
A Study of Personal Attributes, Work Attitudes And Job Performance

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Abstract:

Job performance is a dependent variable which is directly affected by the personal attributes and work attitudes of the employees and it keeps on changing due to dynamics of the work environment. This research aims at studying the level of job performance viz-a-viz personal attributes and work attitudes in the working environment of four State Universities of Haryana. Four variables of personal attributes, viz; self-esteem, self-efficacy, locus of control & emotional intelligence and two variables of work attitudes, viz; job involvement & job satisfaction have been taken for the purpose. A sample of 269 non-teaching employees of four State Universities of Haryana has been drawn. The data has been collected with the help of standardised questionnaires of the respective variables and has been analysed with ANOVA. Results indicate that there is significant difference in the level of job performance due to different level of personal attributes and work attitudes prevailing in the State Universities.

Key Words: Self-Esteem, Self-Efficacy, Emotional Intelligence, Locus of Control, Job Involvement, Job Satisfaction, Job Performance and State Universities.

Introduction:

Beliefs about one's ability to perform specific tasks are important part of self concept-individual's conception of their own abilities, traits and skills. One important part related to it is self-esteem that is considered as the extent to which people hold positive or negative view about themselves. The research on self-esteem offers some interesting insights into organizational behaviours. High self-esteem people believe that they possess more of the ability they need in order to succeed at work. Individuals with high self-esteem will take more risks in job selection and are more likely to choose unconventional jobs than people with low self-esteem

A more restricted context of greater importance to the managers is self-esteem in organizations. The researches defined organization-based self-esteem (OBSE) as the self-perceived value that individuals have of themselves as organization members acting within an organizational context (Pierce et al., 1993). Those scoring high on OBSE tend to view themselves as important, worthwhile, effectual, and meaningful within the context of their employing organization. Three primary determinants of organization-based self-esteem are managerial respect, organizational structure and job complexity.

The concept of self-efficacy was first of all put forth and developed by Albert Bandura (1977). Self-efficacy is a key concept in Bandura's social-learning theory. He defines self-efficacy as "People judgment of their capabilities to organise and execute courses of action required to attain designated types of performances". Further working with his associates he considered self-efficacy and beliefs in one's capabilities to mobilize the motivation, cognitive resources and courses of action needed to meet given situational demands (Wood, 1989).

Emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth. This definition combines the ideas that emotion makes thinking more intelligent and that one thinks intelligently about emotions, both connect intelligence and emotion.

Emotional intelligence is primarily focused on the complex, potentially intelligent tapestry of emotional reasoning in everyday life. For most healthy individuals, we assume that emotions convey knowledge about a person's relationships with the world. For example; fear indicates that the person is facing a relatively powerful or uncontrollable threat. Happiness typically indicates one's harmonious relations with others, and anger often reflects a feeling of

injustice.

Locus of control is a generalized expectancy of perceived internal or external control or the degree to which an individual perceives events as being contingent upon his or her own behaviour or own relatively permanent characteristics, which are assumed to be more or less stable under varying conditions (Rotter, 1966). Individuals who believe that they can influence outcomes through their own abilities, efforts, skills and characteristics are designated as of internal orientation (internals). Those who perceive that outcomes are contingent upon external forces such as luck, chance, fate and powerful are of the belief that events are unpredictable because of the many complexities in the environment are designated as of external orientation (externals). People are then classified along a spectrum of very internal to very external.

Work attitudes are the feelings and beliefs that determine how employees will recognize their environment, commit themselves to intended actions, and ultimately behave. Job attitudes of the employees are most important to achieve the individual and organizational objectives through their performance. Attitudes such as involvement and satisfaction contribute to increase the performance of the employees which is proved by various existing studies.

Job involvement is a general cognitive state of psychological identification with the job. It is the degree to which a person is identified psychologically with his work or the importance of work in his total self-image and the degree to which a person's work performance affects his self-esteem (Lodahl & Kejner, 1965). Job involvement is the degree to which a person perceives his total work situation to be an important part of his life and to be central to him (Lawler & Hall, 1970). The variables of both personal characteristics like age, sex, education and marital status and job characteristics, like skill and skill change, types of skill, management control systems, employee participation, and job security have been observed as potential sources of determinants of job involvement.

