



**PSYCHOLOGICAL CAPITAL, INDIVIDUAL ANTECEDENTS AND WORK  
RELATED OUTCOMES IN THE RECRUITMENT INDUSTRY OF SOUTH AFRICA**

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## COLLEGE OF HUMANITIES

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In life one realises that there are so many obstacles to overcome but with perseverance and dedication and the continued support of the people around you possibilities become realities. This section is in servitude to those individuals whom have contributed towards my success in completion of this journey through a common theme of continual support and encouragement.

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## **ABSTRACT**

The examination of multiple work related outcomes is imperative in facilitating organisational growth. The current research examined an integrated model of work related outcomes including those that have been established and validated by various research and theories. In the current research study multiple work related outcomes comprised of individual antecedent of Work Locus of Control (WLOC) psychological capacities of Psychological Capital (PsyCap), attitudinal outcomes (happiness, and job satisfaction), behavioural outcomes (organisational citizenship behaviour), behavioural intention (intention to quit), and in-role performance.

The study had several research objective, firstly the study sought to establish the psychometric properties of the Psychological Capital Questionnaire (PCQ24) and the Organisational Behaviour Checklist (OCBC) for different race groups, secondly the study sought to determine if Work Locus of Control (WLOC) had predictive value for PsyCap. Thirdly, the study determined if Psycap was positively and significantly related to attitudinal outcomes of happiness and job satisfaction, behavioural outcomes of organisational citizenship behaviour, behavioural intention of intention to quit and in-role performance, and lastly the study determined if job satisfaction mediated the relationship between PsyCap and Organisational Citizenship Behaviour directed towards the Organisation (OCBO).

This study used a quantitative research method characterised by a longitudinal research design with a time lag of six months. The population group comprised of 425 middle managers at Time 1 at supervisory and specialist levels. The population group for Time 2 comprised of 190 middle managers at supervisory levels only. The population group was

derived from the recruitment industry of South Africa. The quantitative analysis led to the explanation of the proposed hypothesis.

A biographical questionnaire, the Work Locus of Control (WLOC) scale, the PCQ24, the Oxford Happiness Questionnaire (OHQ), the Minnesota Job Satisfaction Questionnaire (MSQ), the Organisational Behaviour Checklist (OCBC), the Intention to Quit (ITQ) questionnaire and the Employee Performance Measure (EPM) were administered to the participants. The statistical analysis utilised descriptive statistics, inferential statistics (Cronbach alpha coefficients', Pearson momentum correlations and multiple regression analysis) as well as Structural Equation Models (SEM) focussing on confirmatory factor analysis and model fit to data.

The results firstly indicated that the PCQ24 demonstrated acceptable psychometric properties for all race groups with a four factor model comprising of self-efficacy, hope, resilience and optimism. However, the OCBC did not demonstrated adequate psychometric properties for Whites and Coloureds and reflected a one structure factor comprising of OCBO for the recruitment industry of South Africa.

The results further indicated that there existed practically and statistically significant relationships between PsyCap and the attitudinal outcome of happiness, job satisfaction, behavioural outcome of OCBO, behavioural intentions of intention to quit, and in-role performance over time. Furthermore, the results indicated that Work Locus of Control did not have predictive value for PsyCap consistently over time. In addition, job satisfaction did not mediate the relationship between PsyCap and OCBO consistently over time.

The results of the study has several benefits for the recruitment industry of South Africa as managers could utilise positive psychology as part of an integrated model in understanding the relationship to multiple work related outcomes and how it can contribute to more positive approaches in the workplace.

The current study has immense contributions to offer not only to the field of psychology in general but also to practitioners in various categories that apply human resource principles to further enhance positive work related outcomes. Furthermore, the results of the study highlighted specific relevance of high levels of PsyCap and Internal Work Locus of Control to positive organisational outcomes thus highlighting a key area of further research focus and possible interventions such as training, introducing of policies encouraging positive work behaviour, etcetera which is likely to lead to increase in organisational success and effectiveness.

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## **CHAPTER ONE**

### **INTRODUCTION AND PROBLEM STATEMENT**

#### **1.1 Introduction**

This chapter deals with how Positive Organisational Psychology (POP) arena relates to the individual antecedent of work locus of control (WLOC), attitudinal outcomes (happiness and job satisfaction), behavioural outcomes (organisational citizenship behaviour), behavioural intentions (turnover intention) and in-role performance. In this chapter, a systematic discussion comprising a background to the study, the problem statement as well as a broad definition of the proposed constructs were provided. In addition, the theoretical framework was outlined, and research objectives as well as general and specific objectives were discussed. Furthermore, a discussion on the research methodology as well as the research design were explained and the chapter division was outlined.

#### **1.2 Background to the Study**

The main aim of all organisations is to ensure improvement of employee and organisational productivity levels and subsequently performance and, thus, increase their competitiveness. Managers of organisations, regardless of various factors such as company size, performance targets, task descriptions, etcetera should give serious consideration to their employees and focus on establishing an environment conducive towards ensuring maximal performance and conducive of positive work related outcomes. This study provided an examination of multiple work related outcomes and their influence over a period of time in the recruitment industry. For South Africa to become more competitive in the global environment, South African organisations should adopt approaches that facilitate positive work related outcomes. It is proposed that a positive psychology approach focusing on

principles of Positive Organisational Behaviour (POB) would serve to develop organisations' competitive edge in an increasingly demanding and competitive environment.

The current study sample was drawn from the recruitment industry. It is noted that the recruitment industry is a dynamic industry with its own set of unique challenges. In terms of the recruitment industry Max (2010, p. 1) highlighted that executive search consultants would have to “excel at finding candidates, scrutinising their skills and character, and then convincing the best candidate that he (or she) will augment his (or her) well-being and flourish in the new role”. Hence, based on the description given by Max (2010) on the role of recruitment consultants within the recruitment industry the application of principles of positive psychology would have relevance to this industry. Wordon (2013, p. 1) reflected on the South African recruitment industry and related “with companies reducing costs by launching retrenchment programmes, halting temporary appointments and opting not to replace resigned posts, it’s safe to say that the staffing sector has seen happier times”. In addition the South African Budget Review (2011, p. 45) noted that “To compete in world markets, South African businesses need to increase their productivity. Unit labour costs are an important indicator of competitiveness. Over the past two decades, real wage growth in South Africa has outpaced growth in labour productivity, which has been relatively slow”. The researcher proposed that different industry’s in South Africa inclusive of the recruitment industry would benefit from adopting positive organisational behaviour practices to enable the industry to flourish and to counteract the negative ‘throwbacks’ from the declining economy and other difficulties the recruitment industry experiences. The researcher noted that the focus on strengths such as human flourishing, employee wellness, and employee development would be beneficial in revitalising organisational processes and its resultant effect would be an increase in work output despite external factors such as economic

downturns. Max (2010, p. 1) also highlighted the importance of a strength based approach for the recruitment industry and commented that “recruiters can, therefore, benefit significantly from the application of scientific principles and research produced by positive psychology, a science that studies the strengths and virtues that enable individuals and communities to flourish”. The current study elaborated on how positive psychology can be beneficial to the recruitment industry.

### **1.3 Problem Statement**

It is no secret that the 21st century workplace is a different world (Davis, 2010) with different demands. For example, the constantly changing demands within a South African context such as political, economic, social changes, etcetera has resulted in new dynamics in the workforce. Employers are expecting to maintain its competitive edge and growth by embracing the psychology of the workplace to ensure better motivated and productive employees. To ensure dominance in a global economy, organisations are increasingly realising the importance of embracing the principles of positive psychology which is through the recognition of the positive effects of positive organisational behaviour and resultant influence of positive psychological capital. This focus on employees and organisational growth is forcing organisations to adapt their business model in order to empower their employees. It is postulated that a more positive approach within the recruitment industry would enable the industry to meet the ever changing demands’.

The current literature review embraced new positive research applied to the work settings which generally seems to fall under the study field of positive organisational psychology and drawing from the framework of positive organisational behaviour. Positive organisational behaviour refers to “the study and application of positively oriented human resource strengths

and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace" (Luthans, 2002a, p. 59). A work environment conducive to promoting the principles of positive organisational psychology as well as positive organisational behaviour is likely to promote employee productivity as well as overall organisational effectiveness. An important method to promote the principles of positive organisational psychology is through improving employee's personal strengths and resources. In this regard Park, Peterson and Seligman (2004) highlighted that organisations can reap the benefits that positive organisational psychology has to offer in relation to personal strengths.

Therefore, positive organisational psychology and positive organisational behaviour is beneficial to various organisational environments, inclusive of the recruitment industry, due to its encouragement of employees to perform at their optimal level whereas criticism or negativity has the opposite effect. This chapter demonstrated that it is imperative to embrace principles of positive organisational psychology, positive emotions, positive psychological states, etcetera to ensure enablement of individuals to perform as effectively as possible, specifically within the recruitment industry. However, Held (2004) highlighted and directed attention to negativity associated with the positive psychology approach, by criticising the lack of a consistent approach towards areas related to negativity. A "one size fits all" (Held, 2004, p. 13) approach is not seen by Held (2004) to be beneficial due to biases associated with not considering individual differences, and this approach would not be effective in advancing the positive psychological field.

Du Plessis and Barkhuizen (2012, p. 17) stated that organisations "can add future value to their performance by leveraging positive human competence". Therefore, it is beneficial to

expand the organisational approach especially within a South African context, to ensure various industries inclusive of the recruitment industry can draw from the benefits of applying positivity in the workplace. Hence, the field of positive organisational psychology and positive organisational behaviour is not new to South African literature. Importantly, Van Der Merwe (2005) advocated that in South Africa since the 21<sup>st</sup> century there has been a renewal in terms of a focus on the wellness approach which is sought after at all levels of existence and also transferred into the workplace. Du Plessis and Barkhuizen (2012, p. 17) noted that the “implications of the POB approach are particularly significant in the South African organisational environment, where the emphasis is increasingly on the development of equality, cross-cultural relationships, skills and competencies. To date, few empirical scientific studies have assessed or explored POB or psychological capital, and/or its significance for the current South African context”.

The researcher undertook this research with a specific aim to increase the knowledge base in positive organisational psychology and positive organisational behaviour to create a better understanding of how its relationship to individual antecedents, attitudinal outcomes, behavioural outcomes, behavioural intentions, and in-role performance effects middle managers in the recruitment industry of South Africa.

In addition, the researcher attempted to integrate principles of positive organisational psychology and positive organisational behaviour from an organisation perspective which could contribute to expanding the scope of practice for psychologists to include examination of individual antecedents, psychological capacities and work related outcomes based on positive psychological principles. Thus, there is recognition of that increased attention should be given to incorporating principles of positive organisational psychology and positive

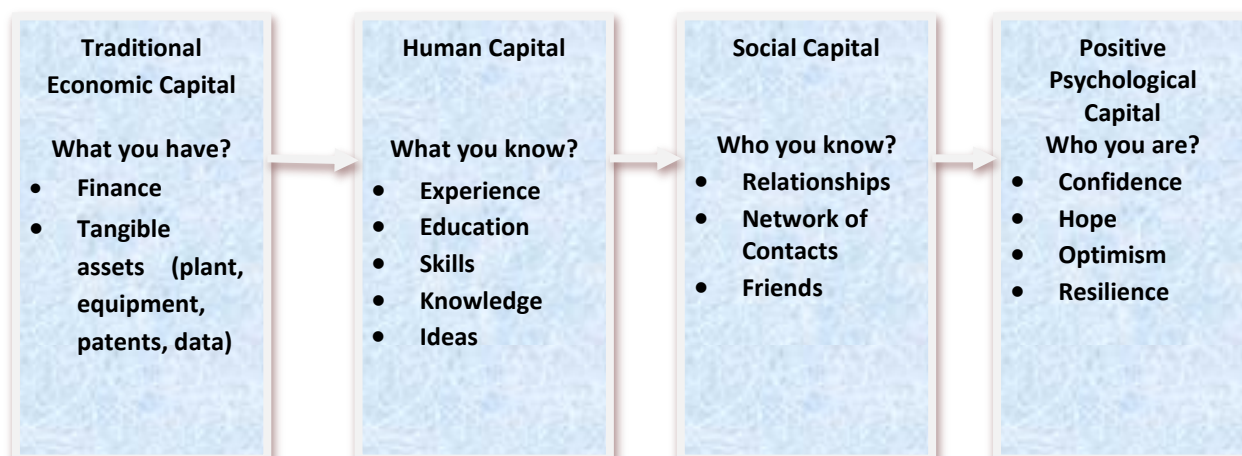


organisational behaviour into the organisation to ensure subsequent increase in productivity within the recruitment industry. Furthermore, the current research has tested the conceptual model by Youssef and Luthans (2009) (illustrated in Figure 2, p. 11), and its applicability to the recruitment industry of South Africa. By recognising the importance of positive organisational psychology and positive organisational behaviour the current study has attempted to further elaborate on an outgrowth of these areas, in particular positive psychological capital within the recruitment industry of South Africa.

Luthans and Avolio (2009, p. 300) defined PsyCap as “an individual’s positive psychological state of development characterised by; (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering towards goals, and when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success”. Based on the above-mentioned analysis, one can conclude that PsyCap refers to positive psychological states. These positive states can lead to positive organisational behaviour and obtaining higher levels of work output. The researcher further created an understanding of psychological capital below by differentiating it from other capital. The proceeding discussion will also create an understanding of the researcher’s choice of PsyCap as an important variable for the study.

### **1.3.1 Psychological Capital versus Other Capital**

In the following discussion the researcher outlined the difference between PsyCap versus other capital. This gave an indication of the importance of PsyCap in terms of the research objectives.



*Figure 1. Psychological Capital versus Other Capital*

Adopted from Luthans, F., Luthans, K.W., and Luthans, B.C. (2004). Positive Psychological Capital: Beyond Human and Social Capital. *Business Horizon*, 47(1), p. 45-50.

In differentiating between psychological capital, Luthans and Avolio (2009) proposed that psychological capital goes beyond the now widely recognised human capital and social capital. There are different forms of capital, namely human capital (what you know) and social capital (who you know), and more recently psychological capital reflects on the individual and sense of self such as self-esteem (Goldsmith, Veum & Darity, 1997). It is also proposed that psychological capital goes beyond economic capital (what you have). Hence, PsyCap is an important resource that should be considered to further increase organisational and employee successes within the work environment. Neglect of this key aspect in the workplace could have potential negative impacts on work outputs.

Luthans, Avolio, Walumbwa and Li (2005) argued that developing PsyCap in employees is not only beneficial for an organisation but also difficult to replicate by the organisations contenders. Toor and Ofori (2011) further highlighted that positive PsyCap acts as an enabler for management to effectively channel and develop employees' strengths, and potentials and

help the organisations to attain a long-term competitive edge. The current study attempted to further utilise this view in a South African context in the hope of raising awareness of the importance of developing PsyCap to enable organisations competitiveness within a global market.

The current research has implication to create an understanding of how recruiters in a middle management hierarchy can utilise a strength based approach to entrench positive psychology principles to derive positive work outcome and reduce negative work related outcomes. This would ensure positive flourishing of employees and organisations. Hence, the research focused on issues relevant to the South African workplace which assisted in creation of the much needed balance between the ideal and reality in relation to the various research variables. A further purpose of the study is to highlight the importance of understanding the recently proposed positive perspective in relation to management. The proceeding discussion presents a review of literature in relation to positivity in the workplace.

#### **1.4 Positivity in the Workplace**

Research has shown that the effectiveness and productivity of employees directly impacts on the profitability of the business (Mohanty, 1992). Studies from positive organisational psychology has hypothesised that psychological resources, like PsyCap, of an employee may contribute to increase in work related outcomes as well as positively relate to individual antecedents. Moreover, it has been proven that the PsyCap constructs are state-like and can be developed (Bandura, 1997; Seligman, 1998; Luthans, 2005; Luthans, Avey & Patera, 2008). There has been convincing evidence from several POB studies which demonstrated the unique contributions of positivity in the workplace (Avey, Luthans, Smith & Palmer, 2010; Schein, Crous & Schepers, 2010; Singh & Khan, 2013, etcetera). Imperative to

understanding positivity in the workplace is a study by Fredrickson and Losada (2005) amongst business teams, which empirically validated that a clear distinction could be made between flourishing and declining teams in relation to positive communication and expressions of support. Furthermore, research has recognised the mediating effect of positive emotions e.g. studies have shown positive emotions had a mediating effect on psychological capital and performance (e.g. Avey, Wernsing & Luthans, 2008).

Within the South African arena, research by Guse (2010) initiated the exploration of the introduction of the concepts of positive psychology in the professional training of psychologists. The result of Guse (2010, p. 1) research indicated that positive psychology makes a valuable and enriching contribution to professional training curriculum “on both a professional and personal level”, as “participants reported greater experience of positivity such as positive emotions, increased sense of self-understanding and psychological well-being”. In addition, Cilliers and May (2010) conducted a study of a qualitative nature amongst six psychologists in their work roles as lecturers as well as organisational consultants and the results of their study “indicated that four themes manifested namely, the manifesting defence mechanisms, a reluctance to relinquish positive psychology as an object of hope, a need to guard against being too hasty in breaking down positive psychology and a need for a psychology that can engage in a conversation about integrating the complexities of the human condition” (Cilliers & May, 2010, p. 1). They further linked the findings to Strümpfer’s (1995, 2005, etcetera) work which indicated “positive psychology originated in early 20th century psychology which is indeed not about simplification, but is imbedded in the complexity of various behavioural continua” (Cilliers & May, 2010, p. 1).

The study was conducted in a multicultural society and it is noted that the measuring of positivity in different cultural groups may be challenging. Fons, van de Vijver and Phalet (2004, p. 215) has highlighted that the role of “acculturation in assessment in multicultural groups” is an important consideration. They further argued that “standard procedures are to be developed to deal with the multicultural composition of today’s societies, in which clients come from various cultural backgrounds and do not have the familiarity with the language and culture of the psychological and educational tests that is implicitly assumed in the assessment procedure” (Fons, van de Vijver & Phalet, 2004, p. 215). In addition, the study by Du Plessis and Barkhuizen (2012) raises questions about the cross-cultural application of PsyCap. The current study further explored PsyCap in a multicultural context contributing to the theoretical body of knowledge.

Commenting on the Staffing Industry Employment Index in South Africa, Smith (2013) stated “the South African Staffing Industry is an industry that is often misunderstood, misrepresented and without a true sense of its real positive contribution to national strategic priorities, such as skills development and job creation”. The organisation where the research was conducted specialised in recruitment and with instability of the economy is trying to introduce new methods to retain its employees as well as maintain its survival in a ‘cut throat’ and highly competitive industry. It is proposed that positivity in the workplace would assist the recruitment industry to flourish despite inherent challenges they already face.

The researcher in the proceeding discussion focused on the conceptualisation of individual antecedents and work related outcomes which forms an integral part of this study. The researcher in the next section discussed these areas aligned to the research objectives.

## 1.5 Conceptualising Individual Antecedents, Psychological Capacities, and Work Related Outcomes

The conceptual model for this study focused on individual antecedents, psychological capacities and work related outcomes. The assimilation of numerous work related outcomes increases the likelihood of encapsulating a holistic understanding of its relationships and relevance to the field of positivity. The current study utilised Youssef and Luthans (2009) conceptual model of work related outcomes within the recruitment industry of South Africa and examined its application and relevance to both a recruitment and South African context.

