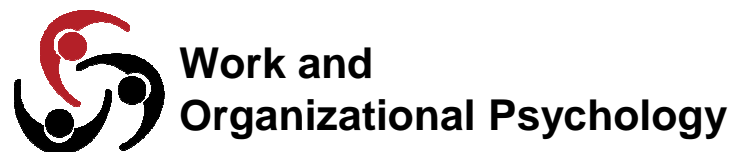


Personality matters!

Core Self-Evaluations and Career Success

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Outline



1. Introduction
2. Personality and Career Success
3. Core Self-Evaluations
 1. Construct
 2. Relation to Career Success
4. Empirical Study
5. Discussion

Career Success



- “positive psychological or work related outcomes or achievements one has accumulated as a result of one’s work experiences”
(Judge, Cable, Boudreau, & Bretz, 1995, p. 486)
- components:
 - subjective (intrinsic) career success
 - objective (extrinsic) career success

Subjective vs. objective career success



Career success	
subjective/ intrinsic	objective/ extrinsic
<ul style="list-style-type: none">• an individual's reactions and attitudes with regard to his or her work and career	<ul style="list-style-type: none">• observable• objectively measurable

Subjective vs. objective career success



**subjective/
intrinsic**

**objective/
extrinsic**

Job Satisfaction

Income

Career Satisfaction

Number of promotions

Life satisfaction

Occupational prestige

Promotability

Employability

**Career
success**

Subjective vs. objective career success



	subjective/ intrinsic	objective/ extrinsic
subjective/ intrinsic	.45-.48 (e.g., Judge et al., 1995; Boudreau et al., 2001)	.22-.30 (Dette et al., 2004; Ng et al., 2005)
objective/ extrinsic		.18 (Ng et al., 2005)

Predictors of career success



Human capital

(e.g., hours worked, work experience, education level; Ng et al., 2005)

Influence tactics

(e.g., Judge & Bretz, 1994)

Organizational sponsorship

(e.g., mentoring, training and skill development opportunities; Ng et al., 2005)



Job characteristics

(e.g., Loher et al., 1985)

