous ones [14][15], in that it assesses OS as a moderator of the relationship between CSEs and outcomes. The unit of analysis is largely unfamiliar to public service organizations. Numerous previous studies related to CSEs and outcomes have involved the business world as the object of research where the unit of analysis is not unknown to the organization [16][17][15].

The second part of this article explains the theoretical background, the third describes the methodology, the fourth outlines the results, the fifth presents the results, while the final part contains the conclusion.

CSEs and Job Outcomes

CSEs constitute a broad personality trait [18]. The concept of CSEs is high-level in nature since it represents the primary evaluations and assumptions that individuals respectively undertake and harbour about themselves such as their

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worthiness, competence, and abilities [19]. The concept of CSEs involves the development of "Self-Esteem" and "Self-Efficacy" [20]. With some researchers employing it to explore the constructs of CSEs [21]. Job outcomes can be investigated from several perspectives [22][23] since many authors use the terms 'job outcomes' or 'work outcomes' to signify the characteristics of a specific job [24][25][26].

Job characteristic theory (JCT) provides a testable theoretical framework and explains the effects of job characteristics on employee-related outcomes (e.g., internal motivation, job satisfaction, and performance) [22]. These characteristics are key to human resource management (HRM) because most of the main dependent variables in the fields of psychology and management include job satisfaction, organizational commitment, performance, and creativity, among others [23][27][28] who analyzed job outcomes from the perspectives of job satisfaction and OC in a survey of social attitudes in Australia. [17] found that insecurity partially mediates the relationship between CSE and the job satisfaction of full-time employees in Taiwan.

This study investigates the role of OS in the relationship between CSEs and job outcomes [Job satisfaction (JSAT), organizational commitment (OC), and job performance (JP)] within the newcomer context. Several studies have been conducted which highlight broad personality traits identified as "Core self-evaluation". [5] highlighting the impact of CSE on academic performance. [29] highlighted the effect of social support on the former.

[30] emphasized that the stronger the CSEs of employees, the more committed their professional behavior. The studies of the moderating effect of CSE were conducted in China, Denmark, and the US [31][32] found that CSEs positively influence levels of life satisfaction, while also having important theoretical and practical implications. Moreover, CSEs are predictors of lower psychological pressure and higher welfare outcomes [33]. CSEs to be strongly associated with job satisfaction [21].

CSE is a higher-order concept that represents the fundamental self-evaluation of individuals and how they function within their environment. Those with constructive CSEs consistently rate themselves positively across a range of situations, regarding themselves as capable, worthy, and in control of their lives [34]. The author considers CSEs to be related to interpersonal behavior within an organization which influences the achievement of outcomes. CSEs are cultural values distinctive to every organization which also differ from country to country [15] CSEs were investigated using different models [35], and their positive relationship with job satisfaction was identified.

OS as a Moderator

Moderator variables are ones considered capable of reducing or modulating the magnitude of the influence of independent variables on the dependent variable [36], functioning as a neutralizing or balancing force [37]. Against this background, the present study seeks to examine how OS influences the behavior of newcomer CSEs in achieving their job outcomes. Therefore, this study regards OS as a moderator variable.

Both recently recruited and long standing employees are influenced by CSEs in achieving certain outcomes [10]. CSEs are characteristic of attitudes possessed by workers which are displayed in various ways within their work environment [5]. According to their findings, CSEs have no impact on performance [38][39] and require some form of OS support in achieving improved job outcomes.

Certain researchers consider employees with CSEs to be important [30][33][31] since such evaluations will be meaningful when conducted by HRMs. This study seeks to investigate the seriousness of OS application by those wielding authority within an organization where the unit of analysis has been studied and OS has been adopted as a moderator variable.

Newcomer Context

The topic of this research is the OS of newcomers, a phenomenon important from both an individual employee and organizational perspective [11][40]. When inducting entrants into an organization, special attention and time must be invested, irrespective of whether they are recruited en masse, transferred, or promoted to assume an entirely new internal role [41][42]. When assuming new posts, a process of adaptation is experienced by employees necessitated by unfamiliar environmental situations within which the acquisition of relevant skills and experience often represent unexpected challenges [43].