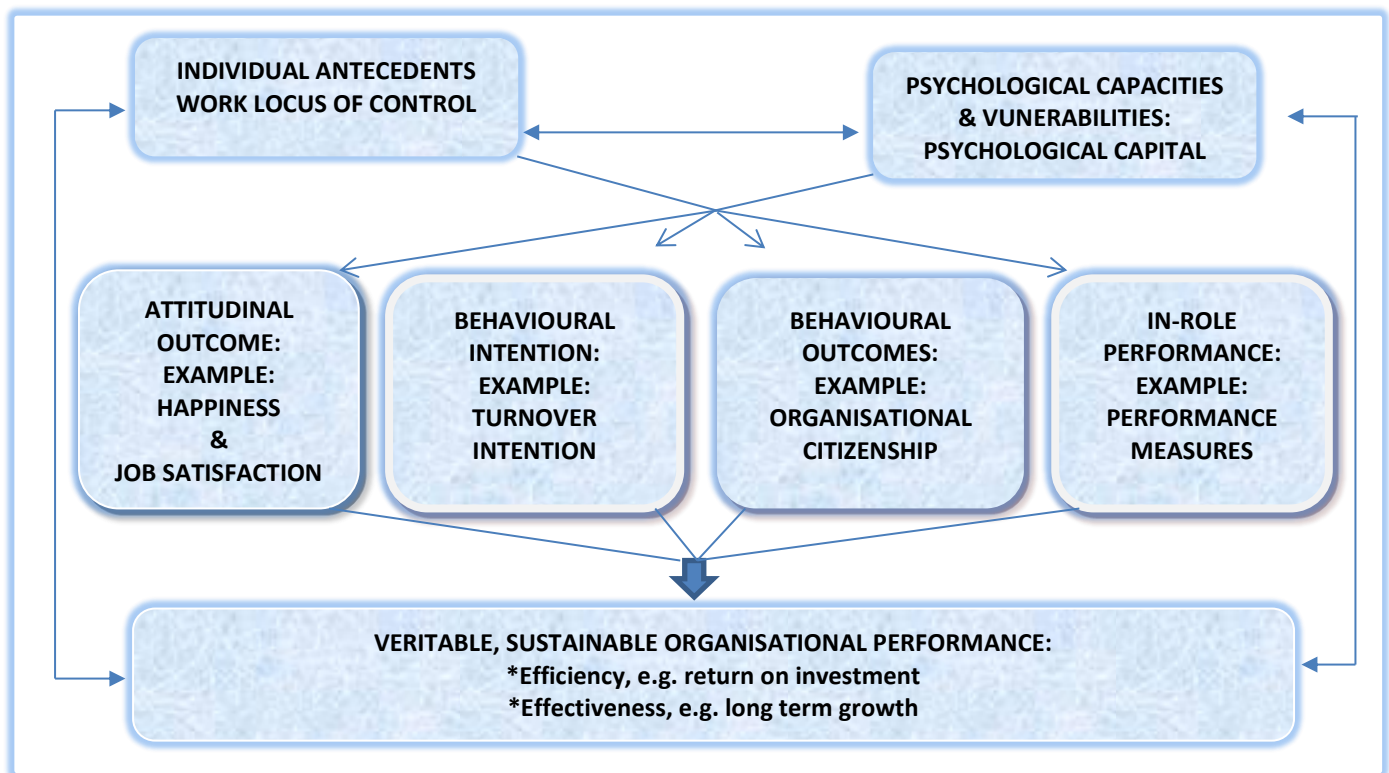


Figure 2. Conceptualising Work-Related Outcomes

Adopted from Youssef, C. M., & Luthans, F. (2009). An Integrated Model of Psychological Capital in the Workplace. In A. Linley, S. Harrington, & N. Garcea, (2010). *Oxford Handbook of Positive Psychology* (pp. 282). New York: Oxford University Press.

The following discussion elaborated further on the proposed conceptual model illustrated in Figure 2, p. 11.

### **1.5.1 Work Locus of Control as an Individual Antecedent**

The general theory locus of control arose from observations and research in clinical psychology. Arising out of the concept of locus of control is the work locus of control. Spector (1988, p. 335) defined work locus of control as "a generalised expectancy that rewards, reinforcements or outcomes in life are controlled either by one's own action (internality) or other forces (externality)". It was further noted that in "organisational settings, rewards or outcomes include promotion, favourable circumstances, salary increases and general career advancement" (Igbeneghu & Popoola 2011, p. 9). Furthermore, Carrim (2006, p. 115) noted that locus of control should also be examined on the basis of its 'merit' as "the person is confronted with a new situation even before examining the merits of the situation" and "this type of behaviour becomes part of the individual". Thus, an easier and more efficient method to enhance or improve work outcomes would be to focus the selection process on candidates who demonstrate desirable characteristics when recruiting, such as higher levels of internal work locus of control. In terms of the current study the understanding of work related outcomes has important implications for organisations selection and recruitment model, based on the impact of work locus of control. In the next section the researcher briefly described the attitudinal outcome of happiness.

### **1.5.2 Happiness as an Attitudinal Outcome**

The first attitudinal outcome in this study is work happiness, which includes positive aspects such as positive cognitions and positive emotions that relates to increased subjective well-being as well as life satisfaction (Diener, 2000). Furthermore, it is also important to consider

the effects of implementation of happiness in the workplace. Lyubomirsky, King and Diener (2005, p. 822), study found cross-sectional evidence which indicated that “happy workers enjoy multiple advantages over their less happy peers”. They further noted that “individuals high in subjective well-being are more likely to secure job interviews, to be evaluated more positively by supervisors once they obtain a job, to show superior performance and productivity, and to handle managerial jobs better” (Lyubomirsky, King & Diener, 2005, p. 822). Pillay (2012, p. vi) noted an important objective in relationship to happiness which also related to the current research aims she commented “by focusing on employee’s level of happiness, how employees conceptualise happiness and the benefits of happy employees to the organisation, this information can provide organisations with a better understanding of employees” and organisations can develop processes towards encouraging and enhancing happiness in the workplace. Hence, happiness as an attitudinal outcome would have important implications for influencing positive emotions and increased well-being as well as life satisfaction resulting in improved work outcomes and ultimately contributing toward organisational competitiveness. The researcher focused on the next attitudinal outcome of job satisfaction, below.

### **1.5.3 Job Satisfaction as an Attitudinal Outcome**

Job satisfaction relates to the affective orientation which employees demonstrate directed towards their job (Price, 2001). Thus, it can be defined as an affective reaction to a job that occurs as a result of comparisons between the perceived outcomes with outcomes that are desired (Kam, 1998). In the current study reference was made to Herzberg’s (1965) intrinsic and extrinsic job satisfaction. Simply, put intrinsic job satisfaction refers to factors inherent in the job that influences job satisfaction such as the work environment, job role, organisational values, etcetera Whereas extrinsic job satisfaction as the name suggests refers to factors



external to the job that influences satisfaction such as pay, promotion, incentives, bonuses, etcetera Robbins (2003) perspective on job satisfaction recognised the construct as the attitude that employees demonstrate towards their work. In addition, Lane (2007, p. 2) noted another aspect that is likely to encourage job satisfaction and commented that “it seems that personal effectiveness is closely associated with being satisfied in one's occupation”. Carrim (2006, p. 47) highlighted importance of job satisfaction and commented that “one needs to understand job satisfaction because of the many changes that the work force has undergone” such as “worker expectations, freedom in the job, sex-role boundaries, life style, different personalities and changing attitudes towards work”. Hence, in the context of this research it is anticipated that positivity such as positive affective feelings are likely to result in increased job satisfaction in the recruitment industry. The researcher focused on the next behavioural outcome of organisational citizenship behaviour, below.

#### **1.5.4 Organisational Citizenship as a Behavioural Outcome**

Shahnawaz and Jafri (2009) stated that organisational citizenship behaviour (OCB) is a unique activity at work, first mentioned in the early 1980's; OCB are individual behaviours that promote the goods of the organisation by contributing to its social and psychological environment. The researcher refers to further sub-division of the OCB concept by Fox, Spector, Goh, Bruursema and Kessler (2012), who further defined OCB as reflecting acts directed toward the organisation that benefit the organisation (OCBO) and acts directed toward co-workers' that help with work-related issues (OCBP). The current study has focused on Fox et al. (2012) definition of OCB. Anseel and Lievens (2004, p. 300) further noted that “research on OCB measurement in contexts other than the US is important because the dimensionality of an OCB measure used in different cultural contexts should not be taken for granted”. Therefore, the present study aimed to increase the research contribution on

OCB within a non-western context (the culturally diverse population group of South Africa), thus attempting to address the dilemma outlined by Anseel and Lieven (2004). In addition, the researcher proposed that increase of OCB would increase the organisational competitiveness and this view was also held by Joubert, Crafford and Schepers (2004, p. 2) whom commented that “clearly, in the current competitive climate, organisations need employees who will do those things that are not in any job description” and “acts demonstrating organisational citizenship permeate the company’s products and the services it delivers, and therefore directly impacts on organisational competitiveness”. The next section focused on the behavioural intention of turnover.

#### **1.5.5 Turnover Intention as a Behavioural Intention**

In order to understand the behavioural intention of turnover intention, the researcher further examined the concept and noted that Ram and Prabhakar (2011, p. 44) stated “turnover intention refers to employees thoughts of quitting their present job” and “employees may choose to withdraw either physically or psychologically”. They further commented that “one physical form of withdrawal is to quit the job” and the “possible short term option for those with less job mobility is psychological withdrawal, such as thinking about quitting” Ram and Prabhakar (2011, p. 44). The current research examined turnover intention to draw attention to factors associated with turnover and areas that can be addressed to reduce it. Reducing the intent to quit is desirable for cost reduction in terms of attrition rate within the recruitment industry. Grobler, Warnich, Carrell, Elbert and Hatfield (2002) noted that turnover costs within South African organisations estimates to several million rand a year in decreased productivity, increases in accidents and quality problems. Thus, Lane (2007, p. 3) concluded “because turnover has many causes, it is prudent to conduct as much research on it as possible”. This study aimed to address the need for further studies on turnover intention

through examination of the intention to quit. The following discussion examined in-role performance.

### **1.5.6 In-Role Performance**

Youssef and Luthans (2007) suggested that important challenges in both organisational research and practice is conceptualising, operationalising, and measuring job performance. Borman and Motowidlo (1997) referred to a definition of in-role job performance as those activities which demonstrate relevance to employees' formal job requirements. Rodríguez-Carvajal, Moreno-Jiménez, Rivas-Hermosilla, Álvarez-Bejarano and Sanz Vergel (2010, p. 242) stated that "in-role performance or task performance is defined as fulfilment of tasks that are required by the formal job description". The current study measured in-role performance through a self-report approach and noted that in-role performance as an important variable as increased performance of employees' would contribute to success with the recruitment industry. Hayward (2005, p. 10) noted the importance of performance in a South African context as well as the strategic nature of performance and commented that "many organisations feel that their people can provide a competitive advantage, and therefore their people contribute to the organisation's performance". This study sought to investigate in-role performance to increase an understanding of this concept within the recruitment industry so as to ensure the industry is fully equipped in improving its employees' performance.

Thus, the current study was informed by Youssef and Luthans (2009) conceptual model illustrated in Figure 2, p. 11. It is noted that since the publication of Youssef and Luthans (2009) model of work related outcomes the model has not been tested in a South African context. Hence, the current study contributed importantly to further exploring the model and

was undertaken in the recruitment industry in South Africa, thus further contributing to the body of knowledge within this industry. The current research is informed by the theoretical framework comprising of theories to understand positive emotions and well-being (Fredrickson's Broaden and Build Theory and the Self-Regulation Theory), aimed at understanding human motivation (Self-Determination Theory, Social Learning Theory, Expectancy Theory and The Conservation of Resources Theory).

## **1.6 Theoretical Framework / Paradigms**

The following discussion elaborated on theories relevant to the current study.

### **1.6.1 Fredrickson's Broaden and Build Theory**

Fredrickson's (1998, 2001) Broaden-and-Build Theory, has relevance to the current study due to its focus on positive emotions and its emphasis of understanding the underlying factors in relation to positive emotions and its contributions to attaining desirable work related organisational outcomes. The basic tenet of the Broaden and Build Theory is positive emotions broaden and build the repertoire of skills an individual possesses encouraging positive results. Positive emotions, state-like quality have been demonstrated through empirical studies in which positive emotions are enhanced despite adversity (e.g. Tugade, Fredrickson & Barrett, 2004). These positive reactions have been found in studies of "positive emotions to trigger upward spirals towards enhanced emotional well-being" (Fredrickson & Joiner, 2002, p. 172). The researcher proposed that application of the Broaden and Build Theory is likely to contribute to various positive outcomes, such as higher levels of job performance also increased job satisfaction, greater work happiness, etcetera. Furthermore, it can be noted that positive appraisals expands views, future perspectives and may lead to higher levels of work related outcomes in the recruitment industry. The present

study applied the Broaden and Build Theory within the recruitment industry with the implication that positive emotions can be influenced and managed. The current research also noted that if employees in the recruitment industry increase their reporting of positive emotion they are more likely to experience a favourable work environment and reduce negative emotions which are often associated with unfavourable work outcomes. This proposition is based on the following example which can be applied to the recruitment industry; if an individual's utilisation of increased frequency of positive emotions they would experience greater positive contribution towards the organisation or proactive behaviour.

### **1.6.2 The Self-Determination Theory**

The Self-Determination Theory (Deci & Ryan, 1985) began with a focus on intrinsic motivation, or the participation in activities due to enjoying the activity or an inherent interest. The central focus of the SDT is on the process of internalisation, through which values related to external regulations become integrated to the self (Deci & Ryan, 2000; Ryan & Connell, 1989). The researcher noted that based on the Self-Determination Theory when “employees in the recruitment industry are self-determined in their organisational role and believe they can have a positive impact in their organisation, they are more likely to apply that determination toward success in the organisation rather than waste the opportunity to be successful by leaving the organisation” (Appollis, 2010, p. 24). The researcher utilised the concept of the Self-Determination Theory by exploring the effects of the theory in assisting to encouraging positive work outcomes in the recruitment industry. It is proposed that the Self-Determination Theory has applicability to the recruitment industry, as a shift of focus on intrinsic values, external regulations, etcetera, by the recruitment industry in all probability would result in satisfying employees' psychological needs for competence,

autonomy and relatedness which would increase internal motivation ensuring greater well-being and resulting in a productive workforce.

### **1.6.3 Self-Regulation Theory**

Baumgardener and Crothers (2010, p. 154) noted that the key question addressed by the Self-Regulation Theory is “once people have selected a goal, how do they stay on task to ensure its achievement?” The Self-Regulation Theory noted that effort is expended in various areas by an individual in an attempt to exert control on their thoughts, actions, feelings, etcetera in specified situations as well as in relation to longer term objectives. Hence, it encourages a strength based or more positive approach. The term self-regulation is often referred to in a holistic sense and recognises human efforts to alter their thinking patterns, affective aspects, actions, etcetera in the search for longer term goal achievement (Carver & Scheier, 1998). De Ridder and De Wit (2006, p. 1) noted that “an issue of particular relevance in self-regulation concerns the processes involved in effective goal-pursuit that often extends over long periods of time and is frequently confronted with obstacles and temptations”. Baumgardener and Crothers (2010) also noted that sacrificing short term rewards over longer term rewards require adjusting and monitoring of behaviour over time. They further stated it requires the individual to “stay focused on the longer term goal, and complete tasks and develop skills necessary for goal attainment” (Baumgardener & Crothers, 2010, p. 155). Baumeister, Vohs and Tice (2007) proposed if activities are undertaken towards self-regulation, then it becomes easier to acquire self-regulation in different activities. This theory can be applied to the current study as it is proposed if individuals undertake self-regulatory behaviour it can increase positive outcomes resulting in an increase in well-being. The Self-Regulation Theory has applicability to the recruitment industry, and in this instance the proposition is if employees monitor and adjust their behaviour over time, stay focused on longer term goals,

and complete tasks as well as develop the necessary skills for goal attainment the recruitment industry would reap the benefits through longer term business sustainability.

#### **1.6.4 Social Learning Theory**

The Social Learning Theory offers a relevant approach in effectively applying learning processes to achieve organisational objectives. Rotter (1990, p. 490) noted that “although the majority of studies of locus of control have dealt with applied problems, it is important to recognise that the concept originated both from theoretical and clinical concerns, with the Social Learning Theory organising our thinking in both cases”. According to Weiner (1992) the Social Learning Theory is concerned primarily with the choices that individuals make when confronted with a number of possible of alternative way of behaving. Rotter (1954) also assumes that on the basis of variety of learning experiences, general belief systems develop that influences behaviour in any specific situation (Lazarus & Folkman, 1984). The current study contended in the investigation of the various variables it is important to consider elements of human motivation and how reinforcement can encourage desirable work related outcomes in the recruitment industry. It is also noted that promoting the Social Learning Theory within the recruitment industry would influence behaviour than could be aligned towards encouraging business growth and sustainability.

#### **1.6.5 Expectancy Theory**

Vroom’s (1964) Expectancy Theory of motivation holds that the expectation acting in a specific manner is dependent on the expectancy strength that the action would result in specific outcomes and the magnitude or the degree to which the individual desires the specific outcomes (Swanepoel, Erasmus, Van Wyk & Schenk, 2003). According to Smith and Cronje (1993), in the expectancy model the assumption is that motivation leads to a certain

effort and that the effort, individual ability and environment would lead to performance. This theory is relevant to the current researcher as the Expectancy Theory provides a framework for evaluating interpreting, assessing, employee behaviour in areas such as motivation, learning, attitude formation and decision making (Chiang & Jang, 2008). This would contribute to better understanding of human motivation in relation to explaining and understanding the current proposed variables within the recruitment industry. The Expectancy Theory has applicability within the recruitment industry as application of the principles of this theory would result in a better understanding of reinforcement expectancies in relation to the behaviour-outcome experience. This can encourage the recruitment industry to align their values and reward systems to encourage desirable behaviour through identification of important reinforcement expectancies that would motivate employees to increase their performance. However, it is evident that reinforcement expectancies are influenced not only by the prior behaviour-outcome experiences in the same situation, but also by experiences in similar circumstances. The next theory the researcher examines is the Conservation of Resource Theory which is also important for understanding the research objectives.

#### **1.6.6 The Conservation of Resource Theory**

The basic tenet of Conservation of Resource (COR) Theory (Hobfoll, 2001) theory is that “people have an innate as well as a strong desire to create, conserve, protect, etcetera the quality and quantity of their resources” and “many things could be conceived as resources, but COR theory relates to those resources that are key to survival and well-being (e.g., shelter, attachment to significant others, self-esteem), or that are linked to the process of creating and maintaining key resources (e.g., money, credit)” (Gorgievski & Hobfoll, 2008, p. 2). Hobfoll (2002) defined resources as an entity which is in its own right centrally valued



(e.g. health, close attachments, inner peace, and self-esteem), or as an entity which facilitates ways of obtaining centrally valued ends (e.g. social support, money, credit).

Gorgievski and Hobfoll (2008, p. 2) further noted that “according to COR theory, stress occurs under three conditions: (1) when individuals’ key resources are threatened with loss, (2) when resources are lost, or (3) when individuals fail to gain resources following significant resource investment”. They further noted that “burnout is one such stress outcome and typically follows from a process of slow bleed out of resources without counterbalancing resource gain or replenishment” Gorgievski and Hobfoll (2008, p. 2). Hobfoll (2001, p. 341) provided a list of resources “that appear to have validity in many Western contexts”. Clausen (2009, p. 17) stated that these resources “include feelings of being valuable to others, sense of pride in oneself, feelings of accomplishment, and feelings that life has meaning and purpose”. In concluding, Makikangas (2007) highlighted, the underlying assumption of the COR theory developed by Hobfoll is that the key of human motivation is orientated towards accumulation as well as maintenance of resources. In terms of the current research the COR theory has applicability as positive work-related states e.g. happiness, job satisfaction, organisational citizenship behaviour, and in-role performance must be considered important resources that contribute to the ability of middle management to utilise these resources to effectively cope with work-related demands.

## **1.7 Research Objectives**

The research objectives are divided into general and specific objectives.

### **1.7.1 General Objectives**

The general aim of the research was aligned to the exploration of the relationship between Psychological Capital, Individual Antecedent (Work Locus of Control), Work Related Outcomes of Attitudinal Outcomes (happiness and job satisfaction), Behavioural Outcome (organisational citizenship behaviour), Turnover Intention (intention to quit) and In-Role Performance amongst middle managers in the recruitment industry. The general objective was also to test the applicability of the conceptual model within a South African context.

### **1.7.2 Specific Objectives**

The specific objectives of the research focused on key areas to be addressed, namely:

- To determine the psychometric properties of the Psychological Capital Questionnaire and Organisational Citizenship Behaviour Questionnaire in relation to different race groups.
- To determine if the Individual Antecedent of Work Locus of Control has predictive value for PsyCap.
- To determine if there is significant relationships between, psychological capital, attitudinal outcomes, behavioural outcomes, behavioural intention and in-role performance.
- To test the conceptual model and determine if the proposed conceptual model has relevance to the South African recruitment industry.