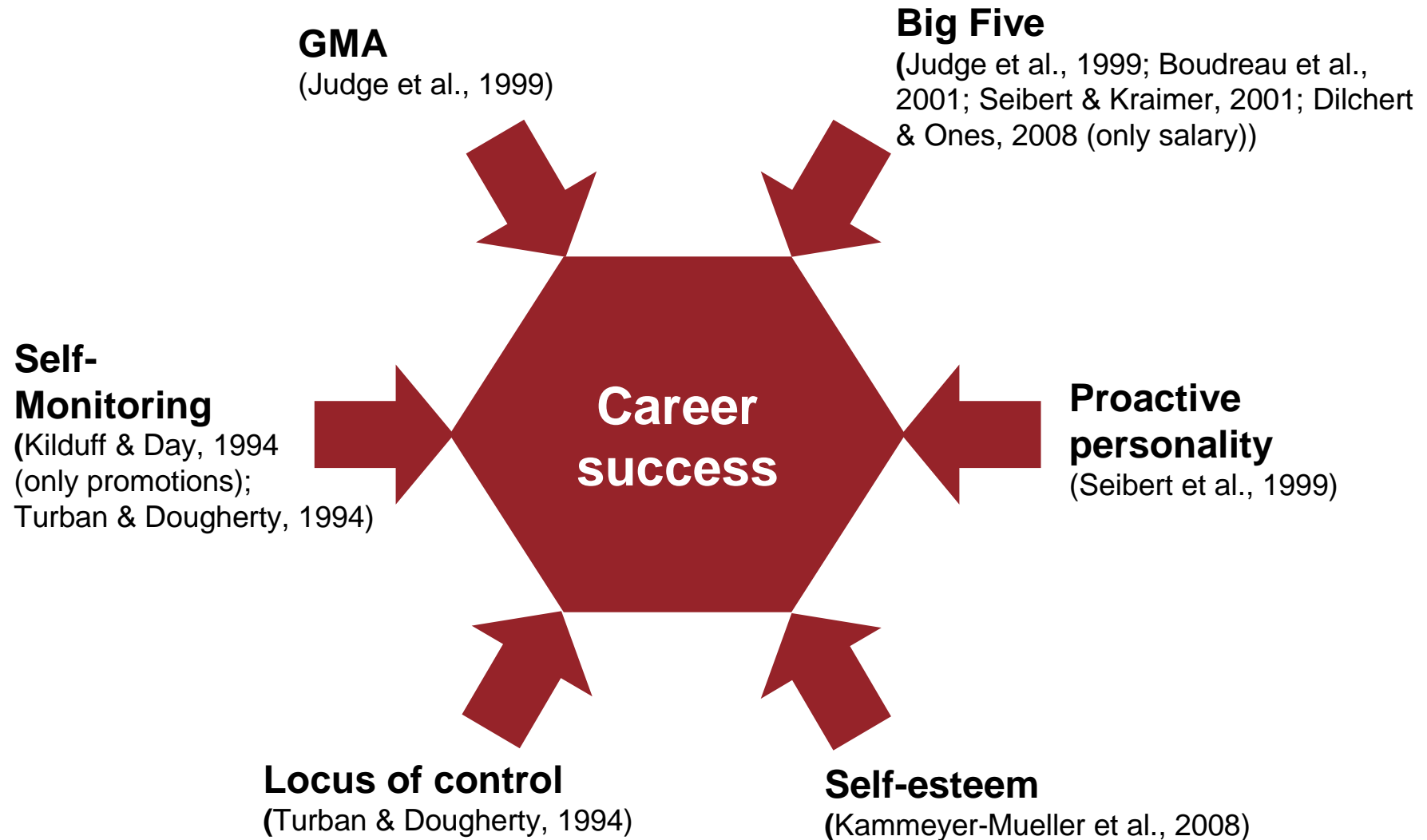
Perceived org. support

(Rhoades & Eisenberger, 2002)

Leader-member exchange

(e.g., Wayne et al., 1999)