Recent recruits to an organization or team often experience strange and, therefore, surprising situations. It can be surmised that their resulting discomfort will have psychological and physiological effects which ultimately result in the less-than-optimal achievement of outcomes which were not initially anticipated [44][45]. Recent recruits have specific and often positive expectations about how they will fit into their new jobs and organizations [46].

This study investigated CSE, job outcomes, and OS within the context of newcomers since the authors were extremely confident about receiving a positive reception from those interested in acquiring knowledge of human resources and organizational behavior. OS is highlighted in this research because it constitutes an aspect of potentially more advanced

organizations [47]. In addition to supporting the improvement of skills in line with an organization's requirements seriously implemented OS can have a positive impact on their performance [44][45].

2 Methodologies

2.1 Respondents

A total of 203 new employees recruited during 2018 and 2019 by non-profit organizations under the authority of the Aceh Besar District government were selected as participants. Based on the extremely limited number of units involved, all populations were analyzed by means of the census sampling method. All participants were identified as new employees through reference to the institution's human resources database. The questionnaire was sent via Whatsapp using Google form and all data displayed relevance for the purposes of analysis. 60 (37.7%) of the 159 respondents were men, and 99 (62.3%) were women. 80 (50.3%) were aged 20-30, and 79 (49.7%) were aged 31-35. 32 (20.1%) held associate degrees, 125 (78.6%) were undergraduates, while only 2 (1.3%) were postgraduates. All subjects had been working for < 2 years.

2.2. Procedure

Collating primary and secondary data commenced with the submission of a letter of request from our research institute to the Aceh Besar District Government Authority. The data was formatted using the Google form application and then submitted via Whatsapp to respondents identified from the employee database. These individuals were notified of the purpose of the investigation, while the term 'variable' in the question was explained. In order to ensure the accuracy of the information provided, all respondents were contacted a second time during the course of the month-long (25 working day) initial data collection process..

2.3. Measures

2.3.1 Core Self-evaluation (CSE)

The extent of CSE was determined through a process as explained [19]. Four indicators selected for this scale and a reliability test based on Cronbach's alpha formula produced results with a value of 0.73. An example statement to which subjects responded is: "I believe I have the success that I deserve in life".

2.3.2 Job Satisfaction (JSAT)

Five indicators were adopted to measure JSAT [48]. Using Cronbach's alpha formula, the reliability test results obtained had a value of 0.76. An example statement to which subjects responded is: "I feel satisfied doing work according to my ability".

2.3.3 Organizational Commitment (OC)

The OC variable featured in this investigation focuses on the dimensions of an effective organizational commitment. This dimension is considered relatively relevant to the research analysis unit. For the OC scale, five indicators were selected from the 12 scale indicators proposed [49]. An example statement is: "I would love to develop my career with this organization". The reliability test results of this indicator produced Cronbach's alpha value of 0.83.

2.3.4 Job Performance (JP)

JP is measured by five scale indicators adopted from two previous researchers [50][51] and then developed according to the unit of analysis of this study. An example statement is: "I feel able to complete the work according to the standards required by this organization". Cronbach's alpha value for this scale is 0.86.

2.3.5 Organizational Socialization (OS).

The measurement of OS was based on previous research [52] and adopted from three indicators they measured, five question indicators were developed and adjusted to the analysis unit of this study [53]. An example question is: "Socialization of work by organizations is beneficial to me". The Cronbach's alpha reliability test result for this indicator was 0.86.

2.4 Analysis

Using SPSS, analyzes of primary data were carried out. The first was intended to establish the reliability of the research questionnaire carried out through the index formula (Cronbach's alpha). The second sought to quantify the validity of the research construct by means of validity testing. The third attempted to identify the direct influence of independent and dependent variables, in addition to moderating variables, on the relationship using multiple regression analysis and

moderated regression analysis (MRA). Finally, the level of evidence supporting the research hypothesis was interpreted from the results of this analysis.

3 Results

3.1 Preliminary Analysis

A validity test assesses the accuracy of an instrument in measuring what is intended to be measured [54]. The validity test utilised during this study incorporated the product-moment correlation technique developed by Pearson. If r arithmetic $>$ r table, then the research construct is valid or vice versa.