The research was based on the following research hypothesis:

- H1: Psychological Capital has acceptable psychometric properties for all race groups.
- H2: Organisational Citizenship Behaviour has acceptable psychometric properties for all race groups.
- H3a: PsyCap has a positive relationship with attitudinal outcomes of happiness in Time 1.

- H3b: PsyCap has a positive relationship with attitudinal outcomes of happiness in Time 2.
- H4a: PsyCap has a positive relationship with behavioural outcomes of organisational citizenship behaviour in Time 1.
- H4b: PsyCap has a positive relationship with behavioural outcomes of organisational citizenship behaviour in Time 2.
- H5a: PsyCap has a positive relationship with behavioural intention of intention to quit in Time 1.
- H5b: PsyCap has a positive relationship with behavioural intention of intention to quit in Time 2.
- H6a: PsyCap has a positive relationship with in-role performance in Time 1.
- H6b: PsyCap has a positive relationship with in-role performance in Time 2.
- H7a: Work Locus of Control has predictive value for PsyCap in Time 1.
- H7b: Work Locus of Control has predictive value for PsyCap in Time 2.
- H8a: Job Satisfaction mediates the relationship between PsyCap and OCBO in Time 1.
- H8b: Job Satisfaction mediates the relationship between PsyCap and OCBO in Time 2.
- H9: The conceptual model has relevance to the recruitment industry of South Africa over time.

## **1.8 Research Design**

An integral part of the research process is the research design (McCall, 1994). Quantitative research is defined as “a language of variables, hypothesis units of analysis, and casual explanations” (Neuman, 1997, p. 106). The quantitative approach was utilised in the current study.

Longitudinal research was utilised as an aspect of the research design as it allowed for measuring change and making stronger causal interpretations. Hence, for the purpose of this study a conceptual model has been utilised. In the research the prospective panel design was utilised as it allowed for data collection at two or more distinct periods on the same set of variables in each period. The term longitudinal method has been used in a variety of ways. Hindley (1972, p. 23), for example, claimed that “there is no hard and fast definition of what constitutes a longitudinal study”. However, Baltes and Nesselroade (1979, p. 4) contended that one requirement of a longitudinal inquiry must be “the entity under investigation is observed repeatedly and evolves over time”.

The reason for utilising the longitudinal research is to identify trends of change in the data, track the changes and establish guidance in relation to the amount of causal relationships identified. Thus, this highlights the relevance of longitudinal information more especially in establishing causal studies for individual behaviour. Rajulton (2001, p. 171) noted “this acceptance rests on the understanding that longitudinal studies can show the nature of growth, trace patterns of change, and possibly give a true picture of cause and effect over time”. Rajulton (2001, p. 171) further noted “social processes have become increasingly complex and if we would like to grasp this complexity, we need longitudinal data for establishing temporal order, measuring change and making stronger causal interpretations”. In general, the goal of longitudinal methods in psychology is to obtain valid measures of developmental change for descriptive and exploratory purposes. The current research has utilised the longitudinal study approach for these specific purposes.

In addition, two timeframes were utilised, namely, Time 1 and Time 2 data administrations with a time lag of six months. Time 1 administration comprised of 425 employees at middle

management (supervisory and specialist level). Thereafter there was a time lag of 6 months and the Time 2 results were collected. After the survey questionnaires were matched and data was screened for incomplete entries for both, Time 1 to Time 2, the current study yielded 190 usable research participants for Time 2.

### **1.8.1 Sampling**

The questionnaires' was administered electronically and in paper and pencil format in a supervised setting. The sampling design that the researcher utilised in the study was the probability sampling design. The researcher utilised the systematic sampling technique. Systematic sampling is part of the basic probability sampling design. Hence, the researcher has selected a sampling method which allowed the researcher to select the units (e.g. people, organisation) from the population so that by studying the sample the researcher could fairly generalise the results back to the population from which the sample was chosen. The researcher recognised that systematic sampling can be associated to a mathematical progression where the variances between any two consecutive numbers is the same. For example the total population comprises of a 425 middle managers: Firstly, an integer was picked that is less than the total number of the population; and this was the first subject e.g. (3). Then another integer which was the number of individuals between subjects e.g. (5). Hence, the subjects were middle managers 3, 8, 13, 18, 23, etcetera

### **1.8.2 Participants**

The population group was selected from a recently emerging recruitment company that has been in operation for approximately nine years and has branch offices in four different geographic locations. The sample population comprised of 425 employees of which 190 employees were in middle management based at supervisory level and 235 employees were

at middle management based at specialist levels. The reason for selection of employees in the middle management levels is to ensure contribution of literature in understanding the effects of the proposed constructs on individuals working in more supervisory orientated categories of employment.

The biographical variables for the current population comprised of age, gender, qualification, and race. This was further characterised by employees between the ages of 20 to 57 years, gender comprised of both gender groups male and female, the population group was culturally diverse and comprised of all races i.e. African, Indians, Whites and Coloureds. The tenure of the population group comprised of tenure between one to ten years' experience. Furthermore, qualifications of employees ranged from a matric level of education to postgraduate degree.

### **1.8.3 Measuring Instruments**

The quantitative measurement, which was utilised to obtain the relevant data, is the questionnaire. The research instrument was chosen on the basis of its ability to generate the desired data, for the study. The following questionnaires were administered:

**Biographical Questionnaire** - This questionnaire was designed by the researcher to gather relevant information from the subjects on their age, gender, race, tenure, and qualifications.

**The Work Locus of Control** - The Work Locus of Control (WLOC) scale (Spector, 1988) comprised of sixteen items in a likert scale format with response categories ranging from 1 (disagree very much) to 5 (agree very much). A sample items included 'A job is what you make of it' (Spector, 1988). The validity of the questionnaire has been demonstrated with the

WLOC scale and locus of control measures as well as organisational variables (e.g. Hoff-Macan, Trusty & Trimble, 1996; Spector, 1988). Spector (1988) reported reliability coefficient alphas ranging from 0.75 to 0.85 for the instrument. Within a South African setting it is noted that a study by Bosman, Buitendach and Rothman (2005) reported a Cronbach alpha of 0.85. Furthermore, Rothmann and Van Rensburg (2002) demonstrated a Cronbach alpha of 0.70 for the WLOC scale. The research of Botha and Pienaar (2006) delivered a Cronbach alpha of 0.73 for external work locus of control and 0.73 for internal work locus of control.

**The Psychological Capital Questionnaire 24** - The 24-item Psychological Capital Questionnaire (PCQ) is published in Luthans, Youssef and Avolio (2007, p. 237-238) study and example of sample items for each subscale include self-efficacy ('I feel confident representing my work area in meetings with management'), hope ('At the present time I am energetically pursuing my goals'), resilience ('I usually take stressful things at work in stride') and optimism ('I am optimistic about what will happen to me in the future as it pertains to work'). The questionnaire followed a likert type format with twenty four questions ranging from 1 (strongly disagree) to 6 (strongly agree) and the emphasis in the instruction to the participants is to provide responses based on 'how you may think about yourself right now'. The PCQ has demonstrated acceptable psychometric properties as well as support of its construct validity (Luthans, Avolio, Avey & Norman, 2007). In the South African sample groups using the PCQ, Herbert (2011) found the Cronbach alpha reliabilities for self-efficacy, hope, resilience and optimism, to be 0.83, 0.81, 0.69 and 0.67 respectively. Pillay (2012) noted that the PCQ24 had a reliability  $> 0.70$ . A study conducted by Du Plessis and Barkhuizen (2012) in South Africa found the reliability coefficients of the four subscales to range from 0.77 to 0.86.

**The Oxford Happiness Questionnaire** - The Oxford Happiness Questionnaire (OHQ) by Hills and Argyle (2002) is concerned with measuring personal happiness. The format of the test is in a likert type scale with 29 items which is in a 6 point scale. Scoring of the test produces from eight to forty eight and higher scores are indicative of higher levels of happiness. A sample item 'I am intensely interested in other people'. The OHQ according to Hills and Argyle (2002) contains twenty items of the Oxford Happiness Inventory (OHI) and as well as an additional nine items. Hills and Argyle (2002) reported the OHQ has acceptably psychometric properties with other self-report scales of human strengths, subjective well-being, and personality traits. The OHQ demonstrates high scale reliability with reported reliability coefficient alpha of 0.91. Further studies by Singh and Khan (2013) utilising the OHQ reported a Cronbach alpha coefficient of 0.92 and a study by Boroujeni, Asadi and Tabatabaie (2012) in their study found a Cronbach alpha coefficient of 0.93 for the OHQ.

**The Revised Minnesota Satisfaction Questionnaire** - The Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss, Dawis, England and Lofquist (1967) to determine the job satisfaction and dissatisfaction of participants. The questionnaire format is a twenty item likert type scale. The scales range from 1 (very dissatisfied) and 5 (very satisfied). The MSQ measures extrinsic and intrinsic job satisfactions, and participants are requested to rate how they feel about each statement in relation to satisfaction and dissatisfaction. In addition, the items relating to extrinsic job satisfaction include 'The competence of my supervisor in making a decision' and intrinsic job satisfaction comprised of items such as 'The chance to work alone on the job'. In terms of the Cronbach alpha coefficients "range from 0.87 to 0.95, which supports the internal consistency of the scale" (Labuschagne, Bosman & Buitendach, 2005, p. 29). A South African study conducted by



Buitendach and Rothmann (2009), found the Cronbach alpha reliability for the two subscales (intrinsic and extrinsic) job satisfaction presented with adequate level of internal consistency, falling well above the 0.70 level, with Cronbach alpha coefficients of 0.79 and 0.82, respectively. In addition, Buitendach and Rothmann (2009) noted an overall Cronbach alpha coefficient of 0.86 for the MSQ scale.

**The Organisational Citizenship Behaviour Checklist** - The original Organisational Citizenship Behaviour Checklist (OCBC) was a 42 item instrument designed to assess the frequency of extra-role behaviours performed by employees. Thereafter, it has been reviewed and subsequently shortened to a 36 items and then to a 20 item scale (Fox, Spector, Goh, Bruursema & Kessler, 2009). The current study utilised the 20 item likert format of the OCBC which is designed to measure organisational citizenship behaviour. Participants are required to respond on the basis of the frequency they perform behaviour by themselves which is directed towards the organisation (OCBO) and how frequently they perform behaviour by themselves which is directed towards their peers (OCBP). In addition, examples of items reflecting OCBO is 'Helped a new employee get orientated to the job' and OCBP 'Went out of the way to give co-worker encouragement or express appreciation'. Fox et al. (2009) reported Cronbach alpha coefficients for the 20-item version of the OCBC of 0.89 and 0.94 for two self-report samples, and 0.94 for a co-worker sample (co-workers reporting on the target employee). Internal consistency reliability (Cronbach alpha coefficient) was found to be 0.97 for the total scale (Fox et al., 2009). In relation to the initial 42 item OCBC high internal consistency reliability was established with a Cronbach alpha coefficient for the total scale of 0.97 and 0.92 for the OCBO construct as well as 0.91 for the OCBP construct (Fox et al., 2009).

**Intention to Quit Questionnaire** – The Intention to Quit (ITQ) questionnaire items were adopted from Lance (1988) and Khatri, Fern and Budhwar (2001) to measure participants intention to quit their job. The format of the questionnaire is likert type and comprises of three questions on a five point scale with 1 (strongly disagree) and 5 (strongly agree). The items are ‘I intend to leave the organisation’, ‘I intent to make a genuine effort to find another job over the next few months’, ‘I often think about quitting’ (Lance, 1988; Khatri, Fern & Budhwar, 2001). The Cronbach alpha coefficient for the intention to quit scale based on Yücel (2012) study was 0.85.

**Employee Performance Measure (Self-Report Version)** - The items on the Employee Performance Measure (EPM) survey was designed by Heilman, Block and Lucas (1992) to provide a measure of self-rated employee performance. The questionnaire is presented in a likert type format with five items and has a nine point scale with 1 (not at all competent) and 9 (very competent) for items 1, 2 and 4. Furthermore, for items 3 and 5, 1 represents very low quantity and 9 represents very high quantity. Some of the sample items are ‘All in all, how competent do you perform your job?’, ‘In your estimation, how effectively do you get your work done? In addition, Hodges (2010) noted that the reliability of the scale was good with a reported Cronbach alpha coefficient > 0.70.

#### **1.8.4 Quantitative Data Analysis**

This section can be described as the analysis of the data. All data was collected and then analysed. The data obtained from the questionnaire was captured on a Microsoft Excel 2007 spread sheet and processed using a Statistical Package for Social Sciences (version 21.0) (IBM SPSS Inc., 2012) and AMOS (Arbuckle, 2003) as well as Package Process Procedures Release for SPSS 2.10 (Hayes, 2013) was used for the mediation analysis. The results of the

statistical analysis was generated on the basis of the use of descriptive and inferential statistic as well as structural equation models and has been presented in the form of tables and figures which was subsequently discussed. The following statistics has been decided on based on the results required; descriptive statistics comprised of frequency distributions, measures of central tendency, and measures of dispersion as well as Cronbach alpha coefficient. Inferential statistics comprised of the Pearson momentum correlation and multiple regression analysis. In addition, structural equation models was computed to establish path diagram models to further describe the relationships amongst the variables and a confirmatory factory analysis was computed to determine the psychometric properties of the selected questionnaires.

## **1.9 Research Ethics**

The researcher took numerous ethical concerns into consideration. The research participants of the current study were firstly provided with detailed letters which outlined the research objectives, the data collection process and the research process. The research participants were also advised about the voluntary nature of participation in the research, and they could withdraw from the research process at any stage. All research participants were required to sign consent forms to ensure research ethics were followed and they consented to partaking in the research process. With regards to the data collection process ethical guidelines were followed as all data will be secured for a period of five years in a secure location and would be ethically disposed of once the specified timeframe had elapsed. To ensure research participants were comfortable with the research process, details pertaining to the researcher, research supervisor and the ethics department were provided to research participants. The questionnaires included a cover page explaining the purposes and procedures of this study. In addition, subjects were ensured of their anonymity and confidentiality. In this instance, the

researcher acknowledged the right to protect the identity of the subjects being known and instances where questionnaires had names attached to it, the researcher held this in confidence.

### **1.10 Research Contributions**

The majority of individual's lives are spent within the dynamic working context, which may lead to positive states, such as feeling a sense of purpose and life satisfaction or which may lead to negative states, such as counter-productive work behaviour and intentions to quit, which is likely to result in either optimal or dysfunctional functioning of employees and organisations. The researcher believes that to create a healthy and happier and well balanced life it is important that emphasis is placed on positive organisational psychology and positive organisational behaviour as based on prior research this shift in focus can contribute to improving one's quality of life in general (Lyubomirsky & Tucker, 1998; Seligman, 2002; Gable & Haidt, 2005; Money, Hillenbrand & Camara, 2008). Hence, the researcher has focused the research attention on understanding the positive resource of PsyCap as a global construct in relation to individual antecedents and work related outcomes.

The study's primary objective is to achieve a better understanding of the relationship between individual antecedents, PsyCap, and work related outcomes. Thus, the proposed study served to extend knowledge on these variables and contribute to the body of knowledge in positive organisational psychology. This research has also attempted to provide research findings that can be utilised to enhance organisational processes. The researcher also further investigated the biographical variables of race in determining its contributory role in relation to determining the psychometric properties of the PCQ and OCBC and ensuring better recruitment and selection processes by attempting to establish psychometrically sound

instruments that can be used for these processes. Therefore, the overall outcome of the study has implication for improving organisational processes such as recruitment and selection, talent management, redefining the competency based approach, and has implications for employee wellness programmes, etcetera This is as a result of the research objective to seek to establish new perspectives that would play an imperative role in redefining various organisational processes that can aid in better human resource management practices.

The research attempted to establish how the proposed variables differ as a function of time and amongst race groups, as this may influence the way in which organisations tackle business related situations. For the purposes of this research the researcher related the concept of PsyCap as a global construct. Work literature reveals several factors which can influence the global construct of PsyCap. However, the researcher was urged to re-examine the role of work related outcomes in the workplace through proposing a conceptual model and retesting the conceptual model in a longitudinal study. This had important implication regarding the stability of these variables over a period of time as well as understanding their role in a multi-cultural society.

The proposed organisation where the research was conducted had interesting implications for employee and organisational development in this sector. The finding of the proposed research study could be a step towards building and establish a model of well-being at work in various work environments and industries. The research has also on a practical note contributed towards practical applications of positive psychology in the workplace. The contribution of the research would assist individuals and organisations determine their strengths and utilise them to optimise and sustain well-being. The researcher attempted to encourage positive

psychology applications to broaden and build upon the strengths of individuals and organisations to ensure optimal or maximum successes.

In addition, psychological capital has been proposed to play a critical role in this research and has been a contributory factor in the investigation of the other research constructs such as job satisfaction, job performance, etcetera. The focus on this construct also served to enhance the contributory knowledge in positive psychology in relation to these constructs. The current study highlighted how positive organisational behaviour may result in individuals exhibiting attitudes and behaviours that in turn may lead to more effective and positive organisational change. Hence, this would contribute to the improvement of organisational processes.

Furthermore, the researcher also proposed to make contributions to the field of research by providing a basis for developing a training programme aimed at improving employee productivity by utilising the principles of positivity. This training programme will explore the link between performance and the above-mentioned principles; it will assist employees in identifying how to develop employee's ability to enhance the organisations performance. The potential training programme could also form the foundation of assisting with coaching individuals to enhance their capabilities to effectively perform in their jobs.

In addition, researchers argue that “successful organisations attract, engage, develop, and retain the best and brightest employees, and hence possess strong human capital” (Toor & Ofori, 2011). However, in addition to having human and social capital an organisation needs to be psychologically happy to be competitive. Hence, PsyCap has several advantages at all levels including employees, leaders, and organisations at large. Proponents of PsyCap indicated that it challenges the individual to explore the question of ‘who they are’ and

therefore results in better self-awareness that is fundamental to leadership development and influence (Luthans & Youssef, 2004). Hence, developing PsyCap in employees is not only beneficial for the recruitment industry but also difficult to replicate by the organisations contenders resulting in the organisation developing a competitive edge and sustainability over the longer term in response to changes that may be taking place.

### **1.11 Chapter Division**

The following is a proposed content for the various chapters for the research:

**Chapter One: Introduction and Problem Statement** - This chapter provided an overview of the study, including the background to the study, problem statement, literature review, researcher's objectives, research design as well as research contributions. This chapter offered a holistic perspective on the overall study.

**Chapter Two: Literature Review of Work Locus of Control and Psychological Capital** - Chapter two focused on the generalised expectancy of the work locus of control as a trait as well as the positive psychological state of PsyCap. Once again, an in-depth and detailed exploration is undertaken of both the construct. An examination was provided of its definition, theories, and its role within the management literature.

**Chapter Three: Literature Review of Attitudinal Outcomes, Behavioural Outcomes, Behavioural Intentions and In-Role Performance Measures** - Chapter three focused on the above mentioned relationships of attitudinal outcomes (happiness and job satisfaction), behavioural outcomes (organisational citizenship behaviour), behaviour intention (intention to quit) and in-role performance. An in-depth and detailed exploration is undertaken of these

various construct. An examination was provided of its definition, theories, and its role within the management literature.

**Chapter Four: Research Methodology** – In this chapter the researcher specified the methodologies followed when conducting the empirical study. This chapter outlined the sampling technique, the data collection method, the measuring instrument and its properties and data analysis adopted.

**Chapter Five: Results** - This chapter presented the results of the research in Table and Figure format which included the analysis of the structural equation models, descriptive and inferential statistics.

**Chapter Six: Discussion** – In this chapter results were discussed in relation to the research hypothesis and research questions posed by the current study. Other empirical research literature was also included and discussed.

**Chapter Seven: Conclusions, Limitations and Recommendations** - The final chapter has addressed limitations and future research direction. This chapter comprised of conclusions that can be drawn from the present study as well as reflections on the current study in terms of further contributions that can be made.