Job satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work. It is an affective attitude - a feeling of relative like or dislike toward something (Newstrom & Davis, 2001). In 1935, Hoppock described job satisfaction as “any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job”. The most widely used definitions in organizational research is that of Locke (1976), who defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Job

satisfaction is a multidimensional concept as it is associated with different facets like satisfaction with the wages, work itself and recognition, rapport with supervisors and coworkers, and chance for advancement. Each dimension adds to an individual's overall sense of satisfaction with the job itself.

Job Performance is a widely used, discussed and researched term in the fields of Human Resources Management, Industrial and Organisational Psychology. In a very simple sense, it refers to whether an individual performs well his job or not. Job performance is an important dependent variable of interest to educators, businesses, the government, and society at large. Researchers and businesses are just now reaching consensus on common definitions and conceptualizations of individual level job performance.

Individual performance is dynamic since variations are noted between a transition stage (when individuals are new in a job and when the tasks are novel) and a maintenance stage (when the knowledge and skills needed to perform the job are learned and when task accomplishment becomes automatic) while identifying the processes underlying changes of job performance (Murphy, 1989).

In the present study an attempt has been made to collect the data from four Haryana state universities, i.e., Kurukshetra University, Maharishi Dayanand University, Guru Jambheshwar University of Science & Technology and Chaudhary Devi Lal University.

The Kurukshetra University, Kurukshetra was created by the Haryana State Legislature Act of 12 of 1956. Its foundation stone was laid by Dr. Rajendra Prasad, the first President of the Republic on 11 January, 1957. The University also has 362 affiliated colleges and institutes. The Maharshi Dayanand University, Rohtak was created by the Haryana Legislature Act 25 of 1975. Over 490 Institutions/Colleges are affiliated to this University. The Guru Jambheshwar University of Science & Technology, Hisar was created by the Haryana State Legislature Act 17 of 1995. The jurisdiction of the University extends to the courses being run in the areas of science, technology, engineering, pharmacy, physiotherapy and management on the University Campus and all Technical Institutions. The **Chaudhary Devi Lal University, Sirsa** was created by the Haryana State Legislature Act 9 of 2003.

Review of Literature:

Individuals when confronted with a task to perform, high self-esteem people value high performance, exert effort and engage in goal-directed behaviour (Korman, 1976). High self-esteem individuals are more likely to have higher self-efficacy which contributes to higher performance levels under almost all role conditions (Bandura, 1977, 1989). Brockner (1988) found that an employee's self-esteem is central to the explanation of work performance. Judge & Bono (2001) in a meta-analytic review reported a corrected mean correlation between self-esteem and performance of .26, one of the strongest individual difference correlates of performance. High self esteem individuals are motivated to maintain a positive self-perception.

Research within organizations has demonstrated that self-efficacy is strongly related to performance. There are four ways of developing a strong sense of efficacy; mastery experience, social modelling, social persuasion and, and affected state (Goddard et al., 2004).

In a study among 178 academic and general staff working in 15 Australian universities were selected 320 middle managers of major retailers as a sample in the U.K. Findings of these studies indicated that the ability of employees to deal with and use their emotions to control their colleague's emotions, increases job performance by decreasing their psycho-physiological stresses (Gillespie et al., 2001& Slaski, 2002).

Douglas Caesar et al (2004) investigated whether the relationship between conscientiousness and performance is stronger for individuals who are high on emotional intelligence. The results of hierarchical moderated Regression Analyses revealed that the relationship between conscientiousness and work performance is positive for individuals high (versus low) in emotional intelligence.

Cumming (2005) explored the relationship between emotional intelligence and workplace performance with a sample of workers from New Zealand. In addition, she studied the relationship among demographic factors, emotional intelligence and workplace performance. It was observed that there is a significant relationship between emotional intelligence and workplace performance.