Personality predictors of career success

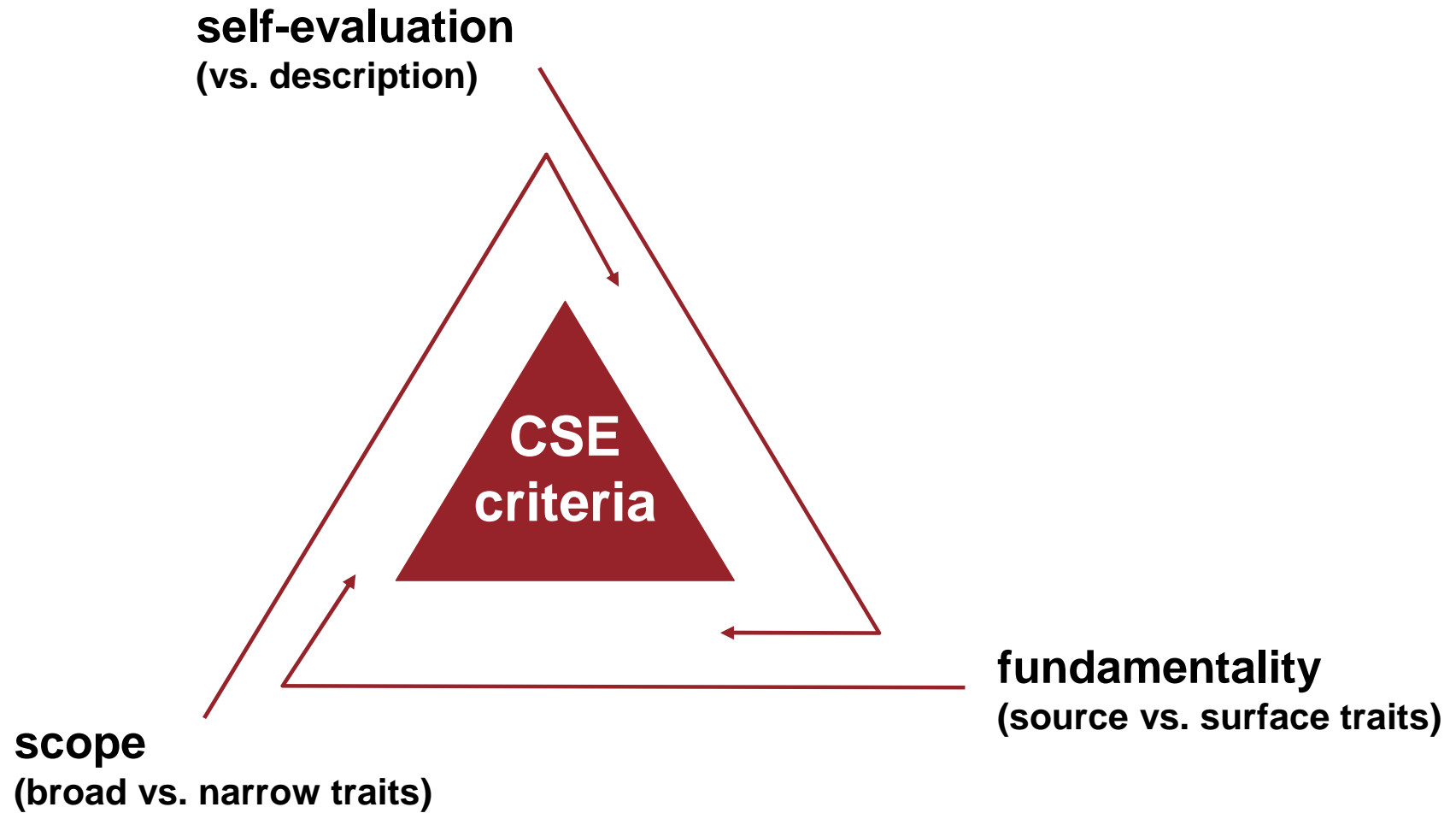


Core self-evaluations: the construct

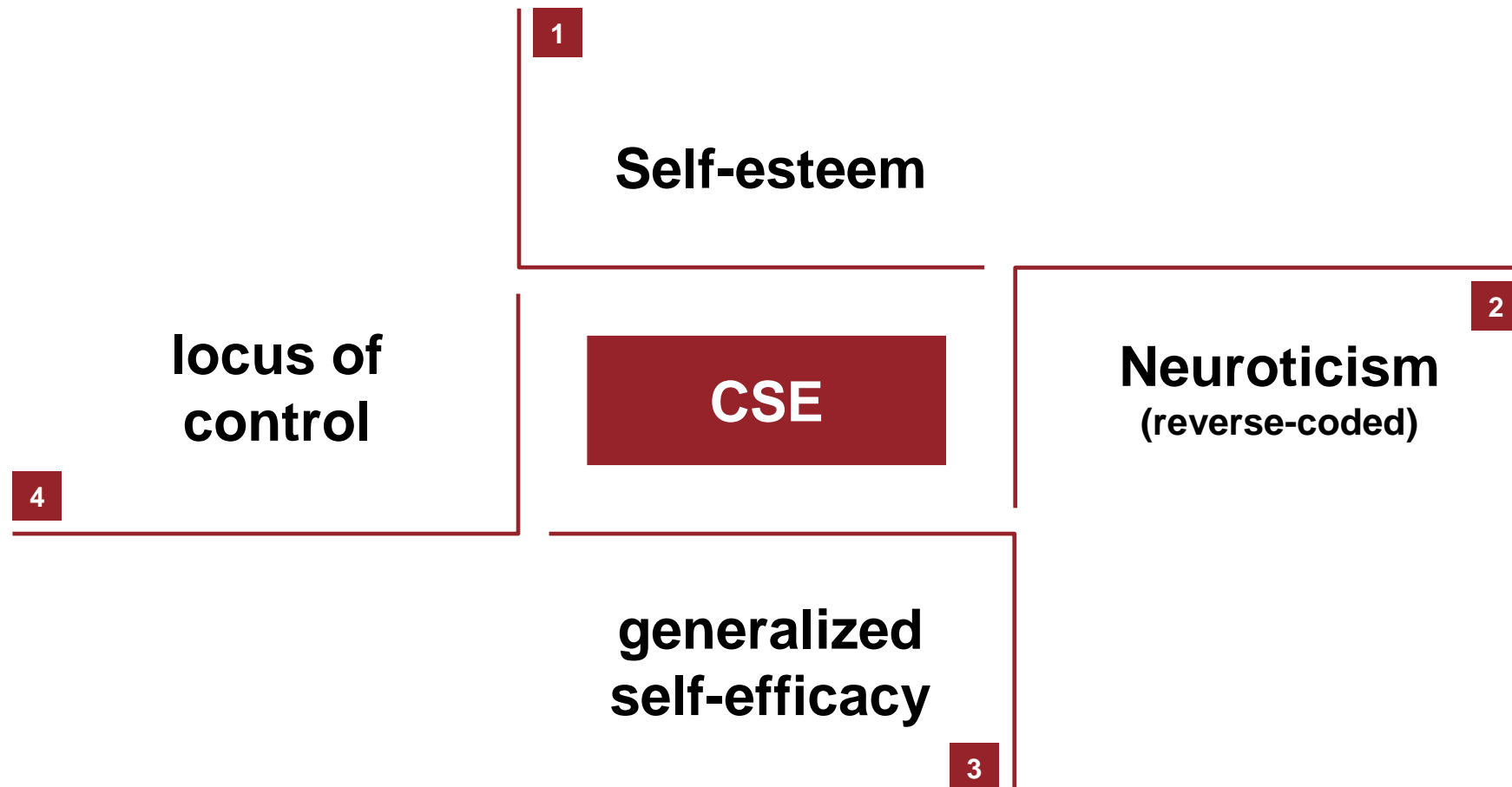


- core self-evaluations:
 - an elementary assessment of oneself and one's functioning in the world (Judge et al., 1997, 1998)
 - fundamental evaluations that people make about their worthiness, competence, and capability (Judge et al., 2005)
 - general idea: personological base of job satisfaction
- search for traits that meet three criteria

Core self-evaluations: the criteria



Core self-evaluations: the core traits



Core self-evaluations: construct validity



- substantial correlations between core traits (Judge et al., 2002)
- confirmatory and exploratory factor analytic studies revealed one common factor (Erez & Judge, 2001; Judge et al., 1998, 2000; Stumpp et al., in press)
- discriminant validity:
 - moderate correlations with E and C
 - weak correlations with O and A (Judge et al., 2002)

Core self-evaluations: criterion validity



- job satisfaction: .24-.45 (Judge & Bono, 2001)
 - generalizable across cultures (e.g., Spain, Judge et al., 2004; Japan, Piccolo et al., 2005)
 - incremental validity over Big Five and trait affectivity (Judge et al., 2008)
 - effects mediated by
 - job characteristics (Judge et al., 2000)
 - self-concordance of goals (Judge et al., 2005)
 - less social comparison (Brown et al., 2007)
 - empowerment (Spence Laschinger et al., 2007)
 - less burnout (Best et al., 2007)
 - less work-family conflict (Boyar & Mosley, 2007)

Core self-evaluations: criterion validity



- job performance: .19-.26 (Judge & Bono, 2001)



Core self-evaluations and career success



- studies on CSE and career success primarily focused on job satisfaction
- study rationale
 - broaden the evidence for criterion validity of CSE
 - add to the sparse findings on the relation between personality and career success
 - evidence (e.g., Judge et al., 1999) that effects of personality accumulate over time

Core self-evaluations and career success



- positive links between CSE and career success
 - meta-analytic evidence (Ng et al., 2005)
 - subjective career success: moderate to strong relations with N & LOC
 - objective career success: significant relations to income (N & LOC) and promotion (N)
 - longitudinal study (Judge and Hurst, 2007)
 - positive relations to income, socioeconomic status, and academic achievement (CSE)

Hypotheses



- Hypothesis 1: The German CSES represents a one-factor structure.
- Hypothesis 2.1: CSE exhibits significant positive relationships with objective career success.
- Hypothesis 2.2: CSE exhibits significant positive relationships with subjective career success.