## **1.12 Summary**

The current research is based on the principles of positive organisational psychology and positive organisational behaviour. In reference to the current study the conceptual model of Youssef and Luthans (2009) was tested in a South African context. Based on Youssef and



Luthans (2009) model, the current study examined individual antecedent (work locus of control), psychological capacities (positive psychological capital), and work related outcomes (attitudinal outcomes, behavioural outcomes, behavioural intention and in-role performance) within the South African recruitment industry. Furthermore the current study utilised the longitudinal research design with the specific aim of determining the relationship amongst these proposed variables over a period of time. A variety of research contributions has been outlined inclusive of the current studies contribution to the field of positive psychology and cross-cultural psychology. The chapter that follows provided a presentation and review of the research literature on the various variables of the study and outlined the theoretical frameworks.

**CHAPTER TWO**  
**LITERATURE REVIEW**  
**WORK LOCUS OF CONTROL AND PSYCHOLOGICAL CAPITAL**

**2.1 Introduction**

In the introduction to chapter two, a systematic discussion comprised of providing a background to the study, a literature review of the proposed constructs, a theoretical framework was outlined and a description of the South African Recruitment Industry is provided.

**2.2 Background to the Study**

This section focused on creating an understanding of the background to the study, by clarifying concepts, outlining trends from previous research, outlining the research objectives as well as the potential value of the current study.

The role of personality traits as a determinant of positive psychological states has resulted in research closely examining the potential for enhancing work behaviour through examination of the trait and state perspective in organisational literature (e.g. Luthans, Avey, Avolio, Norman & Combs, 2006; Borghans, Duckworth, Heckman & ter Weel, 2008; Funder & Guillaume, 2012).

For the most part, personalities in the workplace play a significant role (Spector, 1982). It is often noted in psychology the vast majority of theory attempted to describe behaviour and determine the predictability of behaviour. Personality traits are often stable, and Borghans, Duckworth, Heckman and ter Weel (2008) refer to these traits to as patterns of thoughts,

feelings and behaviours. The researcher focused the research attention on personality traits as it assisted in identifying individual differences in the research process. Youssef and Luthans (2009) noted that traits and trait-like characteristics have been consistently shown to have significant relationship to work related outcomes. Moreover, psychological states such as PsyCap e.g. self-efficacy, hope, resilience and optimism, have been found to be a baseline for development and creates a causal relationship with traits (Youssef & Luthans, 2009). This has implications for utilising traits as a predictor of positive work states, which can be further developed to improve organisational effectiveness. Hence, understanding of the trait versus the state approach in relation to enhancing positivity in the workplace can ensure that individuals' working life is more fulfilling. Based on these statements the current study adopted a strength based outlook in examining work.

It is also further noted that the South African recruitment industry is a unique industry plagued by its own set of challenges. The recruitment process within South Africa itself is influenced by various factors such as cross-cultural issues, applicability of legislations such as the Affirmative Action policies, Labour Legislations Act 66 of 1995 based on South Africa's view of human dignity, and the Employment Equity Act 55 of 1998, etcetera, as these factors influences the industry to adopt practices that present unique challenges. Thus, the applicability and understanding of the trait versus the state approach can assist the industry in enhancing work performance despite these unique challenges.

This section firstly examined literature which supported and contributed towards the development of the Work Locus of Control (WLOC) construct namely control, Locus of Control (LOC).

### **2.3. Work Locus of Control**

Work locus of control is a critical aspect of this research as positive relations have been established with numerous positive states, which are discussed below. This work related concept was initially developed by Spector (1988), who demonstrated it is an important and useful personality construct for explaining behaviour in the work settings (Swarnalatha & Krishna, 2012). The researcher begins the research discussion through conceptualisation of control, and then created an understanding of LOC, thereafter the researcher discussed the WLOC in further detail.

#### **2.3.1 Control**

In the first expository paper dealing with the control dimension (Rotter, Seeman & Liverant, 1962), highlighted the control construct was described as the distribution of individuals based on the extent to which they demonstrate acceptance of personal responsibility for outcomes that occur to them. In general they noted that internal controlled individual was aware of the consequences of their own actions and thus events are under their personal control. Alternatively, they indicated that external control refers to a perceptual view of both negative as well as positive events as unrelated to their own behaviour based on the situations and thus beyond their personal control.

Another understanding was created by Rotter (1990) who highlighted that the control construct is considered as a generalised expectancy which operates across numerous situations, and demonstrates a relationship to an individuals' possession or lack of power over what may occur to them. In terms of the definition of the internal and external locus of control construct, the internally controlled individuals believe thus events were under their personal control and they tend to take accountability for their own actions. Similarly a person

with an externally controlled attribute tends to allocate outcomes to external forces such as fate, powerful others, chance, etcetera (Swarnalatha & Krishna, 2012). Hence, individuals labelled externally controlled are said to have a generalised expectancy that reinforcements are not under their control across varying situations. Thus, depending on prior reinforcement experiences, individuals tend to demonstrate a consistent view orientated towards either internality or externality (Reddy, 2009). In this research context, control is considered as an individual's generalised belief regarding the extent to which outcomes of importance can be controlled by the individual.

Control beliefs have been both discussed as a generalised way of thinking and a situation-specific expectation. Referral to control as a generalised belief is to treat it as a stable personality disposition. It therefore is a referral to the extent an individual is of the belief they can control outcomes of importance or are masters of their fate (Bonne, van Olffen & van Witteloostuijn, 2005), this is critical point as identifying control as a stable personality trait has an important role to play in influencing work behaviour.

In addition, further elaboration on the control construct by Leone and Burns (2000), noted that there is similarity between the concept of control and the construct of reinforcement. Leone and Burns (2000) described the desire of control as a reflection of the incentive value given by individuals to certain outcomes such as interpersonal influences or organisational position and noted the locus of control and desire for control are independent constructs. They explained further that an individual tends to believe that their outcomes depend on their actions, however they may realise the exercise of influence or control over others is not personally rewarding (Leone & Burns, 2000) and individuals, may alternatively, place emphasis and value on having an impact on others, yet they may believe that based on their

actions, words, etcetera, they have little impact on others (Leone & Burns, 2000). Therefore, Judkins (2004) noted the control disposition is expressed as demonstrating behaviours and feelings towards being influential versus helpless, when encountering various contingencies of life. They further noted that this would assist individuals experience a sense of independence and effect on their future, through exercising control over knowledge, choice, imagination, and skill. Hence, it can be concluded that control is an important personality trait as it increases the coping responses to a variety of situations.

The literature review in the next section closely examined control through the Locus of Control (LOC) and thereafter focused on the Work Locus of Control. The specific aim of the literature review is to next provide definitional clarity of the LOC and then closely examine international and national research and understand empirical research relating specifically to the WLOC.

### **2.3.2 Defining Locus of Control**

Over several decades psychological research has focused on LOC, as a personality attribute or trait which represents an extent to which individuals believe that rewards they receive in life can be controlled by their own personal actions (e.g. Lefcourt, 1984). Since Rotter (1966) first introduced the concept of expectancy into literature, there has been a surge of research on the expectancy of internal versus external control of reinforcement. This has resulted in Rotter's research becoming a significant contributor to this field of psychology based on social learning.

In earlier research Spector (1982) has outlined four reasons as to why internals should perform better than externals. They are as follows: Because internals are more action-

orientated than externals, a dissatisfied internal is more likely to quit a job that is dissatisfying. Because internals perform better they are more likely to receive the benefits of their performance. Hence, in situations where rewards follow performance, internals are more likely to be satisfied. Internals tend to advance faster than externals and hence, are more likely to receive more raises and benefits than externals, e.g. promotions, and salary increases which leads to greater job satisfaction. The cognitive consistency theory predicts that individuals who have perceived personal control to leave the situation and those who tend to stay tend to re-evaluate the situation favourably to retain consistency between their attitudes and behaviour. Externals who perceive no options are under only external constraints to remain on the job and feel little pressure to change their job attitudes in a positive direction.

Hence, the well-known construct of LOC, which mainly involves individual differences in beliefs about control over reinforcement and the individual believes what tends to occur to them tends to be either within or beyond their control (Carrim, Basson & Coetzee, 2007). Lee-Kelley (2006) noted that the description of locus of control can be seen as a dimension with two opposing areas. However, it is noted that a huge area of difficulty in research in reference to the internal and external dimension is the variety of definitions that has been given to this construct.

According to Mearns (2004) noted a definition of LOC as an expectancy regarding the individuals control over events, as it predicts individual behaviour across situations. Individuals with an external LOC tend to be orientated towards the notion that reinforcement is aligned to external factors such as chance or luck. Since, internals display more active behaviour to achieve or influence outcomes they expend greater effort to control their environment to ensure effectiveness.

According to Hassman and Koivula (1996) an individual who perceives reinforcements as a result of chance or fate, under the control of powerful others is categorised as having an external locus of control, whereas, an individual with a belief in internal control tends to perceive reinforcements as contingent upon personal characteristics and their behaviour. Mourmant (2009) noted that simply stated locus of control refers to the degree to which an individual expects a reinforcement of their behaviour is contingent on their own behaviour as compared to the degree to which the individual expects reinforcement as related to external factors.

Rotter (1966) also noted that these expectancies may be generalised along a continuum based on the extent of semantic similarity of the situational cues. More recent research by Littunen and Storhammar (2000) noted that the internal and external belief system can be viewed as a continuum ranging from internal to external locus of control. However, Torun and April (2006) noted that there is a shared responsibility bi-local expectancy comprising of a mix of the two belief systems.

April, Dharani and Peters (2012) noted that individuals that are more internally orientated demonstrate greater likelihood to transform their behaviour as a result of a positive or negative reinforcement versus individuals with an external locus of control. However, for behavioural change to occur, the reinforcement should be of value to the individual (Marks, 1998). The belief in the existence of a strong causal-effect relationship between their actions and outcome allows them to make an effort to change their behaviour and actions in order to change the outcome (April, Dharani & Peters, 2012). Landy and Conte (2004) noted that external locus of control individuals are of the view that their own actions are dependent on



various factors which they do not have control over. Edwards (2005) stated that external locus of control individuals are less self-directed and often feel frustrated and tend to blame others for their mishaps.

To clarify the concept of locus of control, Kormanik and Rocco (2009) described locus of control as the variance in one's perception of life's punishments as well as rewards. Kormanik and Rocco (2009) further noted that an individual with an internal locus of control orientation tends to relate punishment as well as rewards as dependent on their personal actions and behaviour. In addition, they noted that an individual with an external locus relates outside forces as governing their fate.

Igbeneghu and Popoola (2011, p. 5) stated that the locus of control has certain relationships to behaviour which is a function of expectancy and reinforcement value in a specific situation, thus, the probability certain behaviour will occur is related to its association with "high reinforcement value and expectancy". Igbeneghu and Popoola (2011, p. 5) indicated that "reinforcement value is the degree of preference for a particular reinforcement if various alternative reinforcements are available". Rotter, Chance and Phares (1972) indicated expectancy is the likelihood that the particular reinforcement occurs as a result of an individual's behaviour. Thus, the probability that certain behaviour occurring is a function of the expected manifestation of reinforcement following the behaviour (Rotter, 1990). For example, "because internals perceive they have greater likelihood of obtaining desirable work outcomes than externals, they are more likely to report higher levels of intrinsic motivation to work on their job tasks, greater optimism about the effort-performance (expectancy) and performance-reward (instrumentality) links, higher levels of involvement with their jobs, and

greater engagement in developmental activities as an investment in their work future” (Thomas, Sorensen & Eby, 2006, p. 1061).

Initially from a theoretical perspective on the construct Rotter (1966, p. 1) describes two views “that people have of their control over outcomes; when reinforcement is perceived by the subject as.... not being entirely contingent upon his action, then, in our culture, it is typically perceived as the result of luck, chance, fate, as under the control of powerful others, or as unpredictable because of the great complexity of the forces surrounding him. When the event is interpreted in this way by the individual, this notion is labelled external control. If the person believes that the event is contingent upon his own behaviour or his own relatively permanent characteristics, this notion is termed internal control”. LOC thus refers to the belief that a response may or may not influence the attainment of reinforcements. Therefore, locus of control is understandably referred to as a determinant of the attainment of the expectancy of success.

In terms of further definitions pertaining to internal and external locus of control, it is noted that individuals with an internal locus of control are more likely to be aware of opportunities in the environment to improve the goal attainment, proactively engage in actions for the improvement of their environment, place a greater emphasis on striving for accomplishment and are more inclined to ensure skill development (Karimi & Alipour, 2011). For example Hsu (2011) found a higher level of internal orientation results in individuals demonstrating acceptance and acknowledged that their accomplishments as well as lack of successes is directly linked to their own efforts whilst individuals with higher levels of external orientations believe their accomplishments as well as lack of successes is due to externally orientated factors which explains their failures, successes, etcetera and is unrelated to their

own efforts. Thus, LOC refers to the internal versus external causes which individuals relate the outcomes, their successes as well as failures to (Karimi & Alipour, 2011). Thus, “internal motivators refer to the desire of job satisfaction, self-esteem, and quality of life in fact; they are personal or internal motivators that people themselves should reinforce them to increase their control and latitude over stressors” (Karimi & Alipour, 2011, p. 234). In contrast, “external motivators are better jobs, promotions and higher wages that can be provided by supervisors, managers and organisations to encourage the employees to promote their performance in their organisations” (Karimi & Alipour, 2011, p. 234).

The researcher makes reference to a historical study which clearly indicated the differentiation between the internal and external locus of control. Archer (1979) conducted a study concerning the interaction of trait-anxiety and expectancy of control in a shock-avoidance experiment. He used three conditions; two were clearly defined (unambiguous), and the other was an ambiguous condition that provided very little cues concerning the nature of the subject’s shock-avoidance task. Results indicates that a personality trait variable (trait anxiety) was found to be influential in the ambiguously structured condition but not in condition that contained clear situational cues. The overall importance of this study is that it is noted that in highly ambiguous situations externals generalised beliefs of control may result in them appraising the situation as uncontrollable. However, in unambiguous situations their judgment about control is likely to be influenced by the situational characteristics rather than their generalised beliefs of control.

Further literature noted that internals may be predisposed to view their work environment positively, whereas externals may tend to view their external work environment negatively e.g. Hahn (1999). Thus higher internally orientated locus of control individuals tend to

believe that they can control outcomes, the resultant impact is that these individuals communicate more, request clarifications on work issues due to their belief they are in control. Thus, an internal locus of control is likely positively associated with positive work outcomes such as job satisfaction, organisational citizenship behaviour, employee performance, etcetera. Consistent with this view, prior research has found an internal LOC to be positively related to desirable job outcomes (e.g. Judge & Bono, 2001).

Previous research efforts have demonstrated the importance of the LOC as a personality trait. For example, Haque and Haque (2008) study indicated the importance of training in relation to the LOC, as the internal locus of control; trainer effectiveness and training design have positive correlations with learning. The research noted the importance of the LOC as a personality in the work environment, more especially if managers can improve personality traits that are related to an increase in work outcomes, work output as well as work quality is likely to increase. Thus, decision-makers may benefit by investing in training or development activities that help their employees have higher levels of internal locus of control.

It is noted within a South African context that the locus of control has also been examined by Bosman, Buitendach and Rothman (2005, p. 18) who noted that “it is evident that the locus of control construct is based on the cause and consequence relationship and therefore future expectations (for example, anticipation of redundancy) can be construed in terms of current behaviour”. LOC certainly has implications within a work setting as indicated through a study by Carrim (2006), in the call centre environment in South Africa, Carrim (2006) noted that internals tend to exert increased control as compared to external in certain work settings, for example, work flow, operating procedures, task accomplishment, working conditions, work assignments and relationships. It is, thus, noted that the LOC has relevance to a variety

of positive relationships within the work place. For example in a South African sample the study by Carrim (2006) indicated that the LOC of control was related to job satisfaction.

One can therefore, conclude by stating that there is a general agreement among all researchers that internal control refers to individuals who believe that reinforcements are related to their behaviour and they can influence outcomes, whereas external control refers to individuals who believe that reinforcements are beyond their control and related to external forces such as luck, fate, chance, etcetera. Therefore, to provide a precise definition is important, but difficult. This important personality variable of the LOC was also closely examined specifically in the work setting and termed Work Locus of Control (WLOC). The literature below examined the WLOC.

### **2.3.3 Defining Work Locus of Control**

To keep pace with the rapid changes at the work place there are increasing demands on the organisation and employees. In this chapter, the researcher examined the role of individual difference in the workplace, namely, the work locus of control. This study attempted to demonstrate the usefulness of work locus of control in explaining human behaviour, and focused on WLOC as not only a trait but as a predictor of positive psychological states.

Van der Sluis, Van Praag and Van Witteloostuijn (2004) described work locus of control in relation to a personality construct. Researchers such as Spector, Sanchez, Siu, Salgado and Ma (2004) have defined WLOC as a perception that one can personally affect particular outcomes. Adas (1999) highlighted the importance of the internal and external LOC at work and noted that it is the perceived source of control over behaviour. Myers (1996) suggested that internal locus of control is the concept of ‘self as an agent’ which indicates that the

individuals' thoughts are related to their action and there is subsequent positive outcomes once individuals realise the relationship between thoughts and action as they can positively influence their behaviour resulting in an increase in motivation related to work such as job performance.

There is extensive support that personality differences or understanding individual differences has a significant impact in the work place (e.g. Wang, Bowling & Eschleman, 2010). In relation to this Bilgin (2007) stated that “work locus of control is a personality construct and has been regarded as an important organisational variable since general locus of control was first conceptualised in Rotter’s Social Learning Theory”. As summarised by Bilgin (2007, p. 40) “people with a high internal locus of control (internals) believe that the promotions or penalties they get at work are due to their own actions and performance. On the other hand, people with a high external locus of control (externals) believe that those events at work are beyond their control and are the result of fate, chance, luck or decisions made by the authority”.

The attempt of internals to control the work setting might be manifested in many ways. According to Spector (1982) the internals might attempt control in the following areas: task accomplishment, work flow, relationship with supervisors and subordinates, task accomplishment, operating procedures, work scheduling, working conditions, organisational policy and goal setting. The factors on which control attempts focused would be determined by the potential rewards each carried and by the constraints within the organisational setting. This is known as the work locus of control and further elaborations on this construct has been addressed by the review of literature.

Thomas, Sorensen and Eby's (2006) perspective of WLOC has important research implication as, they indicated the WLOC is related to a various organisational elements and thus future research should not minimise contributions made. Research has consistently demonstrated the importance of traits in achieving organisational objectives, e.g. based on a study conducted by Thomas et al. (2006) it was found that internal locus of control was positively associated with desirable work outcomes, such as greater job motivation.

However, Thomas et al. (2006, p. 1057) highlighted that the increasing attention given to the role of personality at work is often limited to certain traits such as the "Big Five personality traits of extraversion, neuroticism, conscientiousness, agreeableness, and openness to experience" and those "personality traits outside of the Big Five taxonomy often receive less research attention, such as the work locus of control".

Furthermore, it is often found that individuals are better suited to certain work demands based on their internal versus external locus of control orientation. Chetty (2008) noted that externally oriented individuals may be more suited to work where there is a lesser degree of autonomy and independence, whereas internally oriented individuals may be more suited to work within the high commitment service model, as skill is required and there may be a higher level of independence and autonomy and therefore experience a higher level of job satisfaction.

Further research has also reflected that internality has been associated with positive work outcomes such as self-confidence, emotional maturity and well-adjusted behaviour (Cilliers & Kossuth, 2004) as well as positive well-being (Spector, Cooper, Sanchez, O'Driscoll, Sparks et al., 2002). Singh (2006) stated that in general, when predicting success in roles,

internality exceeds externality. Individuals with an internal locus of control orientation tend to perform better (Afolabi, 2005). Furthermore, Maram and Miller (1998) indicated a strong relationship between work locus of control and work behaviour such as leader member exchange and organisational commitment. Hence, personalities are an important aspect of organisational behaviour, and would continue to have strong implications for organisational growth and outcomes. Thus, there is evidence that WLOC positively influence work behaviour. This study assisted in broadening the knowledge base on these important areas.