The validity test results of this study found an r count (score) $>$ r table for each construct, where the r table at $n = 203$, p 0.05 amounting to 0.155. Moreover, based on the Pearson product-moments results all indicator variables were considered significant at $p < 0.05$ (2-tailed) (see Table 1). From these results, it can be said that all constructs studied meet the validity criteria and can be analyzed within the regression model.

Table 1: Validity test results

Variable	Item**	Score (r count)**	Explanation	Variable	Item	Score (r count)	Explanation
CSE	X1	0.714	legitimate	JP	Y3.1	0.696	legitimate
	X2	0.302	legitimate		Y3.2	0.694	legitimate
	X3	0.716	legitimate		Y3.3	0.717	legitimate
	X4	0.650	legitimate		Y3.4	0.771	legitimate
JSAT	Y1.1	0.611	legitimate		Y3.5	0.695	legitimate
	Y1.2	0.591	legitimate	OS	Z1	0.541	legitimate
	Y1.3	0.678	legitimate		Z2	0.556	legitimate
	Y1.4	0.331	legitimate		Z3	0.681	legitimate
	Y1.5	0.641	legitimate		Z4	0.440	legitimate
OC	Y2.1	0.542	legitimate		Z5	0.701	legitimate
	Y2.2	0.571	legitimate				
	Y2.3	0.698	legitimate				
	Y2.4	0.431	legitimate				
	Y2.5	0.621	legitimate				

*Valid if the score (r count) $>$ from the score (r table) at $n = 203$ (0.05) of = 0.155

**Valid based on Pearson, product moments are significant at $p < 0.05 = 0.000$ (2-tailed)

The reliability test measures the reliability level of research instruments which constitute indicators of a construct. An instrument is said to be reliable if the answers given by the respondents are consistent over time [54]. This study used Cronbach's alpha assessment technique where analysis results showing a Cronbach's Alpha value $>$ 0.70 lead the research instrument to be declared reliable. This study's data analysis results indicated that the Cronbach's Alpha value for each construct (X: 0.73; Y1: 0.76; Y2: 0.83; Y3: 0.86; and Z: 0.86) was $>$ 0.70. These results confirmed that all construct indicators satisfied reliability criteria and could be analyzed in regression models.

3.2 Analysis Descriptive and Correlation

The contents of Table 2 the descriptive statistical test results showed no extreme value for the two measures - the mean and standard deviation of each variable analyzed. Consequently, the conclusion reached was that the mean and standard deviation were relatively stable in the research samples (203) measured. Furthermore, the results of the correlation analysis between the variables showed each variable had a positive correlation at a significance level of 0.01. From these results, it is clear that all independent variables can be used to predict the dependent variable.

Table 2: Descriptive statistics and correlation

Variable	Mean	SD	N	1	2	3	4
CSE	18.01	2.116	203	1			
JSAT	21.30	2.190	203	0.663***	1		
OC	20.70	2.811	203	0.948***	0.601***	1	
JP	21.50	2.951	203	0.969***	0.231***	0.469***	1
OS	21.80	2.901	203	0.969***	0.220***	0.402***	0.952***

SD: standard deviation, *** $p < 0.01$.

3.2.1 Direct Influence Regression Analysis

Table 3 explains the magnitude of the effect of the independent variable (CSE) on three dependent variables (JSAT, OC, and JP) without moderation variables. Based on its contents, the value of 'adjusted R square', is, 0.237; 0.515; and 0.131 at a level of significance of $p < 0.01$. These findings indicate that CSE can influence the dependent variable, (JSAT 23.7%; OC 51.5%; and JP 13.1%), while the others (76.3%; 48.5%; and 86.9%) are influenced by factors outside this model.

Larger OC variables (those in excess of 50%) can be predicted by CSE and the resource management system can be understood as taking greater account of CSE when seeking to achieve organizational goals. Therefore, the OC of new employees is of primary importance. Wulandari (2018) found that OC plays an important role within the organization.