Wong & Law (2004) found the significant relationship between Emotional Intelligence, job satisfaction and job performance. Cote & Miners (2006) examined the relationship between emotional intelligence, cognitive intelligence, and job performance. Results found that cognitive

intelligence moderated the association between emotional intelligence and job performance. Emotional intelligence became a stronger predictor of job performance.

Khokhar & Kush (2009) explained the performance of executives on different levels of emotional intelligence and provided a link between emotional intelligence and effective work performance. The findings of the study revealed that executives having higher emotional intelligence showed better quality of work performance as compared to their counterparts.

In the study conducted by Basim & Sesen (2006), it has been determined that individuals with internal locus of control had more tendencies to help and perform courteous attitudes when compared with the ones with external locus of control. They have also mentioned that these qualities of the individuals with internal locus of control have considerable impact upon work performance and content levels.

Job involvement has a positive impact on the employee's motivation and efforts (Hackman 1976), which leads to a high level of in-role job performance. Rabinowitz & Hall (1977) in their review of literature on job involvement found that individual characteristics such as age, education, sex, tenure, need strength, level of control and values were linked to job involvement. Brown & Leigh (1996) argued that one reason for the weak and significant relationship between job involvement and in-role job performance may be that job involvement is more likely to influence in-role job performance in the presence of certain other variables (indirectly).

People with high levels of job involvement tend to be satisfied with their jobs and highly committed to their careers, professions, and employing organizations (Brown, 1996; Carson et al., 1995). They rarely think about changing employers (Brown, 1996) and generally believe that their personal goals and the organization's goals are compatible (Chay & Aryee, 1999). As Mudrack (2004) explains highly involved people, thus tend not to give up easily, may feel almost a moral obligation to be involved with their jobs, and may tend to be set in their ways. Ali (2008) examined and revealed that job involvement was positively correlated with both - in-role job performance and Organizational citizenship behaviour. In addition, it was also found that organizational commitment partially mediated the job involvement-performance relationship.

McCue & Gianakis (1997) concluded that satisfaction is a function of correspondence between expectations, aspirations, needs, and the degree to which the organization fulfils these

needs and matches the expectations and aspirations. Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge & Mullier, 1998). The sources of job satisfaction seem to have a greater impact on performance. Job satisfaction is complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Vidal, Valle and Aragon, 2007). Dipika (2012) suggested that employees having favourable attitude towards their profession are generally successful, properly adjusted and well satisfied with their job.

Research Problem:

As the workload on the non teaching employees of the universities in the Haryana state are increasing day by day due to high rate of retirements and low rate of fresh recruitments. Moreover, new private colleges and institutes are being affiliated with the Universities without consideration in to the fact that the concerned universities are supposed to handle their additional workload with in stipulate time frame but very few additional posts are being sanctioned by the state government. On the other hand, the universities are being required to be self sufficient. There are many factors including personal attributes and work attitudes which affect the job performance. Therefore in the present scenario, it is very important to study these factors which may help the administration to take initiatives to enhance job performance.

Objective of the Study:

1. To compare the level of personal attributes i.e., self-esteem, self-efficacy, locus of control, and emotional intelligence of the non-teaching employees of the State Universities of Haryana.
2. To compare the level of work attitudes of the non-teaching employees of the State Universities of Haryana.
3. To study the level of job performance i.e., job involvement and job satisfaction of the non-teaching employees of the State Universities of Haryana.

Hypothesis:

1. The employees working in different state universities are likely to differ in the terms of their personal attributes.
2. The employees working in different state universities are likely to differ on the level of work attitudes.
3. The employees working in different state universities are likely to differ on the level of job performance.

Methodology:

A sample of four hundred non-teaching employees working in the four universities viz; Kurukshetra University, Kurukshetra, Chuadhary Devi Lal University, Sirsa, Guru Jambeshwar University of Science and Technology, Hisar and Maharshi Dyanand University, Rohtak was drawn using convenient sampling procedure. The participation of employees in the sample was on voluntary basis. The data has been collected in two ways i.e. field data and documented data. A total number of four hundred questionnaires were distributed amongst the employees working in the selected universities. Out of that 317 questionnaires were received back. It was found that only 269 questionnaires were filled completely. As such, the response rate was found at 67.25%.