There are several practical implications for studying the impact of the WLOC in the organisational setting. For example, Haris, Haris and Eplion (2007) highlighted the importance of identifying personality traits related to desirable organisational as well as individual outcomes, as decision-makers can be more selective in the use of appropriate selection instruments when hiring employees. Haris et al. (2007, p. 104) found that “an internal locus of control, need for power, and self-esteem are all associated with positive consequences”. Thus, an efficient method to improve job outcomes such as job performance would be to better select those candidates with desirable traits or characteristics in the recruitment process.

In terms of the current study the outcomes have important implications for organisations selection and recruitment model, based on the effect of the WLOC on positive psychological states. This study further demonstrated the usefulness of the WLOC in explaining human behaviour, and focused on the WLOC as not only a dispositional trait but examined it as a predictor of the psychological state of psychological capital. Hence, literature has indicated that the personality trait of WLOC is relatively stable and linked to positive work outcomes.



### **2.3.4 Critique of the Work Locus of Control Construct**

Much of the research from the construct of the LOC began with the notion that internal LOC is equated with positives and external LOC is equated with bad and maladaptive behaviour. However, in the 1980's researchers began to question the uni-dimensional nature of the construct e.g. Lefcourt (1982); Krampen (1985); Levenson (1981); etcetera Krampen (1985) noted that a uni-dimensional nature of the construct is too simplistic. Later, Furnham and Steele (1993) indicated as internals are likely to experience lower levels of self-esteem when faced with failure as they more easily demonstrate accountability for their actions and may relate their failure to their actions. In addition, Furnham and Steele (1993) noted that internally orientated individuals may also experience difficulties relating to events that are uncontrollable than externally orientated individuals as they tend to believe that outcomes and responsibilities are created by themselves and they are less likely to offer assistance to others in need. This point of view by Furnham and Steele (1993) demonstrated the individualistic views of internals versus the collectivist views of externals.

Rosina, Cheng and Chaung (1998) conducted an empirical study to determine cultural variations based on the internal and external WLOC, and hypothesised that individuals in collectivist cultures tend to demonstrate direct and indirect sources of control and the source of internal control for people in a collectivist culture is unlikely to be restricted to the self. It was specifically hypothesised that there were multiple sources of internal control and that the differentiation in the sources of internal control can lead to insight into a more in-depth way of understanding LOC (Rosina, Cheng & Chaung, 1998). Data from their study supported the single source theory for Americans and multiple source theory for Chinese (Rosina, Cheng & Chaung, 1998). This has implications for cross-cultural difference in locus of control.

Within a South African context cross-cultural difference in relation to the locus of control was also illustrated by the work of Riordan (1981). Riordan (1981) found that certain racial grouping such as Africans, Asians, Coloureds, and the English-speaking Whites measured higher on externality whereas the Afrikaans-speaking Whites measured higher on internality. Riordan (1981) attributed this to socio-economic status in which lower economic status is attributed to higher expectancies of external control. In addition Theron (1992) attributed these difference to the past political environment in which the Afrikaners upheld the political status quo.

Overall it can be concluded that standard notions that people develop in relation to the WLOC regarding the applicability of internal and external WLOC to positivity and negativity may not necessarily have universal application within a cultural context. Thus, the assumptions based on the WLOC may be surrounded by biases. The researcher in the next section elaborated on WLOC in relation to work related outcomes.

## **2.4 Work Locus of Control and Work Related Outcomes**

The researcher assessed the relationship between the WLOC in an organisational context in relation to the proposed model of attitudinal outcome, behavioural outcomes, behavioural intention and in role performance.

### **2.4.1 Work Locus of Control and Attitudinal Outcome of Happiness**

Thomas et al. (2006) highlighted that various studies have conceptualised LOC as a close predictor of individuals wellness (e.g., Judge, Locke, Durham & Kluger, 1998; Spector, Cooper, Sanchez, O'Driscoll, Sparks et al., 2002). Well-being is associated with happiness and positive outcomes e.g. (DeNeve, 1999; Diener, 2000; etcetera). Generally research has indicated that an internal locus is related to increased well-being, for example Carrim, Basson

and Coetzee (2006) noted that internals tend to be happier in their jobs, and demonstrated work behaviour which is associated with less alienation from the work context, and tend to be more involved in their jobs compared to externals. In contrast research has consistently associated the external locus of control with negative well-being such as depression, powerlessness, etcetera (e.g. Marks, 1998; Torun & April, 2006)

Because WLOC is closely related to an individual's wellness, it would be expected that WLOC is associated with work and personal variables that relate to this sense of wellness. Particularly, Thomas et al. (2006) noted that these variables can be categorised into two groups of general well-being (which is characterised by variables such mental well-being, life satisfaction, and physical health) and job-related affective reactions. Spector et al. (2002) noted that these variables are common reflections or indicators of overall wellness. Therefore, it is noted that internals tend to be psychologically healthier than externals due to their positive belief system that external environment is under their control. Hence, the simple notion that one can exert control is related to intrinsic satisfaction (Thomas et al., 2000) and related to increase in mental wellness and life satisfaction (e.g. Brown, Cooper & Kirkcaldy, 1996).

In addition, management approaches that empower employees by giving them more control have been advocated as both effective and humane and contribute to increased well-being (Lawler, Mohrman & Ledford, 1995). According to Verme (2008) it is well known in psychology that there is a relationship between personality and happiness, for example, there has been a strong genetic link to pleasant and unpleasant aspects (Lykken & Tellegen, 1996). In addition, areas of personality such as optimism, extraversion, neuroticism and self-esteem tend to correlate with happiness (e.g. Diener, Suh & Oishi, 1997; Myers & Diener, 1995).

Verme (2008, p. 7) highlighted that “it is also known that the work locus of control is related to happiness as lower order constructs of personality that include the locus of control and have been found to be closely related with job and life satisfaction” (e.g. Judge, Locke & Durham, 1997) and internals are consistently found to be happier than externals (Strickland, 1989). Hence, the significant value of WLOC has been demonstrated through research due to internal work locus of control association with a variety of positive work related outcomes as described above.

Locus of control in the workplace in particular (that is, belief that one has control at work) has likewise been further linked to employee wellbeing (e.g. O'Connell & Spector, 1994). Furthermore, Thomas, Sorensen and Eby (2006) in their study attempted to conduct a meta-analysis of the relationship between WLOC and a variety of work outcomes and found that it demonstrated its relationship to measures of well-being as well as job-related affective reactions. Further research by April, Dharani and Peters (2012) noted that there existed a statistically significant relationship between an individual's locus of control expectancy and subjective well-being (happiness) of an individual. In sum, research supports the notion that internality is associated with positive well-being both on and off the job. Essentially, happiness is deeply embedded in personality and the locus of control appears to have relevance in understanding happiness (Verme, 2008).

Furthermore, it is also important to consider the effects of the implementation of happiness in the workplace. In this regard, Pannells and Claxton (2008) conducted a study regarding organisational work and how it related to a person's happiness by exploring the relationship between variables of creative ideation, locus of control as well as happiness. The results of their study indicated that in relation to internal locus of control significant difference on the

measure of happiness was found as compared to the external locus of control. Further studies by Kulshresta and Sen (2006) have highlighted the significance of the negative effects in relation to the external locus of control and subjective well-being as those individuals that displayed the external orientation tended to be less happy than those with an internal orientation. Importantly Kulshresta and Sen (2006) highlighted that internals have a tendency to utilise active manipulation of their environment to ensure control of events and create satisfying situations. However, they noted that due to externals sense of powerlessness they tend to remain in these unsatisfying situations (Kulshresta & Sen, 2006).

However, in contrast a study by Sindane (2011) which provided a quantitative review of the relationship amongst various variables indicated a poor relationship between happiness and locus of control. In addition, Stocks, April and Lynton (2012) explored the differences in locus of control and subjective well-being in China and Southern Africa, the results of their study indicated that the locus of control and subjective well-being were differently correlated to one another, as Southern Africa showed no significant correlation with subjective well-being and China showed a significant negative correlation between subjective well-being and locus of control. Hence, it is noted further investigation is required in relation to the WLOC as a variety of factors could influence the feelings of happiness such as the cultural context of the study. In the next section, the researcher examined the relationship between the WLOC and the attitudinal outcome of job satisfaction.

#### **2.4.2 Work Locus of Control and Attitudinal Outcome of Job Satisfaction**

The research literature examined the relationship between the WLOC and job satisfaction which indicated positive relationships between these constructs. In this regard, a study by Cummins (1989) demonstrated that internally controlled individuals experienced greater job

satisfaction irrespective of their stress levels whereas those externally controlled individuals indicated that experienced job dissatisfaction due to stress. Salazar, Hubbard and Salazar (2002) found in their study that the internal and external locus of control effects job satisfaction. Additional studies by Judge and Bono (2001) noted that a positive relationship was established between internal locus of control and job satisfaction as well as job performance. In addition, studies conducted by Pryer and Distefano (1997) indicated that internals are more satisfied with their work than externals. The results of Munir and Sajid's (2010) study importantly noted that the specific personality construct of the locus of control at work tends to predict employees commitment to a specific change. Further studies by Wang, Bowling and Eshleman (2010) noted that WLOC demonstrated a stronger correlation with job satisfaction. Their findings suggest that WLOC may moderate the relationship between job satisfaction and organisational commitment. Hence, the WLOC has an important link to job satisfaction as demonstrated by the studies cited above.

Further literature has demonstrated that the WLOC is an important aspect of work outcomes. Research by Swarnalatha and Krishna (2012) indicated that their study in the automotive industry noted a positive relationship between the WLOC and job satisfaction. The study by Vijayashreea and Jagsischchandrab (2011) on locus of control at work and job satisfaction revealed that there is a positive relationship between internal and external (others) locus of control and job satisfaction and there existed a partial positive correlation between external (chance) locus of control and job satisfaction. In addition, a study by Tillman, Smith and Tillman (2010) noted that there was a significantly stronger relationship between the WLOC and job satisfaction. Hence, based on these studies job satisfaction becomes important to an individual because it gives them greater autonomy, greater feelings of accomplishments, resulting in greater job satisfaction.

Within the South African context similar positive relationships was identified between the WLOC and job satisfaction, for example, a study by Ramakau (2006) noted that WLOC demonstrated a practically significant positive correlation with job satisfaction. Carrim (2006) in their study within a call-centre environment noted that WLOC was related to job satisfaction. Further findings by Pretorius and Rothman (2001) noted that external locus of control was associated with decreased job satisfaction. In addition, a study by Labuschagne, Bosman and Buitendach (2005) noted that work locus of control would mediate the relationship between job satisfaction and job insecurity. The results from their research indicated that individuals with an internal work locus of control had higher levels of total job satisfaction as well as intrinsic job satisfaction.

The present study thus, evaluated two types of locus of control (internal versus external) and its relation with job satisfaction. The study aimed to assist organisation to understand the type of locus of control that is present in their employees and its impact on job satisfaction. Essentially, internals may be relatively more responsive to the inducements offered by supervisors for greater job satisfaction. Hence, the positive relationship between work locus of control and job satisfaction is hypothesised to be stronger for internals than externals. The next section examined the relationship between WLOC and organisational citizenship behaviour.

#### **2.4.3 Work Locus of Control and Behavioural Outcome of Organisational Citizenship**

O'Brien (2004) highlighted that within the workplace, Organisational Citizenship Behaviour's (OCB) are beneficial; as there is a higher tendency for individuals with greater levels of need fulfilment to engage in OCB's, whereas the reverse is applicable for

individuals whose needs are unfulfilled and may choose to engage in less OCB's. Borman, Penner, Allen and Motowidlo (2001) noted that an internal locus of control has often been reported to demonstrate positive relationship with increased organisational citizenship behaviour.

In addition, review of literature noted constant support for this relationship of WLOC and OCB, as Funderburg and Levy (1997) found that having an internal WLOC related with self-reported organisational citizenship behaviour as well as peer ratings of organisational citizenship behaviour, although in different directions. Hoffi-Hofstetter and Mannheim (1999), noted that organisational citizenship behaviours correlated to an internal locus of control. Further research by Omari, K'Obonyo and Kidombo (2012) noted that the WLOC demonstrated significant relationship between various work related outcomes including OCB. Omari, K'Obonyo and Kidombo (2012) study in the Kenyan public corporations indicated that human resources practices influenced the correlation between locus of control at work with employee commitment, job satisfaction, trust and organisational citizenship behaviours. Hence, important relations between WLOC and OCB have been established in prior research. The next section examined WLOC and turnover intentions.

#### **2.4.4 Work Locus of Control and Behavioural Intentions of Turnover**

In examining research on the relationship between WLOC and turnover, it is noted that Spector (1982) suggested that there may exist a complexity in terms of the relationship between WLOC and turnover as internality may be associated with a likelihood of individuals leaving their employers depending on the situation. Research has identified that these tendencies described by Spector (1982) in combination with observation that the intention to search for, the actual search for, and the evaluation of alternatives (Mobley,



1977), are critical aspects related to the turnover process, and suggest that the nature of commitment of internally and externally oriented individuals tends to vary.

Later, Thomas et al. (2006, p. 1058) noted that “in the organisational sciences, the differentiation between internal and external WLOC is important for explaining how employees approach work, both attitudinally and behaviourally”. McShane and VonGlinow (2000) stated that employees who are more satisfied with their job are less likely to display behaviours such as quitting their jobs, absenteeism, and experience mental or physically related health problems, whereas employees who are not satisfied with their job tend to engage in behaviours characterised by negativity such as theft, sabotage, violent acts directed towards their supervisors or co-workers. Igbeneghu and Popoola (2011) noted that that employees who are dissatisfied with the intrinsic or extrinsic nature of their job tend to strike. Hence, understanding the negativity associated with turnover can direct the recruitment industry on developing and hiring individuals who are more internally orientated as an internal orientation is associated with higher levels of positive work outcomes.

Spector (1982) noted the association between WLOC and turnover, and stated that while internals tend to leave when they are not satisfied with their jobs and demonstrate higher levels of turnover intentions than externals, internals tend to have a more positive outlook of their job role and less likely to view their jobs as unsatisfying. For example, Spretizer (1995) indicated when employees believe they have control over their work roles instead of their work roles being defined by their supervisors, organisations, or co-workers they are more likely to feel enabled as well as energised psychologically. Hence, a more internally orientated WLOC in all likelihood would result in positive work outcomes. This “positive evaluation of work roles should be associated with more positive affective reactions to one’s

work environment (an internal work locus of control) such as being more satisfied with one's job and demonstrating attitudes and behaviours that indicate dedication to one's organisation (i.e. greater affective commitment, lower turnover intention, working more hours, and higher attendance)" (Thomas et al., 2006, p. 1060).

The study by Lin and Ding (2005) noted that the influence of job satisfaction on turnover intentions, organisational commitment and role centrality was stronger for internals than externals. The study by Hoffi-Hofstetter and Mannheim (1999), noted that intention to quit was also positively related to internal locus of control. Further studies by Lu, Kao, Cooper and Spector (2000) revealed that an internal work locus of control was positively related to job satisfaction, mental and physical health, and negatively related to quitting intention in their study.

According to Robbins (1998) internals demonstrate greater job satisfaction, reduced work alienation, lower absenteeism levels, and greater amount of job involvement than externals. In addition, Afolabi (2005) noted that individuals' who are internally orientated demonstrate increased levels of job satisfaction and lower turnover intention levels than those who are externally controlled. Interestingly, Afolabi (2005) found no support for the influence of locus of control on turnover intention, and stated that internality and externality are no different in this respect. However, Olukayode (2005, p. 104) noted that "internally oriented individuals will be more satisfied than externals with their jobs and thus will have lower turnover intentions than externals".

Further to this, Robbins, Odendaal and Roodt (2003) stated that it is difficult to predict turnover of individuals with an internal locus of control, as they could decide either to take

action and leave or to stay and take steps to become more successful and satisfied. Chiu, Chien, Lin and Hsiao (2005) stated that those with an external locus of control are more passive and may be less likely to contemplate turnover, even if they are dissatisfied. Another factor to consider is that locus of control has been found to change over time (Labuschagne et al., 2005; Legerski, Cornwall & O'Neil, 2006). Carrim, Basson and Coetzee (2006) noted that job dissatisfaction is related to negative organisational orientation whilst job satisfaction was related to positive organisational orientation, thus in their study they found that call centre agents with an internal locus of control experience greater levels of intrinsic and extrinsic job satisfaction. However, in a further South African study by Lane (2007) locus of control was a poor predictor of turnover. Hence, more studies are required within a South African context to further examine this relationship. Thus, there may be a variety of factors that can influence the relationship between the WLOC and intention to quit. The next section examined the relationship between the WLOC and in-role performance.

#### **2.4.5 Work Locus of Control and In-Role Performance**

O'Brien (2004, p. 1) commented that "in the workplace, employees engage in diverse behaviours, depending largely on their environment and personal characteristics. Some activities are related to their job, and functioning in this area is often referred to as task performance". Furthermore, "task performance is often mandated by supervisors and closely monitored" and "employees do not have a great deal of discretion regarding whether or not they participate in these activities" (O'Brien, 2004, p. 2).

Initial studies by Spector (1982) offered two reasons as to why internals are better on jobs than externals. Spector (1982) noted that internals hold greater expectancies that effort will lead to good performance which, in turn, will lead to rewards. Hence, greater effort is

expended, in situations where rewards are tied to performance across individuals (Spector, 1982). In addition, as discussed previously, internals seek more relevant information and perform better than externals in complex task situations.

Studies support the notion that internals exert greater effort on the job and perform better (e.g. Hassman & Koivula, 1996). Some researchers have investigated personal career effectiveness across several jobs, and others were concerned with more immediate job performance. For example, Spector (1982) noted that although the relation of career effectiveness and its relation to performance on specific jobs may not be strong, in a global sense, career effectiveness reflects job performance and hence, one would expect internals to be more successful in their careers because they perform better. In addition Spector (1982, p. 489) noted “the advantage that internals have over externals in terms of better information seeking and utilisation is only an advantage in situations involving complex information, so simple situations may yield no internal-external differences”. Further studies, which attempted to confirm the correlation, should take into account the moderating influence of situation complexity and real performance-reward contingencies (Spector, 1982).

Importantly Peterson and Albrecht (1996) commented that there exists a strong relationship between internal locus of control and job performance. For example, Chen and Silverthorne (2008) in their study noted that those individuals who demonstrated internal work locus of control orientations cope more effectively with work stress and perceive lower levels of work stress and demonstrate greater levels of job performance. In addition, Wolfe (2011) highlighted that previous studies have shown a good linkage between positive life outcomes and internal locus of control e.g. sport performance, socio-economic status job performance, and happiness.

Within a South African context good relationships were also found between the WLOC and performance. Theron (1992) noted that internals usually do not require much supervision as do externals, because they are more likely to believe their own work behaviour would influence outcomes such as performance, promotions, and pay. Robbins (1988) argued that internals generally perform better on the job depending on the nature of the job. According to Robbins (1998, p. 58) “internals search more actively for relevant information before making a decision, are more motivated to achieve, and make a greater attempt to control their environment, where externals are more compliant and display a willingness to follow direction. Therefore, internals should do well on complex tasks associated with managerial and professional jobs that require initiative, complex information processing, learning, and independence of action”. Robbins (1998, p. 58) further noted “in contrast, externals should do well on jobs that are well structured and routine and in which success depends heavily on complying with the direction of others”.

Studying locus of control at work is also worthwhile as it has a pervasive effect at work that affects performance and relationships (Cilliers & Kossuth, 2004). Overall, this would imply that further research is required in this area. Thus, a detailed examination of WLOC and its relationship between the proposed variables have been undertaken. The next section of the literature review closely examined Psychological Capital, its empirical research, its relationship between the proposed work related outcomes as well as its relationship with WLOC.

## **2.5 Psychological Capital**

This section has outlined the role of psychological capacities and vulnerabilities by focusing on Psychological Capital (PsyCap) which can be defined as a “conceptualised, measured, and

developed in terms of a state like positive core construct, to which each of the individual resources of efficacy, hope, optimism, and resiliency synergistically contributes” (Avey, Luthans & Youssef, 2008, p. 9). The first part of the literature review created an understanding of the state like nature of PsyCap. Thereafter a critical review of themes emerging from previous research findings, as well as reviewing existing approaches towards how these constructs are viewed in literature.

