

CORE SELF-EVALUATIONS OF ORGANIZATION MEMBERS IN THE MILITARY CONTEXT

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ABSTRACT

This study examines the core self-evaluations (CSEs) traits of organization members in the military context, and further investigates the relationship of CSEs with global job satisfaction and organizational commitment. Analytical results from 114 sergeants in military school are summarized as follows: (1) analytical results validate the convergent and discriminant validity of the constructs, (2) the internal locus of control and emotional stability have significant positive relationships with global job satisfaction, and (3) global job satisfaction is positively related with organizational commitment. This study provides practical implications both for management in both business and military organizations and suggestions for follow-up studies.

INTRODUCTION

Job satisfaction and organizational commitment are popular research topics for work-related attitude [14]. Individuals who dissatisfied with their jobs may experience frustration, aggression, psychological withdrawal, poor physical health, shortened life span, mental health problems, and reduced overall life satisfaction [7]. Organizational commitment is an individual's consideration and loyalty to his organization. Employees with high organizational commitment would devote more effort to his/her energy to organization [3]. Blau [4] maintained that job satisfaction would affect organizational commitment of employees. Thus, employees' job satisfaction and organizational commitment will influence their job performance and then influence organizational competency.

The effects of personal dispositions on job satisfaction had been recognized for a long time [5][8][16]. Recently, studies have been focused on a broad personality trait, called core self-evaluations (CSEs), which individuals hold about themselves and their functioning in the world [11][13]. There are four sub-constructs of CSEs: self-esteem, self-efficacy, locus of control, and emotional stability [9][10]. Previous researches on CSEs were primarily on its predicting power of job satisfaction and concluded that individuals with positive CSEs were more likely to have high levels of job satisfaction than those who are low in CSEs [12].

Several studies examined job satisfaction [2][15][19] and organizational commitment [1][6] in the military context, no study ever examined the relationship between CSEs and the above two organizational attitudes. The military organizations are formal and hierarchical in nature and with professional divisions of labor. Most countries establish military organizations to defend their national securities. Whether the broader personality traits of military members influence their work and organization related attitudes deserved attention.

Examining the relationships between personality traits and attitudinal outcomes across cultures prove useful [18]. In the researches of the non-Western samples found that the four traits of CSEs was related to job satisfaction. Similar results were found in the Chinese [21], Greek [17], German [20], and Japanese [18] studies. Therefore, the present study expects that each CSE trait will be related to job satisfaction and organizational commitment in Taiwanese military sergeants.

LITERATURE REVIEW AND HYPOTHESIS

Based on the literature review, this study proposes two hypotheses:

H1: CSEs traits (except for external locus of control) are positively related to global job satisfaction.

H2: Global job satisfaction is positively related to Organizational commitment.

METHOD

Study participants were sampled from the military organizations in Taiwan. Sergeants were in the army, navy, air force and combined logistics. This study distributed 200 questionnaires to participants via senior cadre, and obtained 122 completed questionnaires. After deleting 8 incomplete questionnaires, the valid sample is 114, representing the response rate of 57%. Of the 114 questionnaires collected, 112 participants (98.2%) were male, and 2 participants were female (1.8%). Most respondents were aged under 25 years (66.7%), and 26–30 years old (30%). In total, 103 participants were single (90%), and 11 were married (10%).

We used six scales to measure the four constructs of core self-evaluation, global job satisfaction, and organizational commitment. In addition, this study conducted reliability analysis and confirmatory factor analysis to assess scale validity. Overall reliability for each scale was greater than 0.70, except for the locus of control (0.54). Analytical results validate the convergent and discriminant validity of the constructs.

RESULTS, CONCLUSIONS, AND IMPLICATIONS

This study examined a theoretical framework of the relationships between CSEs and global job satisfaction and between global job satisfaction and organizational commitment in a military context. Two research hypotheses were proposed and subjected to empirical statistic analyses.

As expected, internal locus of control and emotional stability were significantly and positively related with global job satisfaction. As molding a personality is difficult in a short period of time, the sergeants should be treated by encouraged way in the military. The sergeants should not be blamed and pretend to be indifferent to their failures. Of course, appropriate punishment is required for soldiers. Like other soldiers, sergeants have difficulty changing the CSEs in a short time. The Taiwanese military usually selects new members via intelligence and physical tests. The present study argues that the military should select new sergeants with internal locus of control and emotional stability when needed.

In addition, global job satisfaction was significantly and positively related to organizational commitment of sergeants. Employee satisfaction is closely related to his/her loyalty to an organization. Life in the military will also impact the impressions sergeants have of their country. If their impressions are not very positive, the state will have difficulty getting such soldiers to defend their nation wholeheartedly. The military should develop detailed rules to meet sergeants needs associated with work and provide them with some memorable experiences during their short military life. For instance, praise and honorable mention should be given for outstanding performance; additionally, assessments of work achievements must be fair. Assessments should be multi-dimensional, and mutual evaluations among sergeants, subordinates and commanding officers are effective.

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