Method: Sample



- 158 full-time employees
- gender: 89♀, 69♂
- age: \bar{X} 31.57 years ($SD = 8.64$ years)
- job experience: \bar{X} 7.55 years ($SD = 8.38$ years)
- tenure: \bar{X} 5.42 years ($SD = 6.83$ years)
- main industries (15 in total):
public service sector (41), health care (27), and
services (19)

Method: Instruments



- German Core Self-Evaluations Scale (CSES; Stumpp et al., in press; Cronbach's $\alpha = .87$) 
- Job satisfaction (Job Description Form; Neuberger & Allerbeck, 1978; Cronbach's $\alpha = .82$)
- Career satisfaction (Greenhaus et al., 1990; Cronbach's $\alpha = .86$)
- Income
- Number of promotions

Results: CFA



Model	Model Fit						Model Comparison	
	χ^2	<i>df</i>	GFI	CFI	TLI	RMSEA	$\Delta\chi^2$	Δdf
4 factors	87.10 (<i>p</i> = .01)	42	.92	.93	.89	.08		
1 factor	98.87 (<i>p</i> = .01)	48	.90	.92	.89	.08	11.77 (n.s.)	6

Results:

Prediction of subjective career success



	Job satisfaction		Career satisfaction	
	β	ΔR^2	β	ΔR^2
Step 1: Control vars		.11		.10
age	-.04		-.15	
gender	.06		.03	
tenure	-.15		.15	
level of education	.04		.14	
industry (dummy-c.)				
Step 2: CSE	.40***	.15***	.45***	.18***

Results:

Prediction of objective career success



	Income		No. of promotions	
	β	ΔR^2	β	ΔR^2
Step 1: Control vars		.43***		.47***
age	.41**		.51***	
gender	.11		.05	
tenure	.13		.01	
level of education	.22*		-.21*	
industry (dummy-c.)				
Step 2: CSE	.22**	.04**	.19**	.03**

Discussion



objective/ extrinsic

- mediation by job performance
- performance is one of the many determinants of extrinsic career outcomes (Judge et al., 1999)