### **2.5.1 Psychological Capital as a Positive State**

PsyCap has been defined by various researchers as the critical psychological aspect of individuals which translates into positive outcomes and is represented by a willingness to ensure compliance to standards of positive organisation performance (e.g. Youssef & Luthans, 2007; Luthans, Avey & Patera, 2008; Avey, Nimnicht & Pigeon, 2010). Various researchers have also noted that PsyCap transcends human and social capital, thus contributing to organisational and individual competitiveness through the targeted input and development (Luthans, Luthans & Luthans, 2004; Luthans & Youssef, 2004; Luthans, Avolio, Walumbwa & Li, 2005).

The developmental nature of PsyCap can be further demonstrated by Luthans, Avey, Avolio, Norman and Combs (2006) study in their attempt to present a micro-intervention to develop PsyCap. Research has also indicated that the positive psychological state of PsyCap may be particularly attractive to organisations because of its durable nature (Luthans, Avey, Avolio, Norman & Combs, 2006). It is not as volatile as a true state, such as mood, yet it is still capable of change, unlike fixed traits, such as personality (Conley, 1984). Allen and Potkey (1981) importantly noted that the topic of the state versus trait has been debated over the years.

Conley (1984) conducted a longitudinal study to determine and compare the test–retest reliabilities between intelligence, personality, and self-opinion constructs (e.g., life satisfaction and self-esteem), and found that self-opinion constructs such as PsyCap were less stable time than trait-like predictors. These research and analysis provide support for the notion of a continuum of stability of positive constructs (Conley, 1984). In addition, Avey, Luthans and Youssef (2008, p. 11) noted “state-like PsyCap is not as transient and momentary as the more extreme states such as moods or emotions”. Thus, it is noted that there is still much knowledge that can be derived in understanding the properties and characteristics of the PsyCap. Furthermore, evidence has shown that each of the four sub-constructs of psychological capital (self-efficacy, hope, resilience and optimism), as well as the construct as a whole, is relatively stable over time, but also responsive to focused intervention (Bandura, 1997; Seligman, 1998; Masten & Reed, 2002; Snyder, & Lopez, 2002; Avey, Luthans & Mhatre, 2008). The view and research established by Conley (1984) is supportive of the current studies view that PsyCap has a state like nature and is relatively stable over time and is open to change and development.

Furthermore, Avey, Luthans and Jensen (2009) emphasised that positive psychological capital is a global construct that comprise four different personal resources: self-efficacy, hope, resilience, and optimism. Zhao and Hou (2009) importantly concurred that PsyCap refers to the individual’s positivity in relation to the frame or state of the mind, which related to four aspects of self-efficacy, hope, resilience and optimism. Luthans, Avey and Patera (2008, p. 211) also commented that “the identification of such second-order factors has become increasingly common in organisational behaviour research in areas such as organisational transformational leadership, intellectual stimulation, and inspirational

motivation, empowerment comprised of meaning, competence, self-determination, and impact and core self-evaluations consisting of self-esteem, generalised efficacy, locus of control, and emotional stability”.

Luthans, Avolio, Walumbwa and Li (2005, p. 251) also recognised that the “POB states are also unique from the dispositional, relatively stable self-evaluation constructs” (e.g. Judge & Bono, 2001), the ‘Big Five’ personality traits (Barrick & Mount, 1991), etcetera In addition, Sridevi and Srinivasan (2012, p. 29) stated that “PsyCap is state-like and open to measurement, development and performance improvement in the workplace”. They further recognised that it is this nature of PsyCap that makes it different from other constructs. Luthans (2002a, 2002b) noted that trait-like constructs are not open to development e.g. big five personality traits, core self-evaluations, character strengths and virtues. Thus, based on the discussion it appears that trait-like constructs are measurable but not open to development and tend to be used in the organisational context but cannot significantly improve work related outcomes as compared to state-like constructs. At the same time, “PsyCap is not a pure state construct like mood, that are momentary and that which change by the hour” (Sridevi & Srinivasan, 2012, p. 29). However, Luthans, Avolio, Avey and Norman (2007) noted that the POB states are more stable than the positive emotions and moods but less stable than core self-evaluation and certain personality traits. Hence, it is noted that PsyCap’s components (self-efficacy, hope, resilience and optimism) are the “state-like positive psychological forces, rather than tendentious, relatively stable and trait-like individual characteristics (such as due diligence or self-esteem, etc...” (Zhao & Hou, 2009, p. 36).



Studies by several South African researchers (Appollis, 2010; Herbert, 2011; Pillay, 2012; etcetera) have indicated the potential positive role that PsyCap can have if implemented in the workplace. Rothmann and Cilliers (2007) stated that the notion of increasing positive emotional states in employees is gaining increasing attention as research has demonstrated the introduction of positive emotional states facilitates effective evaluation, decision making, and problem-solving. This research study is intended to highlight the positive effects of cultivating and enhancing the positive attributes inherent in PsyCap, which would increase positive work related outcomes through establishment of a psychometrically sound instrument to measure PsyCap.

In addition, the importance of the global construct of PsyCap was illustrated by a study by Du Plessis and Barkhuizen (2012) within a South African context revealed that South African workforce should demonstrate embracement of psychological capital to ensure more comforting workplaces in relation to the broader social and economic issues affecting employees and their performance. Hence, the global construct of PsyCap is likely to have important implications for work related outcomes which warrants further investigation.

The current study elaborated further on psychological capital and increased the awareness of the benefits of PsyCap to organisational and employee growth through establishment of standardised measure for the recruitment industry. The positive states and psychological capital core factors (Luthans, Luthans & Luthans, 2004; Luthans & Youssef, 2004) may have important implication for assisting the workforce towards competitive success.

Thus, the four important positive psychological resource capacities that aligns to the positive organisational behaviour inclusion criteria are self-efficacy, hope, resilience and optimism.

The researcher has discussed the reasons for selection of these four positive psychological resource capacities, their conceptualisation, and theoretical development as well as understanding their global relationship to work related outcomes. It is noted that Luthans, Youssef and Avolio (2007) highlighted that each PsyCap sub-construct, namely, self-efficacy, hope, resilience and optimism is considered a positive human state that can be enhanced and managed for employee and organisational success. The following section briefly outlines these four sub-constructs and how they meet the inclusion criteria of POB.

#### **2.5.1.1 The Self-Efficacy State**

Luthans, Norman, Avolio and Avey (2008) highlighted that self-efficacy demonstrates the best inclusion criteria for PsyCap. A review of literature (Luthans, Avolio, Walumbwa & Li, 2005; Luthans, Norman, Avolio & Avey, 2008; Avey, Nimnicht & Pigeon, 2010) indicated that self-efficacy was adopted from Bandura's (1997) work referring to an individual's self-confidence in their ability to act and perform tasks with recent emphasis providing a linkage of self-efficacy to positive psychology (Bandura, 2007). Stajkovic and Luthans (1998, p. 66) defined self-efficacy as "one's conviction (or confidence) about his or her abilities to mobilise the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context". Zhao, Scott and Hills (2005) stated that self-efficacy is also motivational in nature and it has been indicated to influence an individual's choice of activities, goal levels performance, and persistence, and in a variety of situations or contexts. These definitions clearly highlight the state like nature of PsyCap which has been supported strongly by researchers such as Bandura (2007).

Self-efficacy has shown strong correlations with performance, as Luthans, Avolio, Walumbwa and Li (2005, p. 252) indicated that with regards to self-efficacy “there is already considerable research evidence on its strong relationship with workplace performance” and “it is a task-specific state”. Avey, Nimnicht and Pigeon (2010, p. 387) noted self-efficacy is “considered to be an integral part of PsyCap contributing to employee performance through sustained effort”. Stajkovic and Luthans (1998) have provided empirical evidence that confidence positively effects job performance. Research (Bandura, 2000; Snyder, 2000) noted the developable nature of self-efficacy. For example Bandura (1997) identified how self-efficacy can be developed e.g. social persuasion, vicarious learning, etcetera In addition, a review of literature has also identified the trainability potential of self-efficacy e.g. Gist (1989); Bandura (2000); etcetera

In terms of elaborating on self-efficacy (Luthans, Youssef & Avolio, 2007) noted that PsyCap efficacy is synonymous with the concept of confidence, and involves five behaviours: high goal setting, openness to challenging tasks, high self-motivation, application of the necessary effort for goal accomplishment, and perseverance through adversity. In addition, Shahnawaz and Jafri (2009, p. 78) further highlighted that “self-confident people choose challenging task and endeavour to successfully accomplish their goals” and “confident people achieve goals and persevere in the face of obstacles”. Bandura (1997) has concluded, related research studies have indicated how that domain linked measures of perceived efficacy are strongly linked to areas such as motivation and action. However, Luthans, Avolio, Avey, and Norman (2007, p. 548) noted “although this broadens the conceptualisation of very specific task efficacy, it does not extend across domains or to all of life such as is portrayed by generalised self-efficacy”. Hence, it is importantly noted that as applied to the construct of PsyCap, Luthans, Youssef and Avolio (2007) noted that relevance

of Bandura's (1998, p. 53) point of view that, "the efficacy belief system is not an omnibus trait". Hence, self-efficacy has been argued to demonstrate the relevant inclusion criteria's for PsyCap.

### **2.5.1.2 The Hope State**

Avey, Nimnicht and Pigeon (2010, p. 388) commented "hope is seen as a cognitive process that is complete with both realistic behaviours leading to achievable goals. Hope is much more than simple desire due to the systematic relationship between goals, behaviours and consequences of both". A review of literature (Shahnawaz & Jafri, 2009; Zhao & Hou, 2009; Avey, Nimnicht & Pigeon, 2010; Stam, 2011,) indicated that Snyder (1995, 2000) played an important role in the development of hope, as hope was initially adopted from his work. Snyder (1995) initial work described hope as a person's motivation to reach goals and should be differentiated from what Stam (2011, p. 16) refers to as "wishful thinking". In terms of the hope theory (Snyder, Sympson, Ybasco, Borders, Babyak & Higgins, 1996; Snyder & Lopez, 2002) "hope is conceptualised as state-like" (Luthans, Avolio, Walumbwa & Li, 2005, p. 255) and also "a positive motivational state that is based on an interactively derived sense of successful: (1) agency (goal-directed energy) and (2) pathways (planning to meet goals)" (Snyder, Irving & Anderson, 1991, p. 287). Hence, the view of hope is that it comprises of three unique factors which complement each other namely "agency (will-power), pathways (way-power), and goals" (Luthans, Norman, Avolio & Avey, 2008, p. 29). Luthans, Norman, Avolio and Avey (2008, p. 29) further indicated that "having one component by itself is not sufficient. To possess hope as defined and operationalised, one must have both the will to succeed in a given task, as well as a viable means, or way to accomplish that task". Thus, according to Snyder (2000) noted hope is

viewed as possessing a combination of will power together with an identified plan directed towards successful completion of desirable outcomes.

Importantly, Snyder (2000) noted the distinct differences between dispositional and state hope which is recognised in the literature. Seligman (2002) noted that hope refers to a lasting psychological state when an individual makes attributions of permanent and universal causes to good events and make attributions of temporary and specific causes to bad events. Regarding the hope as a psychological state, Luthans, Avey and Patera (2008, p. 210) further commented that “although sometimes presented as dispositional, the developmental capacity of hope has been clearly supported”. For example, research evidence indicate hope can be learned through an intentional focus on training interventions which are solution based (Snyder, 1994), and more recently, Snyder (2000) utilised a goal-based framework across multiple studies and demonstrated the developmental nature of hope as a state. Luthans, Youssef and Avolio (2007) noted that practically hope can be developed by establishing challenging goals, establishing new goals when necessary as well as developing contingency plans. Youssef and Luthans (2007, p. 33) stated that “hope has been shown to be applicable and to relate to performance in various domains, including the workplace”. Furthermore, positive effect of hope on leadership and workplace performance has also been indicated by research (Peterson & Luthans, 2003). Therefore, hope meets the inclusive criteria for POB.

#### **2.5.1.3 The Resilience State**

The next variable the researcher examined is resilience. “Virtually all individuals at some point in their careers might expect some setbacks not consistent with their hopes and desires” (Avey, Nimnicht & Pigeon, 2010, p. 388-389). Based on a literature review, the researcher identified a common definition for resilience in the workplace by Luthans (2002b, p. 702) as

the “positive psychological capacity to rebound, to ‘bounce back’ from adversity, uncertainty, conflict, failure, or even positive changes, progress and increase responsibility”. Shahnawaz and Jafri (2009, p. 79), noted that resilient individuals possess a “staunch acceptance of reality, a deep belief, often buttressed by strongly held values, that life is meaningful and an uncanny ability to improvise”. Coutu (2002) concluded that resilient people have a staunch sense of reality. Shahnawaz and Jafri (2009) stated that recent analysis by researchers suggests that resilient people can still thrive as well as grow despite obstacles they encounter. According to Brand, Jorge, Gome and Boyanova (2011, p. 270) “the definition of resiliency is to widen with the inclusion of the ability to overcome not only the negative, but also the positive and challenging events”.

In terms of research pertaining to the theoretical framework of resilience, the resilience theory is mainly derived from work in clinical psychology with adolescent children that have been successful despite adversities (e.g. Masten & Reed, 2002). Resilience is frequently described as a reactive process, but Masten (2001) emphasised that it can be viewed as a proactive process in which individuals assess the risks and personal assets that affect employee outcomes. Research undertaken by Masten (2001) is supportive of resilience development through “asset-focused, risk-focused, and process-focused strategies that are relevant and applicable to the workplace” (Luthans & Youssef, 2004, p. 333). Thus, resilience is typically described as a positive coping resource involving adaptations despite adversity (Masten & Reed, 2002).

Avey, Nimnicht and Pigeon (2010, p. 389) further commented that a “similar construct to resilience is Maddi’s work on hardiness”. Maddi (2005) noted that those high in resilience tended to still function with little loss despite major adversity which acts as an enabler for

them to continue. Furthermore, Maddi (2005) noted that the differentiation of resilience from hardiness and highlighted that hardiness refers to the motivation as well as the courage to accurately face stressors whilst resilience also includes the ability to rebound from the stressors. Maddi (2005) further noted that hardiness forms a pathway to resilience and enhances resilience in variety of difficult situations. “While distinct from hardiness, resilience may be most useful in enhancing employee performance during a stressful or turbulent environment (Avey, Nimnicht & Pigeon, 2010, p. 389). They further noted that “when setbacks do occur, resilience provides the mechanism to limit or eliminate the loss of functioning and allows employees to ‘bounce back’ to goal directed” (Avey, Nimnicht & Pigeon, 2010, p. 389)

Research evidence suggests that resilience has state like capacities and it is also developable (e.g. Coutu, 2002; Masten & Reed, 2002; Youssef & Luthans, 2009). Quite prominent in research is Luthans (2002b, p. 702) reference to resilience as “the developable capacity to rebound or bounce back from adversity, conflict, failure, or even positive events, progress, and increased responsibility”. Different methods have indicated that resilience can be successfully taught through the use of positive emotions, self-enhancement e.g.. Tugade, Fredrickson and Barret (2004); Luthans, Vogelgesang and Lester (2006); etcetera Research in psychology both positive and clinical suggested that highly resilient individuals demonstrated greater growth through various life experiences, inclusive of their adjustment and development under various life threatening situations (e.g. Masten, 2001; Coutu, 2002). Hence, resilience meets the POB inclusion criteria.

#### **2.5.1.4 The Optimism State**

Psychology has traditionally demonstrated that, “optimism has been conceptualised as a goal-based construct that occurs when an outcome has substantial value” (Luthans, Avolio, Walumbwa & Li, 2005, p. 255). Seligman (1988) defined optimism in terms of its explanatory nature that attributes positive events to permanent, internal, and pervasive causes and negative events to temporary, external, and situation specific one’s. Seligman (1988) further noted that optimists tend to be internal and stable and goal orientated whereas they attempt to attribute specific reasons for negative, external and unstable events. Enrick (2005) highlighted that as explanatory style optimism has two important dimensions. Firstly ‘permanence’, as when a bad event occurs, optimist views this as a temporary situation. Secondly, Enrick (2005) highlighted that optimist possess ‘pervasiveness’ which is characterised by optimist making specific explanations about bad events whereas a pessimist would make universal explanations about bad events.

Avey, Luthans and Youssef (2008, p. 3) referred to the definition on optimism as “both a positivity-oriented future expectation”. Youssef and Luthans (2007, p. 778) stated that a pessimistic explanatory style does the opposite of an optimistic explanatory style, “thus undermining the favourable impact of successes and exacerbating the destructive potential of failures”.

Carver and Scheier (2002) have made propositions for further strategies of intervention to demonstrate optimism’s developmental nature. Furthermore, it is noted that based on the literature review on optimism, POB also emphasised the concept of realistic optimism (Schneider, 2001; Luthans, 2002a; Luthans, Avolio, Avey & Norman, 2007; etcetera). In other words, “optimism is not based on an unchecked process that has no realistic



assessment” (Luthans, Norman, Avolio & Avey, 2008, p. 222). Peterson (2000) in reference to realistic optimism as a state highlighted its variability due to its composition of objective assessment of accomplishments in certain situations based on the availability of resources. Hence, according to Luthans and Youssef (2007, p. 33) particularly relevant to “POB is realistic (Schneider, 2001), flexible (Peterson, 2000) optimism, which can be learned and developed through recognised approaches such as leniency for the past, appreciation for the present, and opportunity seeking for the future (Schneider, 2001)”.

Luthans, Avey and Patera (2008, p. 211) further commented “like hope, optimism has been theorised to have both trait-like and state-like characteristics, more applicable to the theoretical foundation for PsyCap”. In addition, Seligman (1998) portrayed the developmental characteristic of optimism through the term of ‘learned optimism’. However, it is noted that historically researchers (Luthans, Avey & Patera, 2008) have noted the concept of the developmental nature of optimism was suggested by Beck (1967). Avey, Luthans and Jensen (2009, p. 681) indicated that “as with efficacy, optimism has been shown to be amenable to development”. Schneider (2001) suggested a three-step process, which includes leniency towards the past, appreciation for the present, and seeing opportunity for the future which is likely to result in development of the construct.

Furthermore, various research literatures have associated optimism with performance improvement (e.g. Martin, Sarrzon, Peterson & Famose, 2003). Luthans, Avolio, Walumbwa and Li (2005, p. 255) stated that “unlike the other POB states, there is some research demonstrating that optimism is directly related to work performance (Seligman, 1998; Schulman, 1999)”. PsyCap proposition is that individuals whom display realistic optimism (Peterson, 2000) tend to display higher levels of commitment and the resultant effect is

higher levels of performance (Luthans & Youssef, 2004). Seligman (1998) indicated that this is reasoned to be as a result of these individuals utilising various attributional explanatory styles to adapt to the situation they are faced with. Furthermore, the validity and reliability of optimism has been indicated through research (Scheier & Carver, 1992; Lopez & Snyder, 2003) and has a recognised performance impact in work settings (Luthans, Avolio, Walumbwa & Li, 2005; Seligman, 1998). Luthans, Avey and Patera (2008, p. 211) noted that “overall, optimism development has been used in clinical interventions, practitioner-oriented leadership books, and has been theorised and researched by widely recognised positive psychologists”. Thus, optimism meets the POB inclusion criteria. In addition, the next section provided a conceptual/theoretical framework for the PsyCap construct.

## **2.6 Psychological Capital Examined as a Global Construct within the Positive Organisational Behaviour Paradigm**

It is noted that when combined the four constructs self-efficacy, hope, resilience and optimism form the global construct of PsyCap. Literature review by Luthans, Norman, Avolio and Avey (2008, p. 233) noted the “benefits of combining these similar, yet distinct capacities as they likely share an underlying component or psychological resource”. In addition, Luthans, Avolio, Avey and Norman (2007) further noted that possession of higher levels of the psychological resources will result in higher levels of performance, than the effects of the individual psychological resources. Stajkovic (2006) also noted the importance of combine these four psychological resources into what was termed a ‘core confidence factor’ and it was noted that “the four constructs share a common confidence core that exists at a higher level of abstraction” (Stajkovic, 2006, p. 1212). More specifically, Hobfoll (2002) noted the value in viewing constructs as indicators of composite variables and argued that

many psychological capacities are better explained and understood through its representation as an underlying core factor.