Table 3: Co-efficients of determination without moderating

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1a	0.663 ^{a1}	0.440	0.399***	0.726
1b	0.948 ^{a2}	0.898	0.887***	0.315
1c	0.969 ^{a3}	0.939	0.926***	0.255

a¹. Predictors: (Constant), Total CSE. Dependent variable JSAT

a². Predictors: (Constant), Total CSE. Dependent variable OC

a³. Predictors: (Constant), Total CSE. Dependent variable JP

*** $p < 0.01$.

3.2.2 Moderated Regression Analyses (MRA)

The MRA results (Table 4) indicate the extent to which the variable (OS) plays a role in moderating the relationship between CSE, JSAT, OC, and JP. The value of the 'adjusted R square' direct effect between CSE on JSAT is 0.399 (39.9%) (see Table 3), while that of CSE on JSAT, after being negatively affected by OS (interaction), decreases to 0.305 (30.5%). This means that the OS role weakens the relationship between CSE and JSAT and does not indicate significant.

OS plays the role of moderating the relationship between CSE and OC and JP. This can be seen from the contents of Table 4 where the values of the 'adjusted R square' (models 1b and c) of 0.884 (88.4%) and 0.929 (92.9%) constitute an increase compared to the direct effect of 0.887 (88.7%) and 0.926 (92.6%) (see Table 3). The role of OS based on models 1b and c in Table 4 is significant at levels $p < 0.05$ and $p < 0.01$. The OS contribution to CSE and JP relations is very high, reaching almost 100%. Therefore, it can be understood that, in general, performance improvement represents the main objective of the organization [55][56].

Table 4: Coefficient of determination with moderation variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1a	0.573 ^{a1}	0.328	0.305	0.780
1b	0.944 ^{a2}	0.891	0.884**	0.319
1c	0.958 ^{a3}	0.917	0.929***	0.249

a¹. Predictors: (Constant), XinteractZ, CSE. Dependent variable JSAT

a². Predictors: (Constant), XinteractZ, CSE. Dependent variable OC

a³. Predictors: (Constant), XinteractZ, CSE. Dependent variable JP

** $p < 0.05$ and *** $p < 0.01$

Figure 1 contains a summary of the results of the analyses in Tables 3 and 4, which explain the role of OS in moderating the relationship of CSE to the three outcome variables (JSAT, OC, and JP). From this figure, it is clear that OS plays an important role in CSE's relationship with OC and JP, neither influencing nor contributing to the relationship between CSE and JSAT. Karman (2020) argues that when determining the strength of the human resource system, the conceptual framework is important in linking the suitability of HRM with organizational values. In line with this assertion, the results of this analysis contribute significantly to the development of human system management (HSM).