Table-I
Sample Profile

Sr. No.	University	Questionnaire Distributed	Questionnaire Returned	Questionnaire Selected	Response Rate
1	Kurukshetra University, Kurukshetra	100	82	75	75%
2	Chuadhary Devi Lal University, Sirsa	100	77	60	60%
3	Guru Jambeshwar University of Sci. and Tech., Hisar	100	75	65	65%
4	Maharshi Dayanand University, Rohtak	100	83	69	69%
	Total	400	317	269	67.25%

The following standardised questionnaires (Instruments used to collect Data) of organisation based self-esteem, self-efficacy, locus of control, emotional intelligence, job involvement, job satisfaction and job performance have been used in this study.

Table-II
Instruments Used for Data Collection

Sr. No.	Scale/ Test	Author
1	Self-esteem	Pierce et al. (1989)
2	Self-Efficacy	Sood (2000)
3	Locus of Control	Rotter (1966)
4	Emotional Intelligence	Chadha & Singh (2001)
5	Job Involvement	Lodahl & Kejner (1964)
6	Job Satisfaction	Brayfield & Rothe (1951)
7	Job Performance	Rendell et al. (1990)

Results:

The obtained data were analysed in the light of the objectives & hypothesis proposed. For this purpose ANOVA was carried out by using the SPSS analytical software. The summaries of ANOVA of different variables are as under;

Table-III

**Summary of ANOVA of Personal Attributes
(N-269)**

Variable	Statistics	KUK	CDLU	GJU	MDU
Organisation Based Self-esteem	Mean	43.27	39.80	40.38	40.12
	S.D.	5.134	4.494	5.544	4.031
	F-test	7.821			
	Sig.	.000*			
Self-efficacy	Mean	41.88	41.10	41.78	40.65
	S.D.	2.899	3.463	5.644	4.592
	F-test	1.299			
	Sig.	.275			
Locus of Control	Mean	3.31	2.55	3.86	3.26
	S.D.	1.488	1.731	1.619	1.836
	F-test	6.456			
	Sig.	.000*			
Emotional Intelligence	Mean	242.13	213.50	222.77	190.87
	S.D.	29.353	43.757	39.932	44.158
	F-test	20.863			
	Sig.	.000*			

* ANOVA is significant at the 0.05 level.

From perusal of the Table-III, it is found that the F-values of organisation based self-esteem (7.821), locus of control (96.456) and emotional intelligence (20.863) are significant which indicate that there is a difference in the above said personal attributes of the non-teaching employees of the universities. Hence, the hypothesis drawn that the employees working in different state universities are likely to differ in the terms of their personal attributes is accepted. Further, the mean values of the organisation based self-esteem (43.27) and emotional intelligence (242.13) of non-teaching employees of the Kurukshetra University, Kurukshetra have been found the highest indicating there by that these personal attributes influence non-teaching employees of the Kurukshetra University the most. The mean values of the organisation based

self-esteem (39.80), self-efficacy (41.10) and locus of control (2.55) of non-teaching employees of the Chaudhary Devi Lal University, Sirsa have been found the lowest which means that these personal attributes influence non-teaching employees of the Chaudhary Devi Lal University the least. Furthermore, the mean value of the locus of control (3.86) of non-teaching employees of the Guru Jambheshwar University of science & technology, Hisar has been found very near to the 'Balance' value, i.e., '4'. The mean value of the locus of control (2.55) of the Chaudhary Devi Lal University, Sirsa has been found the lowest which demonstrate that non-teaching employees attribute the outcomes to the circumstances beyond their control. Self-efficacy does not yield significant (+/-) value in the F test. It reveals that there is no significant difference in the variables of personal attributes amongst the universities.