Luthans, Avolio, Avey and Norman (2007, p. 548) highlighted “there also may be a common, underlying link that runs between them and ties them together, that is, a higher-order core factor. As indicated in the definition of PsyCap, this commonality or underlying link is a mechanism shared across each of the facets that contribute to a motivational propensity to accomplish tasks and goals”. Luthans, Avey, Avolio and Peterson (2010) referred to the common synergistic capacity or resource when these four constructs are combined. Luthans, Avolio, Avey and Norman (2007, p. 548-549) noted the discussion on the conceptual frameworks provided by Law, Wong and Mobley (1998) described “the nature and epistemology of multidimensional constructs such as the proposed higher order factor PsyCap”.

The researcher is of the opinion that the definition of PsyCap, presented in the introduction and described above as a core factor, has a greater relationship with work related outcomes than the four individual psychological resources which it comprises of. The researcher is of the opinion that the research would offer potential valuable contributions by acknowledging that self-efficacy, hope, resilience and optimism are important positive psychological resources of PsyCap and focussing on the combined effects of these constructs on work outcomes (rather than individual psychological resources) would tend to offer more holistic and beneficial outcomes. Thus, consistent with recent theoretical and empirical evidence (e.g. Luthans, Avolio, Avey & Norman, 2007; Avey, Nimnicht & Pigeon, 2010; Luthans, Avey, Avolio & Peterson, 2010; etcetera) psychological capital is examined as a higher order

construct comprising of the four positive resources of self-efficacy, hope, resilience and optimism.

Cozzareli (1993) reported that the four psychological resources seem to act together and are related as the tendency of individuals being high on one of the psychological resources is also indication that they tend to be high on all psychological resources. Thus, the four combined psychological resources are anticipated to have a positive effect on work related outcomes and reducing negative work related outcomes. The current research study aimed to place emphasis on PsyCap and the tremendous potential it has to provide value to the work arena. The next section elaborated on the critiques pertaining to PsyCap.

## **2.7 Critiques Relating to Psychological Capital**

Importantly Gygax and Fitzgerald (2011) in their critique of PsyCap noted that PsyCap does not resolve limited definitions. They further noted that “PsyCap, like the other capacities, abides by a restricted definition of what constitutes ‘positive’” (Gygax & Fitzgerald, 2011, p. 1). They further noted that “considerations of short-term versus long-term, and considerations of focus of analysis (self, peer, small-group, large-group, industry, nation, planet) are largely not addressed” (Gygax & Fitzgerald, 2011, p. 1). Furthermore, Gygax and Fitzgerald (2011) indicated PsyCap does not fully resolve reality polarisation. According to Gygax and Fitzgerald (2011, p. 1) “within PsyCap's definition there is a noble attempt to resolve reality polarisation (for instance by using terminology like ‘balanced appreciation’); unfortunately this intent has not come to a full operationalisation in empirical practice”.

Importantly Kubokawa and Ottaway (2009, p. 4) highlighted the importance of considering the impact of cultural variations in response to the positive psychology approach. They

further indicated that positive psychology is viewed differently in a Western culture versus other cultures due to the focus on individualism. For example, they indicated that “in Western societies, the self is seen as independent and autonomous; whereas the self in collectivistic cultures is seen as interdependent and dutiful” (Kubokawa & Ottaway, 2009, p. 4). Importantly, Christopher and Hickinbottom (2008) stated that in Western cultures self-efficacy is viewed as a pathway to the fundamental goal of happiness. Hence, “the individualistic view of positive psychology can be perceived as limiting and may have negative implication in terms of cultural differences” (Kubokawa & Ottaway, 2009, p. 4). Further studies exploring the effects of cultural differences in positive psychology were highlighted by Snyder & Lopez (2007); Brand, Jorge, Gome and Boyanova (2011); Du Plessis & Barkhuizen (2012). The current research attempted to address this gap by identifying not only the psychometric application of the PsyCap to a non-western context but also understanding its relationship to various work-related outcomes in a non-western culture.

Further critiques on PsyCap was noted by Dawkins, Martin, Scott and Sanderson (2013) whom highlighted that although literature has highlighted the importance or utility of PsyCap, there is lack of critical evaluation of the construct in relation to conceptualisation and psychometric properties. Hence, Dawkins et al. (2013) highlighted that over-reliance on prior research which does not encompass critical evaluation of the construct may lead to biases in terms of new research paradigm.

Dawkins et al. (2013) further highlighted the controversy surrounding the state like nature of PsyCap’s core constructs of self-efficacy, hope, resilience and optimism as positive psychology has characterised these constructs as dispositional whereas the clinical psychological field has directed attention towards utilising interventions to enhance these

variables. Hence, the state-like nature of these constructs needs further conceptual clarity within the discipline of psychology. In addition, Dawkins et al. (2013, p. 351-352) further noted that although there has been discussion on providing conceptual development of PsyCap to incorporate other categories such as cognitive, affective, social and higher order strengths “to date empirical assessment relating to the ‘fit’ of any of these additional constructs is yet to be published”. They further suggested that investigations should be conducted on the current PsyCap construct before the selection and addition of new dimensions occur. Hence, PsyCap is not without its critiques and important consideration of these critiques would assist future research in these areas.

## **2.8 Psychological Capital and Work Related Outcomes**

The researcher begins by presenting the literature review of the relationship between PsyCap and work related outcomes. The study acknowledged that “there is a new context in which positivity research is now taking place, in terms of the changing environment facing today’s organisations” (Avey, Wernsing & Luthans, 2008, p. 48). The researcher further noted that the relative recent emergence of PsyCap and its constructs to the field of organisational behaviour and the changing expectations of employers e.g. embracing of principles of positive psychology requires further understanding of PsyCap and work related outcomes. This desire for a novel approach in examining work-related has result in new approaches and development of various integrated conceptual models. The conceptual model of Youssef and Luthans (2009) guides the current research framework characterised by identification of a further conceptual model to guide organisational growth by embracing PsyCap and work related outcomes.

Based on the prior discussion of positivity the current research focuses on positivity in the workplace and further examined work related outcomes. Proponents of PsyCap argued that PsyCap's development at all levels of organisations has a high potential as an important human resources management strategy for helping firms to capitalise on their existing and prospective human resources (Luthans, Luthans & Luthans, 2004; Luthans, Avolio, Walumbwa & Li, 2005; Luthans, Avolio, Avey & Norman, 2007). Importantly Zhu, Han, Zeng and Huang (2011) noted the essential role that PsyCap would play in relation to effective human resources management which tends to complement existing research in areas such as human and social capital. The following discussion outlined research and studies conducted on the value of PsyCap in the workplace.

### **2.8.1 Understanding Psychological Capital and Work Related Outcomes**

The current study elaborated on Youssef and Luthans (2009) conceptualisation of work related outcomes in the workplace (Figure 2, p. 11). The current proposed model attempts to be more specific in the conceptualisation by showing the overall implication of PsyCap in relation to work related outcomes. The proposed conceptual model attempted to capture a broader perspective of work related outcomes to guide future research.

Based on the further literature review outlined below it is proposed that the global constructs of PsyCap is related positively to work related outcomes of happiness, job satisfaction, organisational citizenship behaviour, turnover-intention and task performance. Avey, Reichard, Luthans and Mhatre (2011, p. 127) study also showed further support for the conceptual model as the results of their study indicated the “expected significant positive relationships between PsyCap and desirable employee attitudes (job satisfaction, organisational commitment, psychological well-being), desirable employee behaviours

(citizenship), and multiple measures of performance (self, supervisor evaluations, and objective). There was also a significant negative relationship between PsyCap and undesirable employee attitudes (cynicism, turnover intentions, job stress, and anxiety) and undesirable employee behaviours (deviance)”. Hence, the literature review further examined these relationships in the proceeding discussion.

Most of the research in PsyCap, has adopted a holistic approach by analysing its impact on number of work related attitudes discussed below. Hence the following section highlighted research that has adopted this holistic approach viewing PsyCap as a global construct in relation to work related outcomes. The four positive resource of PsyCap have been clustered together because various studies on the global construct of PsyCap indicate significant relationship between the combined impacts of these constructs in relation to work related outcomes outlined below. The next section firstly begins by examining the relationship between PsyCap and Happiness.

### **2.8.2 Psychological Capital in Relation to Behavioural Outcome of Happiness**

The concept of happiness derived from the positive psychology school of thought. According to Money, Hillenbrand and Camara (2008, p. 21) “positive psychology research has concentrated on understanding people’s lives and the factors that are associated with life satisfaction”. Millard (2011) noted that individuals’ with higher levels of psychological capital are more likely to experience greater subjective well-being in terms of their work and they are likely to have a more positive subjective interpretation of their work-life which consequently impacts their overall well-being. In addition, it is linked to a positive appraisal of circumstances and probability for success, contributing to positive work outcomes while reducing counterproductive work behaviours (Walumbwa, Peterson, Avolio and Hartnell,



2010). Cole, Daly and Mak (2009) study found a partial mediating effect of psychological capital in relation to well-being as well as employment status and, individuals with lower levels of PsyCap tend to have a higher level risk of unemployment.

Avey, Luthans, Smith and Palmer (2010) study indicated that employees PsyCap was not only related but also explained additional variances of to two measures of well-being over time. Culbertson, Fullagar and Mills (2010) study sought to determine the relationship between psychological capital and employee's eudaimonic and hedonic well-being. Results from the panel data indicated that the relation between psychological capital and hedonic well-being, measured two weeks later, is mediated by eudaimonic well-being. Results from the daily surveys found that daily eudaimonic work well-being was significantly associated with both daily positive mood and daily life satisfaction and that variance in eudaimonic work well-being was predicted by one's psychological capital. A study by Hansen (2012) indicated that subjective wellbeing was a statistically significant predictor of PsyCap. Hence, when faced with these results the impact of PsyCap in term of improving well-being cannot be ignored. The next section, examined the relationship between PsyCap and the next attitudinal outcome of job satisfaction.

### **2.8.3 Psychological Capital in Relation to the Attitudinal Outcome of Job Satisfaction**

More recent studies on employee performance statistically significant enhancement of organisational behaviour was noted based on the global construct of PsyCap, for instance a stronger statistical significant relationship was demonstrated between organisational commitment and job satisfaction (e.g. Larson & Luthans, 2006). Luthans, Avolio, Avey and Norman (2007) study also indicated that the global construct of PsyCap is a better predictor of performance and satisfaction than the four individual constructs. Gohel (2012, p. 36)

further highlighted research has indicated that a person with a higher level of PsyCap would experience higher levels of job satisfaction at the work place. For example, PsyCap was directly related to job satisfaction (Luthans, Avolio, Avey & Norman, 2007; Luthans, Norman, Avolio & Avey, 2008). Further studies by Appollis (2010) noted that there is a statistically significant inverse relationship between PsyCap and job satisfaction. In a further South African study by Hansen (2012) indicated that PsyCap was found to have a statistically and practically significant relationship with job satisfaction. Hence, positivity in the workplace has importantly demonstrated positive relationship between PsyCap and job satisfaction. The next section of the research examined the relationship between PsyCap and the behavioural outcome of organisational citizenship behaviour.

#### **2.8.4 Psychological Capital In Relation to Behavioural Outcomes of Organisational Citizenship Behaviour**

Research in PsyCap has attempted to identify if those higher in positive PsyCap exhibit more organisational citizenship behaviours. Furthermore, Avey, Luthans and Youssef (2008, p. 19) stated “not only is PsyCap expected to be related to work attitudes and behavioural intentions, but also to extra-role behaviours in organisations”. PsyCap was found to be a significant predictor of organisational citizenship behaviour directed towards the organisation (OCBO). Avey, Luthans and Youssef (2008, p. 1) found that “PsyCap was positively related to desired extra-role organisational citizenship behaviours (OCB’s) and negatively with undesired organisational cynicism, intentions to quit and counterproductive workplace behaviours”. They further noted that Avey, Luthans and Youssef (2008, p. 1) “except for individual organisational citizenship behaviours, their psychological capital also predicted unique variance in the same attitudinal and behavioural outcomes beyond their demographics, core self-evaluation, and personality traits, and person-organisation fit and person-job fit”.

Shahnawaz and Jafri (2009) highlighted that the results of their study indicated that psychological capital differently influenced organisational commitment and organisational citizenship behaviour in public and private organisations. Avey, Wernsing and Luthans (2008) found that psychological capital was related to attitudes (engagement and cynicism) and behaviours (organisational citizenship behaviour). In addition, Norman, Avey, Nimnicht and Pigeon (2010) study focused on positive psychological capital and organisational identity on employee deviance and organisational citizenship behaviours. The results of their study indicated that “organisational identity was found to moderate the relationship between PsyCap and both employee deviance and OCB’s such that employees highest in PsyCap and most strongly identified with the organisation were most likely to engage” in organisational citizenship behaviours and least likely to engage in counterproductive or deviant behaviours (Norman, Avey, Nimnicht and Pigeon, 2010, p. 1). It is evident from the above studies that since, PsyCap is related to many other personal and organisational outcomes, it is imperative for the organisations to invest in developing psychological capital to really harness its benefits both for the employees and also for itself.

Avey, Luthans and Youssef (2008, p. 21) noted “individuals higher in PsyCap would seem to be more likely to engage in OCBs than those with lower PsyCap as employees who are more positive would seem to exhibit more OCBs than employees who tend to be negative”. Studies in South Africa have also demonstrated positive relationships between PsyCap and OCB. Pillay (2012) found significant relationships between PsyCap and OCB in particular hopeful-confidence. However, there is an absence of significant research of this nature in the South African context and the current research attempted to address this gap. The next section

provided clarity on research relationships between PsyCap and the behavioural intention of turnover.

#### **2.8.5 Psychological Capital in Relation to Behavioural Intentions of Turnover Intention**

The research thus far has suggested that PsyCap is negatively related to employee absenteeism, intention to quit, etcetera and positively related to job satisfaction, organisational citizenship behaviours, employee performance, leadership effectiveness, etcetera (Gohel, 2012). In addition, research has linked positive psychological resources to desirable outcomes, including a reduction of negative influences such as absenteeism, turnover, and counterproductive work behaviours (Walumbwa, Peterson, Avolio & Hartnell, 2010). In addition, Gohel (2012, p. 35-36) commented that “published research on PsyCap has found that it is related to multiple performance outcomes in the workplace, lower employee absenteeism, less employee cynicism and intentions to quit, and higher job satisfaction, commitment, and organisational citizenship behaviour”. Gohel (2012) outlined that research found that PsyCap also has an interesting influence on absence from work, as it decreases absenteeism from work. The association between psychological capital and turnover intentions have been demonstrated in some studies (e.g. Avey, Luthans & Youssef, 2008; Avey, Luthans & Jensen, 2009). To explore the issue of turnover in the Hong Kong Police Force from the perspective of positive psychology and POB, a study by Lok (2011) revealed that PsyCap was found to mediate the relationships between positive emotions and the two components of work well-being (job satisfaction and stress symptoms). Moreover, positive emotions and PsyCap associated indirectly with turnover intentions through the mediation of work well-being. Appollis (2010) study attempted to identify the variables that influence turnover intentions amongst 70 employees in South Africa within the tourism industry and the results from this study indicated that there is a strong inverse relationship between job

satisfaction as well as PsyCap and turnover intention. Hence, it is acknowledged that PsyCap are recent developments and have implications for many personal and organisational related constructs. However, further studies are required to investigate the effect of PsyCap on turnover intentions. Based on the current study results further investigation is necessary to further examine the proposed relationship. The next section examined the last relationship proposed by this study, namely the relationship between PsyCap and in-role performance.

#### **2.8.6 Psychological Capital in Relation to In-Role Performance**

Research has indicated that PsyCap is open to development and performance improvement (Sridevi & Srinivasan, 2012, p. 29). Hence, by improving employee's PsyCap, organisations can improve their employee's performance as well. Luthans, Avolio, Walumbwa and Li (2005, p. 251) further highlighted that "to date, there have been only a few studies examining the role that individual positive psychological states can have on employees' performance, and there has been no research on the role that overall psychological capital can play in predicting the performance of workers". In addition, Avey, Luthans and Youssef (2008, p. 300) highlighted based on prior research by Luthans, Youssef and Avolio (2007) and Luthans, Avolio, Avey and Norman (2007) the concept of PsyCap has been theoretically as well as empirically "demonstrated to be a measurable second-order, core construct that accounts for more variance in employee performance and satisfaction than the four positive constructs that it comprises of". Hence, it would appear that the interaction of the four constructs is likely to work together to create a better understanding of employee's performance than the individual constructs. The role of the individual constructs versus the interaction of the four constructs has been further illustrated by the studies outlined below.

Gohel (2012) highlighted that positive psychological capital (self-efficacy, hope, resilience, and optimism) was related to performance in several studies. Some of these studies found better prediction with a composite factor than with the four individual facets e.g. Luthans, Avolio, Avey and Norman (2007). In two separate studies that were conducted on Chinese factory worker's positive PsyCap was found to be a significant predictor of objective performance (Luthans, Avolio, Walumbwa & Li, 2005; Luthans, Avey, Clapp-Smith & Li, 2008). Luthans, Norman, Avolio and Avey (2008) results from their study suggested that employees' PsyCap mediates the relationship between supportive climate and performance, which implies that, it is through the employee's positive psychological states that the perception of supportive organisational climate related to higher levels of performance (Sridevi & Srinivasan, 2012). Further studies analysed PsyCap to determine if it had impact on employee's creative performance e.g. Abbas and Raja (2011). The results indicated those with higher levels of PsyCap exhibited more innovative behaviours, as rated by their supervisors, than those who were lower on PsyCap levels. A similar result was found by Sweetman, Luthans, Avey and Luthans (2011) who found that PsyCap and each individual positive psychological state is positively related to creative performance. In addition, PsyCap emerged as the most useful predictor of creative performance, than any one of the four individual components of PsyCap. In this sense, several studies indicated that psychological capital as a global construct has positive impacts on employee's performance (i.e. Avey, 2007; Luthans, Avolio, Avey & Norman, 2007; Zhong, 2007)

A study conducted by Shahnawaz and Jafri (2009) outlined a strong relationship between the PsyCap, performance and job embeddedness amongst nurses, their findings suggest that higher levels of PsyCap demonstrates subsequent in performance as well as job embeddedness and performance amongst nurses. In addition, Luthans and Avolio (2009)

study in a wide variety of samples demonstrated support for PsyCap development capacity in short training modules which are interactive or face-to-face which result in subsequent performance impact (e.g. Luthans, Avey, Avolio & Peterson, 2010). Luthans and Avolio (2009, p. 301) further highlighted that the evidence thus far indicates “PsyCap can be developed and there seems to be a high return in terms of employee performance improvement”. Singh and Khan (2013) noted that research has shown that PsyCap has positive relationships with happiness, performance, and well-being of workers. For example, Stajkovic and Luthans (1998) noted that a positive impact of self-efficacy has been found in relation to performance. Youssef and Luthans (2007) noted that employees’ optimism and resilience demonstrates relation to and hope is also related to employees’ satisfaction, performance, and happiness but also their retention.

Hodges (2010) study was conducted on managers in the financial industry regarding PsyCap’s development and the relationship to employee engagement and performance who participated in a PsyCap micro-intervention. Hodges (2010, p. 2) noted that “results supported the presence of a contagion effect where employees reporting to the managers participating in the PsyCap intervention experienced an increase in their own PsyCap levels over a six-week period. Post hoc analyses found significant correlations between PsyCap, employee engagement, and performance”. Therefore, Youssef and Luthans (2007) noted that “although each of the components has demonstrated discriminant validity across multiple samples when compared with each other”, there is also some initial supportive evidence for an overall core construct (Luthans, Avolio, Walumbwa & Li, 2005) which can lead to performance improvement.

Studies in South Africa have also demonstrated positive relationships between PsyCap and performance e.g. Du Plessis and Barkhuizen (2012). However, there is an absence of research of this nature in the South African context. Hence, the global construct of PsyCap has an important role to play in terms of work related outcomes and this has implications for further enhancing organisational processes. The next section elaborates on literature which examined the relationship between PsyCap and WLOC.