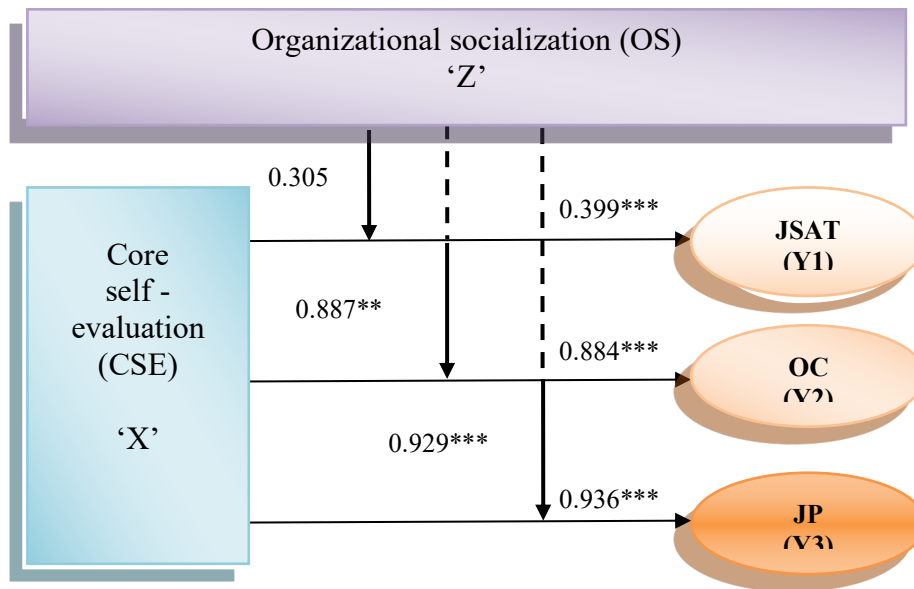


Fig. 1: Framework and results of the analysis

4 Discussions

This study investigates the trend toward changing job outcomes that are influenced by the behavior of CSEs. Job satisfaction (JSAT), Organizational commitment (OC), and Job performance (JP) are aspects of job outcomes highlighted in this study. This investigation uses the Moderation Regression Analysis (MRA) and Multiple Regression (MRA) analysis models.

The analysis results concluded that it had both a positive and significant effect on job outcomes (JSAT and JP). This proves that immigrants' use of CSEs in public organizations in Aceh has yielded fruitful benefits, while also contributing to improving outcomes (JSAT and JP). This finding is in agreement with previous ones produced by investigations of both the public sector [16] and trade sector [15][17] stated that CSEs are high-level concepts that represent the fundamental self-evaluations of individuals and their functioning within the prevailing environment.

Individuals with positive CSEs rate themselves consistently positively across situations, regarding themselves as capable, worthy, and in control of their lives. Furthermore, the results of this investigation have been unable to prove that CSEs are positively correlated with job outcomes, as previously found [15] Apart from job satisfaction, OC is one of the most frequently studied work attitudes in industrial and organizational psychology [57]. The present study illustrates that individuals are inherently different in their level of reactivity to events involving emotions. OC depends on one's cultural values since an employees' level of job satisfaction may not be an antecedent of commitment [58]. In addition, this study also analyzes the role of OS as a moderator of the relationship between CSEs and job outcomes.

The results of the analysis using MRA prove that the OS moderates the relationship. This shows that OS for new employees is important in public service organizations. The same results have been obtained by other research [59][60].

4.1 Managerial Implications

The findings of this study can have implications for daily practice because they are closely related to managerial work systems internal to an organization. To achieve organizational goals, managerial initiatives must be supported by reliable human resource factors, enthused by their degree of job satisfaction, concrete organizational commitment, and ever-increasing performance.

During the implementation of human management systems, CSE and OS must be an important concern for decision makers because these two concepts are highly relevant to initiatives to improve job outcomes. According to Judge & Kammeyer-Mueller (2011), individuals who possess the confidence and firmness to adapt can promote the implementation of positive change within organizations [61].

4.2 Theoretical Implications

The results of this study highlight two facts. Firstly, the CSE concept is an important factor in increasing job outcomes (JSAT, OC, and JP) and has close links with the development of human resources through a human management system.

Individual positive behavior can have a constructive impact on the welfare of others [33]. People with a well-developed sense of self-evaluation will regard themselves more positively and be highly confident in their inherent abilities.

Secondly, the human management system requires the OS concept because this can have an impact on job outcomes. A qualified OS is a concept of the human management system. Therefore, synergy between CSE and OS provokes responses from both OC and JP. The results of this study agree with those of previous research [5][6][30].

4.3 Limitations and Future Studies

Limitations of the research reported here include its focus on newly recruited employees as the unit of analysis, while aspects of the research object are limited to non-profit public organizations. Nevertheless, the benefits of the results of this study are relevant to the development of human resources where the research is conducted, although we consider the scope of the research location to be restricted. Research on the cultural variation of CSEs is important and we recommend this as the focus of future research [20].

5 Conclusions

From the results of the research data analysis, it can be concluded that OS is proven to have demonstrated itself as an integral factor in moderating the relationship between core self-evaluation (CSE) and organizational commitment (OC), and job performance (JP). In other words, OS can strengthen the influence between CSE of OC and JP, although it has not been proven to moderate the influence of CSE on JSAT, unless weakening that relationship. Ultimately, the findings of this study demonstrated the positive and significant influence of CSE on all job outcomes (JSAT, OC, and JP).

Conflict of interest

The authors declare that there is no conflict regarding the publication of this paper.

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