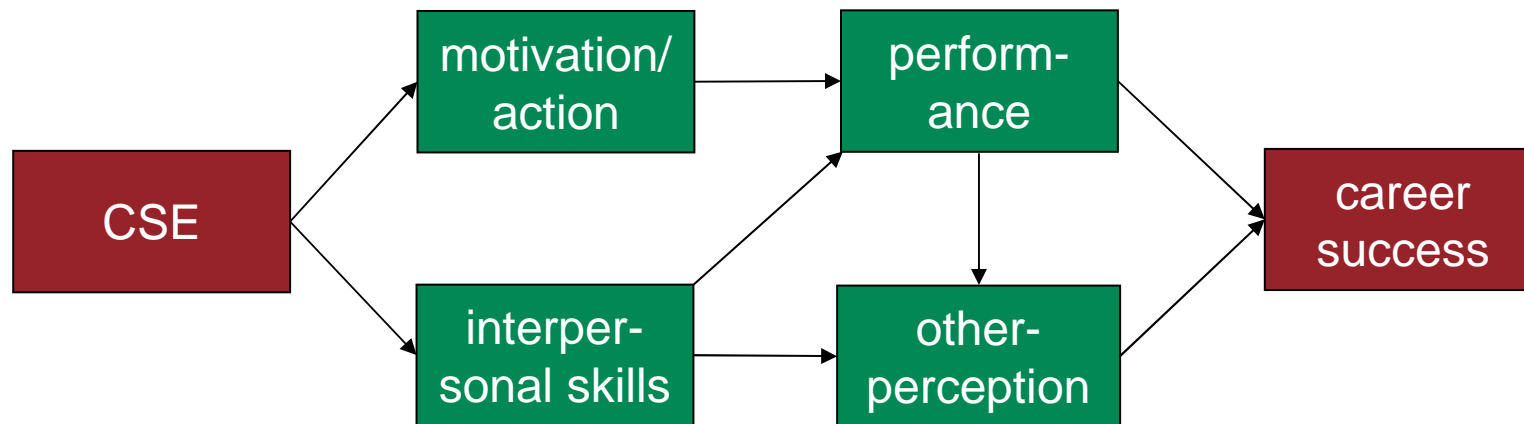
subjective/ intrinsic

- perception-related mediation
- action-related mediation
- other-perception-related mediation

Discussion



(impersonal) performance approach



(interpersonal) perception approach

Limitations



- potential bias in self-reported number of promotions and salary
 - but: archival salary closely related to self-report salary (Judge et al., 1995)
- common-method variance
 - but: constructs best measured by self-report

Thank you very much for your attention!



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Backup



Ng et al. (2005)



Meta-Analytic Results of the Predictors of Career Satisfaction

Predictors	<i>N</i>	<i>k</i>	<i>r_c</i>	<i>SD_c</i>	<i>Q</i>
Human capital					
Hours worked	9,236	17	.13*	.08	66.46*
Work centrality	14,944	19	.22*	.20	335.92*
Job tenure	6,491	9	-.02	.05	18.02*
Organization tenure	9,246	17	.02	.04	21.72
Work experience	7,318	16	.00	.10	68.93*
Willingness to transfer	1,060	4	-.06	.41	102.02*
International experience	5,068	4	.03	.03	13.62*
Education level	11,890	24	.03*	.07	65.38*
Career planning	2,367	7	.33*	.23	41.24*
Political knowledge & skills	6,112	2	.05*	.04	7.21
Social capital	3,051	8	.28*	.13	36.26*
<i>Average correlation</i>			.10		
Organizational sponsorship					
Career sponsorship	6,255	18	.44*	.21	166.75*
Supervisor support	1,653	6	.46*	.26	57.02*
Training & skill development opportunities	5,048	18	.38*	.16	82.84*
Organizational resources	7,096	15	-.02	.12	106.00*
<i>Average correlation</i>			.31		
Socio-demographics					
Gender (<i>male</i> = 1, <i>female</i> = 0)	10,246	22	.01	.08	65.58*
Race (<i>White</i> = 1, <i>non-White</i> = 0)	2,561	5	.03*	.11	27.92*
Marital status (<i>married</i> = 1, <i>unmarried</i> = 0)	6,468	14	.06*	.01	9.67
Age	11,913	26	.00	.09	114.62*
<i>Average correlation</i>			.02		
Stable individual differences					
Neuroticism	10,566	6	-.36*	.05	67.71*
Conscientiousness	10,566	6	.14*	.06	16.04*
Extroversion	10,566	6	.27*	.07	6.68
Agreeableness	4,634	5	.11*	.05	4.65
Openness to experience	10,962	7	.12*	.03	26.74*
Proactivity	1,072	3	.38*	.02	0.50
Locus of control	668	3	.47*	.29	22.57*
<i>Average correlation</i>			.24		

Ng et al. (2005)