On the basis of 'interpretation of scores' prescribed in the emotional intelligence test, it is found that the non teaching employees of the Kurukshetra University, Kurukshetra have high emotional intelligence whereas non-teaching employees of the Maharishi Dayanand University, Rohtak have low emotional intelligence. However, non-teaching employees of the Chaudhary Devi Lal University, Sirsa and the Guru Jambheshwar university of Science & Technology, Hisar have moderate emotional intelligence.

Table-IV
Summary ANOVA of Work Attitudes
(N-269)

Variable	Statistics	KUK	CDLU	GJU	MDU
Job Involvement	Mean	55.91	55.15	53.98	53.86
	S.D.	3.775	3.999	4.299	4.131
	F-test	4.136			
	Sig.	.007*			
Job Satisfaction	Mean	44.72	42.45	42.08	45.43
	S.D.	4.062	6.531	4.459	3.487
	F-test	8.319			
	Sig.	.000*			

* ANOVA is significant at the 0.05 level.

From the Table-IV, it is found that the F-values of job involvement (4.136) and job satisfaction (8.319) are significant which indicate that there is a significant difference in said variables of work attitudes of non-teaching employees of the universities. Hence, the hypothesis drawn that the employees working in different state universities are likely to differ on the level of work attitudes is accepted. Further, the mean value of the job involvement (55.91) of non-teaching employees of the Kurukshetra University, Kurukshetra and job satisfaction (45.43) of non-teaching employees of the Maharishi Dayanand University, Rohtak have been found the highest indicating thereby that their work attitudes influence non-teaching employees of the both universities the most. Whereas the mean value of job involvement (55.15) of non-teaching employees of the Chaudhary Devi Lal University, Sirsa and mean value of job satisfaction (42.08) of non-teaching employees of the Guru Jambheshwar University of science & technology, Hisar have been found the lowest which means that these work attitudes have least influence on non-teaching employees of the both universities.

Table-V
Summary of ANOVA of Job Performance
(N-269)

Variable	Statistics	KUK	CDLU	GJU	MDU
Job Performance	Mean	60.20	53.00	53.62	50.70
	S.D.	4.973	13.750	6.5999	10.154
	F-test	14.036			
	Sig.	.000*			

* ANOVA is significant at the 0.05 level.

Summary of ANOVA of job performance (Table-IV) highlights that F-Test value of job performance is (14.036) is significant which indicates that there is a significant difference in job performance of non-teaching employees of the said universities. Hence, the hypothesis drawn that the employees working in different state universities are likely to differ on the level of job performance is accepted. Further, the mean value of the job performance of non-teaching employees of the Kurukshetra University, Kurukshetra has been found the highest (60.20) which indicate that their job performance is affected by good quality of personal attributes and work

attitudes whereas the mean value of job performance of employees of the Maharishi Dayanand University, Rohtak has been found the lowest (50.70). This indicates that they are unable to generate good performance due to lower personal attributes and work attitudes.

Discussion:

From findings of the present study, it is observed that the job performance of non-teaching employees of the Kurukshetra University, Kurukshetra is highest due to high level of their personal attributes (self-esteem & emotional intelligence) and work attitude (job involvement). Further, it is also fairly affected by job satisfaction too. Whereas the job performance of non-teaching employees of Maharishi Dayanand University, Rohtak has been found the lowest because of their personal attribute (emotional intelligence) and low level of their work attitude (job involvement). There seems to be poor level of emotional sensitivity, competency and maturity. Though non-teaching employees of the Maharishi University, Rohtak are highly satisfied with their jobs but they are least involved in their job which may be due to their low level of self-efficacy.

Further, the low level of job performance of non-teaching employees of the Chaudhary Devi Lal University, Sirsa is also due to the lowest level of their personal attributes (self-esteem, self- efficacy & locus of control) and work attitude (job involvement).

It is, therefore, concluded that the govt. policies have not affected adversely the job performance of the employees of the Kurukshetra University, Kurukshetra whereas in the case of other universities the situation is otherwise. It is, therefore, recommended that in cases where the job performance is found poor the university administration should try to strengthen the personal attributes and work attitudes of its employees in a positive manner by way of amending its various human resources, administrative and control policies in vogue.

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