Meta-Analytic Results of the Predictors of Salary

Predictors	N	k	r_c	SD_c	Q
Human capital					
Hours worked	15,428	22	.24*	.10	209.61*
Work centrality	9,101	17	.12*	.12	75.74
Job tenure	17,094	20	.07*	.14	361.66*
Organization tenure	39,562	39	.20*	.13	792.75*
Work experience	10,841	27	.27*	.13	260.05*
Willingness to transfer	3,156	6	.11*	.09	21.58*
International experience	4,869	4	.11*	.02	6.97
Education level	45,293	45	.29*	.14	1,126.93*
Career planning	522	2	.11*	.10	4.24
Political knowledge & skills	1,261	5	.29*	.05	4.60
Social capital	3,481	9	.17*	.14	67.56*
<i>Average correlation</i>			.21		
Organizational sponsorship					
Career sponsorship	3,406	10	.22*	.21	29.46*
Supervisor support	2,322	5	.05*	.13	24.14*
Training & skill development opportunities	9,670	7	.24*	.15	278.01*
Organizational resources	8,204	18	.07*	.13	159.66*
<i>Average correlation</i>			.13		
Socio-demographics					
Gender (<i>male = 1, female = 0</i>)	33,211	51	.18*	.11	519.21*
Race (<i>White = 1, non-White = 0</i>)	6,443	13	.11*	.12	115.10*
Marital status (<i>married = 1, unmarried = 0</i>)	23,303	29	.16*	.09	252.86*
Age	40,197	52	.26*	.16	1,249.90*
<i>Average correlation</i>			.20		
Stable individual differences					
Neuroticism	6,433	7	-.12*	.03	12.38
Conscientiousness	6,286	6	.07*	.10	55.95*
Extroversion	6,610	7	.10*	.05	27.00*
Agreeableness	6,286	6	-.10*	.01	2.23
Openness to experience	6,800	7	.04*	.04	9.94*
Proactivity	1,006	4	.11*	.13	11.69*
Locus of control	2,495	7	.06*	.11	21.91*
Cognitive ability	9,560	8	.27*	.07	69.49*
<i>Average correlation</i>			.11		

Meta-Analytic Results of the Predictors of Promotion

Predictors	N	k	r_c	SD_c	Q
Human capital					
Hours worked	12,077	10	.13*	.05	36.22*
Work centrality	5,258	5	.04*	.04	11.84*
Job tenure	11,393	10	-.02*	.07	62.96*
Organization tenure	17,725	17	.03*	.22	993.14*
Work experience	5,400	10	.06*	.26	402.62*
Willingness to transfer	3,982	5	.03*	.14	56.51*
International experience	4,768	3	.12*	.00	1.11
Education level	9,571	26	.05*	.08	95.72*
Political knowledge & skills	432	2	.07	.00	.04
Social capital	2,605	7	.15*	.06	10.67
<i>Average correlation</i>			.06		
Organizational sponsorship					
Career sponsorship	4,828	10	.12*	.08	33.53*
Supervisor support	1,235	6	.02	.00	2.68
Training & skill development opportunities	6,503	6	.23*	.21	391.39*
Organizational resources	18,780	14	.06*	.02	23.07*
<i>Average correlation</i>			.10		
Socio-demographics					
Gender (<i>male = 1, female = 0</i>)	19,545	29	.08*	.07	127.65*
Race (<i>White = 1, non-White = 0</i>)	11,148	11	.01	.03	24.84*
Marital status (<i>married = 1, unmarried = 0</i>)	26,708	16	.09*	.09	227.18*
Age	28,498	28	.02*	.21	1,334.28*
<i>Average correlation</i>			.05		
Stable individual differences					
Neuroticism	4,575	5	-.11*	.05	12.60*
Conscientiousness	4,428	4	.06*	.01	2.61
Extroversion	4,428	4	.18*	.06	8.82*
Agreeableness	4,428	4	-.05*	.00	.60
Openness to experience	4,942	5	.01	.02	7.23
Proactivity	676	2	.16*	.03	1.93
Locus of control	5,911	4	-.03	.03	6.44
<i>Average correlation</i>			.08		

Method: Instruments (CSE)



- I am confident I get the success I deserve in life. (SEF)
- Sometimes I feel depressed. (N)
- When I try, I generally succeed. (SEF)
- Sometimes when I fail I feel worthless. (N)
- I complete tasks successfully. (SEF)
- Sometimes, I do not feel in control of my work. (LOC)
- Overall, I am satisfied with myself. (SES)
- I am filled with doubts about my competence. (SES)
- I determine what will happen in my life. (LOC)
- I do not feel in control of my success in my career. (LOC)
- I am capable of coping with most problems. (SES)
- There are times when things look pretty bleak and hopeless to me. (N)