## **2.9 Understanding the Relationship between the Constructs of Psychological Capital and Work Locus of Control**

The linkage between “psychological capital and personality is somehow implicit in academic writing” (Brandt, Gomes & Boyanova, 2011, p. 264). PsyCap does converge with several more established and relevant traits such as the WLOC. Important contributions have been made in terms of studies of PsyCap in relation to the WLOC. For example, Avey, Nimnicht and Pigeon (2010, p. 388) indicated that “optimism is differentiated from hope based on high external locus of control where a person may not be optimistic while still being hopeful”. Carifio and Rhodes (2002) further highlighted that the reverse would also be applicable with individuals with lower levels of hope but still displaying optimism, they are likely to display higher levels of external locus of control.

Babalola (2009, p. 184) study was amongst female entrepreneurs from Nigeria and an investigation was instituted to determine the influence of PsyCap on women entrepreneurs’ innovative behaviour, and the result indicated that “women with high self-efficacy and internal locus of control scored higher on entrepreneurial innovative behaviour than women with low self-efficacy and external locus of control”. Further relationships have also been established between PsyCap and work locus of control e.g. Luthans, Norman, Avolio and



Avey (2008). In addition, Goldsmith, Veum and Darity (1997) study found PsyCap affects directly through self-esteem and indirectly through locus of control an individual's real wage. However, further studies should explore these relationships.

Schreuder and Coetzee (2010) provided an overview of industrial as well as organisational psychology research in South Africa and highlighted a positive psychological paradigm should be directed towards the facilitation of positive psychological capital in organisations and employees to ensure positive outcomes such as resilience and health. Bergh (2009) noted that South African research has focused on encouraging factors such as, an internal locus of control, personal hardiness, sense of coherence, positive emotions, self-efficacy, hope, and optimism. Although literature in South Africa has indicated relationships between WLOC or LOC and positive work outcomes (e.g. April, Dharani & Peters, 2012) the researcher noted that research has not directly examined the relationship between WLOC (trait) and Psychological Capital (state).

Over time WLOC and PsyCap could be integrated within a larger framework of organisational strategy, structure and culture. As for establishing a causal relationship of WLOC and PsyCap, longitudinal studies can contribute. This is also noted by Sheldon, Kashdan and Steger (2011) like with group and organisational level analysis of PsyCap more PsyCap longitudinal and experimental designed research is needed for the future. The current research attempted to address this gap.

Nevertheless, despite researchers in South Africa are actively placing focus on the investigation of intervention effectiveness that would assist in the facilitation of wellness (Viviers & Coetzee, 2007), the implementation of the work locus of control and positive

psychology principles and strategies in professional recruitment setting is still limited in South Africa. The current study attempted to further contribute to the body of knowledge in psychology in the hope that further research would be stimulated in relation to the current study.

In conclusion, personalities and positive psychological states are an integral part of organisational behaviour, and would continue to have strong implications for organisational growth and outcomes. This study assisted in broadening our knowledge base on these important areas.

## **2.10 The South African Recruitment Industry**

The recruitment industry is a dynamic industry with its own set of unique challenges. It is noted that the recruitment industry can be a highly competitive environment as most of the industry is based on profit-driven targets. Their sustainability is largely dependent on client demands and meeting performance targets. However, the cross-cultural nature of the recruitment industry and cross cultural relation to positive psychology has interesting impact on the overall results of the study and had interesting implications for future studies.

Recent research on the South African recruitment industry has noted the negative impact that the economic downturn has had on the industry. For example, research on the recruitment industry by Schüssler, Thompson, Sharp, Botha and Blair (2013, p. 1) noted in South Africa reflects that the *“On remuneration the index shows on average that employees’ annual increases are less than increases in CPIX, with an exception of employees in the highly skilled bracket. However, In general the indices show that the widely reported ‘doom and gloom’ is not necessarily the case in the staffing industry. The diversity of the economy*

*allows the staffing industry to focus on those sectors or industries where there is growth or where the same levels of labour demand is sustained. Going deeper into each sector and industries, the index shows that while most industries are trending down there are those that are stagnating (in a holding pattern) and others that are picking up. Interestingly, it correlates with international studies showing that more than 60% of companies across the globe are in a holding pattern – i.e. retaining existing levels of staff that are permanently employed and atypically employed. Thirteen percent (13%) indicated that they will be employing staff this year and sixteen percent (16%) indicated retrenchments (Refer to our international report). With regard to demand and supply of workers to the economy, the demand for skills is markedly down, hence the convergence between the demand”.*

Wordon (2013, p. 1) noted that although the “prognosis for our country’s immediate future is very much a tale of woe, it does provide recruitment companies and staffing brands with an opportunity to sharpen their tools, so to speak. The survival kit required to get to the other side of the slump needs a healthy dose of innovation, as well as value added offerings that are about more than just placing people...it goes without saying that service levels need to soar through the stratosphere if we are to keep our clients happy during these lean and mean times”. The current company of the study specialised in recruitment and with instability of the economy is trying to introduce new methods to retain its employees as well as maintain its survival in a ‘cut throat’ and highly competitive industry. It is proposed that positivity in the workplace would assist the recruitment industry to flourish despite inherent challenges they already face.

The current study does not specifically focus on organisation environmental structures and hierarchy but on work related outcomes that can be conducive to promoting positive

organisational behaviour. Undoubtedly, this is an important organisational objective as it would assist in recruiting and retaining talent, promoting the business competitiveness, having a talent pool of prospective successors for the business and enabling innovation and growth of the organisation.

Wordon (2013, p. 1) noted “that a symptom of the economic downturn has been a marked and noticeable delay in the decision-making process. Clients are decidedly hesitant to place their heads on the chopping block when it comes to new appointments, and the results are frustration and despondency in both staffing companies and their candidates. In fact, what we’re seeing is caution on the part of the candidates who feel unsure and insecure about an offer which has taken months to come through. The only way to counter this negative trend is to openly communicate with both the client and candidate to ensure a sense of ease and trust in both parties at all times”.

In addition, Herbert (2011, p. 1) noted “the environment in which employees in South Africa and elsewhere in the world currently function demands more of them than it did in any previous period”. In recent years, the work environment has drastically changed and this can be attributed to many factors (e.g. technological advancement; the need to be globally competitive; continually changing economies; changes in organisational structures; and change in the employment relationship) (Barling, 1999). Hence, it is proposed that a strength based approach would enable the recruitment industry to meet the various challenges it encounters.

Furthermore, Luthans, Youssef and Avolio (2007), commented that on the basis of the literature in support of positive organisational behaviour, it can be reasoned that, to enhance

organisational performance and improve workplace well-being, if the leaders, who are supposed to be custodians of positive behaviour and facilitators of change, exhibit positive work behaviour, it would benefit the organisation. In the next section the researcher created further understanding of the WLOC and PsyCap by providing an outline of the theoretical framework utilised in the study.

## **2.11 Theoretical Framework / Paradigm**

The researcher elaborates further in terms of theoretical basis for the Locus of Control and PsyCap in relation to an organisational setting.

### **2.11.1 Fredrickson's Broaden and Build Theory**

Fredrickson's (1998) Broaden and Build Theory noted that "the personal resources accrued during states of positive emotions are conceptualised as durable" (Fredrickson, 2001, p. 220). Thus, it would be practical to assume that these positive psychological resources employees experience when experiencing positive emotions would encourage positive work related outcomes within the recruitment industry. For the purpose of this study Fredrickson's Broaden and Build theory was utilised to further understand psychological capital.

Cohn, Fredrickson, Brown, Mikels and Conway (2009, p. 361) highlighted that Fredrickson's (1998), "broaden-and-build theory of positive emotions offers an overarching theoretical explanation through the establishment of a relationship between the cumulative experience of momentary positive emotions to the development of resources for long-term success and well-being". Garland, Fredrickson, Kring, Johnson, Meyer and Penn (2010, p. 851) noted that positive emotions also trigger "self-perpetuating cycles, yet because they lead to optimal functioning and enhanced social openness, which refers to as upward spirals".

The broaden-and-build theory of positive emotions (Fredrickson, 1998) proposed that positive emotions are evolution of responses and adaptations that is directed towards building of durable or long lasting positive resources. In addition, Cohn, Fredrickson, Brown, Mikels and Conway (2009, p. 361) noted that “positive emotions produce unique and broad-ranging thoughts and actions that are usually not critical to one’s immediate safety, well-being, or survival”. This is in contrast to negative emotions which narrows attention towards coping with an immediate threat or problem (Cosmides & Tooby, 2000).

Coherent with Luthans (2002b, p. 703) requests for “enhanced theory development in identifying the nature and scope of moderating variables in POB research, the broaden-and-build model suggests the potentially adaptive and interactive nature of positive emotions”. On the basis of Fredrickson’s (2001, p. 218) Broaden and Build Theory, one can propose that the “adaptive or moderating nature of such positive emotions as happiness and joy is potentially more robust for those more happy or joyous than for those less happy or joyous”. Hence, based on the notion of positive emotion individuals are more easily able to undergo transformation to increase their social connections, creativity, physical and mental health and resilience (Fredrickson, 2001).

Fisher and Shearon (2006, p. 6) importantly, concluded that “Fredrickson’s work has established that positive emotions such as joy, interest, contentment, pride and love broadens an individual’s attention, creativity, cognition, and scope of possible action (Fredrickson, 2001), may undo the effects of the negative emotions thus protecting health (Fredrickson, 1998), increase resilience and resistance (Fredrickson, 1998) and can spread to others as people share feelings of competence, achievement, involvement, significance, and social

connection (Fredrickson, 2003)". The researcher proposed that with positive emotions broadening perspectives it may lead to higher levels of work related outcomes such as overall happiness, job satisfaction, internal locus of control, psychological capital, etcetera

With regards, to further views on the Broaden and Build Theory, Wright (2003) also highlighted the application of Fredrickson's (1998, 2001) 'Broaden and Build Theory' of positive emotions as a means to strengthen positive organisational behaviour research. For example, Mominul and Talukder (2011, p. 13) suggested that application of Fredrickson's theory to "work-life benefits would suggest sending a message that the organisation cares about its employees enough to provide a benefit package that they use or value and that contributes to their well-being as a person, not just an employee, is a more balanced approach that could facilitate proactive attitudes and behaviours in the workplace". This point was also emphasised by Avey, Luthans and Youssef (2008, p. 21) highlighted people experiencing positive emotions "utilise broader thought-action repertoires, increasing the potential for proactive extra-role behaviours such as sharing creative ideas or making suggestions for improvement". Further to this, Wright and Staw (1999) in their study found that the frequency of reported positive emotions by employees was associated with higher levels of organisational social integration, resulting in increased employee engagement and organisational citizenship than those who reported fewer positive emotions. Hence, once again the importance of Fredrickson's (1998) Broaden and Build Theory is highlighted as this model supports the scope and role of positive emotions and it is proposed the broadening and building of positive emotions within the recruitment industry would encourage positive related work outcomes.

### **2.11.2 Rotter's Social Learning Theory**

Rotter's Social Learning Theory noted that both personality and behaviour are modifiable or changeable (Rotter, 1981). Rotter's Social Learning Theory emphasised the general (trait) and the specific (situational) determinants of action, with both being the product of learning experiences. Rotter (1954) contented that the unit of investigation for the study of personality is through the interaction of the individual and his meaningful environment. Ormrod (1999) noted that the Social Learning Theory recognises that people learn within a social context through concepts such as modeling as well as observational learning.

According to Weiner (1992) Rotter's basic motivational statement is that behaviour potential equates to expectancy of reward and reward value of the goal. Hence, in Rotter's (1966) presentation of the Social Learning Theory he noted that the effect of behaviour in relation to its impact on motivation in relation to individuals engagement in specified behaviour, as individuals tend to want to avoid negative outcomes in the attainment of desirable outcomes and if the individual relates an expectation to a positive behavioural outcome there is an increased probability that they would engage in that behaviour. Thus, the Social Learning Theory suggests that behaviour is influenced not only by psychological factors but by other factors inclusive of environmental factors.

Weiner (1992) noted in the Social Learning Theory the term behaviour is used in its broadest sense and includes cognitive activity, such as, further planning or even invoking a psychological defence, also including molecular and molar overt action. For example, Leone and Burns (2000) noted that individual who are 'prototypical externals' tend to not perceive a reliable contingency between behaviour and outcome. In an organisational setting, the concept implies that employees are capable of learning good work habits through positive



interaction or they could develop a negative attitude towards work through negative interactions.

In Social Learning Theory there are two different types of expectancies; those that apply to a specific situation, that is, specific expectancies and those that apply to a number of instances generalised expectancies (Ntsebeza, 2010). In addition, Carrim (2006) with regards to the constant experiences of either being in control or not in control would lead individuals to determine their LOC. Hence LOC may vary according to situations. The probability of whether a specific behaviour would lead to a certain outcome is determined by whether a person has high or low expectancies (Rotter, 1981). Corcoran and Michels (1998) noted that it is important to remember that expectancy is subjective to each individual

Leone and Burns (2000) noted that the LOC construct originated from the Social Learning Theory and its conceptualisation is that of a generalised expectancy regarding behaviour outcome contingencies. O'Connell and Spector (1994) also noted that it is an aspect of personality that deals with individuals' generalised expectancies that they can or cannot control reinforcements in their lives. For example an employee would have expectancy that the good work they do in an organisation would be noticed and rewarded by management. Hence, specific behaviour leads to certain expectancies which may be rewarded. According to Hassman and Koivula (1996), the concept of reinforcement control has emerged from Social Learning Theory. Furthermore, some reinforcements gain in value because of their association with or relevance to other reinforcements (Weiner, 1992). According to these researchers, the reinforcement operates depending on how strongly the individual believes the reinforcement is contingent upon personal characteristics and the individuals own behaviour.

Hence, when applied to the recruitment environment the principles of the Social Learning Theory can be significant, as it would have implications for relating the theory into reward policies by linking positive reinforcement to the expectancy of desirable behaviour and ultimately rewarding positive behaviour to create increased motivation towards achieving organisational objectives. The researcher elaborates further in terms of theoretical basis for understanding multiple work related outcomes in the recruitment industry.

## **2.12 Summary**

In conclusion this chapter outlined the conceptualisation and approaches pertaining to WLOC and PsyCap as well as an empirical discussion and findings relating to these constructs. The chapter also outlined the relevant theoretical framework of Fredrickson's Broaden and Build Theory (1998) of positive emotions and Rotter's Social Learning Theory (1954). In addition, an outline was provided of the recruitment industry and how positivity has relevance to the recruitment industry. The following chapter engaged a discussion on the conceptualisation and empirical research pertaining to the various work related outcomes proposed for the current study.

**CHAPTER THREE**  
**LITERATURE REVIEW**  
**ATTITUDINAL OUTCOMES, BEHAVIOURAL OUTCOMES, BEHAVIOURAL**  
**INTENTION AND IN-ROLE PERFORMANCE**

**3.1 Introduction**

In the introduction to the chapter, a systematic discussion comprised of providing a background to the study, a literature review of the proposed constructs was provided and a theoretical framework was outlined.

**3.2 Background to the Study**

This section focused on creating an understanding of the background to the study, by clarifying concepts, outlining trends from previous research, outlining definitions as well as empirical research pertaining to the constructs of the current study.

There is a new context in which “positivity research is now taking place, in terms of the changing environment facing today’s organisations” (Avey, Wernsing & Luthans, 2008, p. 48). The requirement for a new orientation has the resultant effect of encouraging the development of numerous integrated conceptual models focusing on positivity in the workplace. Stajkovic and Luthans (1998) emphasised the developmental nature of this approach and noted the importance of studying the relative strengths of positive capacities.

The strength based approach also transcends into the organisation. “More than ever before, managers would agree that employees make a critical difference when it comes to innovation, organisational performance, competitiveness, and thus ultimately business success” (Bakker

& Schaufeli, 2008, p. 147). Currently, “organisations expect their employees to be proactive and show initiative, collaborate, take responsibility for their own professional development, and commitment to high quality performance standards” (Bakker & Schaufeli, 2008, p. 147). Thus based on Bakker and Schaufeli’s (2008) definition organisations require positively orientated individuals.

The current study aimed at providing a strength based approach in examining multiple work related outcomes. The aim was for organisations to realise the value of utilising not only a strength based approach but also the usefulness of examining a broad range of work related outcomes. Thus, the recruitment industry could utilise the positive relationships identified in this study to sustain organisational effectiveness and ensure organisational improvement. It is proposed that based on the results of the current study workplace practices and processes could be designed to ensure increased business profitability and growth.

The role of multiple work related outcomes and establishing relationships amongst them is imperative in the identification of key areas of focus for organisational growth. The current research examined several work-related outcomes and this approach would prove to be beneficial in understanding the impact, relationships and potential effects of these work-related outcomes for the recruitment industry. Multiple work related outcomes comprised of attitudinal outcomes (happiness and job satisfaction), behavioural outcomes (organisational citizenship behaviour) behavioural intention (intention to quit), and in-role performance.

Research on the recruitment industry in South Africa indicated that an intervention is necessary to assist the recruitment industry in maintaining its competitiveness. Schüssler, Thompson, Sharp, Botha and Blair (2013, p. 1) noted that the “macroeconomic situation in

South Africa is on a steep downward trend in general and that demand for labour is down, while demand in specific specialised labour is still evident” and the “supply of skills needed in the economy, especially during the next growth phase, is still a cause for major concern or the recruitment industry”. Schüssler, Thompson, Sharp, Botha and Blair (2013, p. 1) further stated that the South African recruitment industry has demonstrated similar trends to the international industry “companies across the globe are in a holding pattern i.e. retaining existing levels of staff that are permanently employed and atypically employed”. The researcher proposed that a focus on positivity as well as multiple work related outcomes can assist the recruitment industry in overcoming the challenges it faces, as it would allow the industry to identify key areas of focus to allow for industry growth.

Undoubtedly, these are important organisational objectives as it would assist in recruiting and retaining talent, promoting the business competitiveness, having a talent pool of prospective successors for the business and enabling innovation and growth of the organisation. It is precisely because of these objectives that the organisations require an increasing shift in focus towards the emerging branch of psychology that deals with human flourishing and human strengths, namely Positive Organisational Psychology (POP) (e.g. Seligman & Csíkszentmihályi, 2000; Brunner, 2004; Donaldson & Ko, 2010; Rodríguez-Carvajal, Moreno-Jiménez, Rivas-Hermosilla, Álvarez-Bejarano & Sanz Vergel, 2010). Focus on this field of positive psychology is likely to ensure business objectives and outcomes are achieved as well as creating an environment where people are motivated, achieve, make an impact and are truly committed with their work and the success of the organisation.

### **3.2.1 Key Variables of the Study**

For the specific purpose of this research a re-testing of Youssef and Luthans (2009) model in Figure 2, p. 11, is tested in the recruitment industry of South Africa. Youssef and Luthans (2009) proposed that examining multiple work related outcomes results in a broader perspective of understanding positive organisational behaviour. The researcher recognised this would be an important determinant of which work-related outcomes the recruitment industry should pay attention to further enhance the industries' competitiveness.

Youssef and Luthans (2007, p. 782) stated that “utilising a combination of work-related performance and attitudinal outcomes, including those with established measures and demonstrated relationships with performance, and self-reported, more subjective ones, may represent an effective approach to conceptualising and testing the relationship between positive psychological resource capacities and work performance”. In this study, the researcher examined a variety of work-related outcomes and related it to positive psychology, to create an understanding of their impact within the recruitment industry. Further importance of this approach is that it provided an integrative framework incorporative of multiple levels of analysis, examination of positive and negative constructs, examination of interaction between traits and states and proposed multiple outcomes.

The current study focused on attitudinal outcome, behavioural intention, behavioural outcomes, and in-role performance. From a conceptual perspective the integration of a multiplicity of work-related outcomes increases the likelihood of capturing a holistic or broader understanding of its impact on work. Furthermore, the current study emerged due to a need for a new perspective in understanding and enhancing workplace behaviour. Considering the multiplicity of variables represented in the current study the researcher firstly

created an understanding of the different variables of the study. The below discussion begins by creating of an understanding attitudinal outcomes.

### **3.3 Attitudinal Outcomes**

In reference to Figure 2, p. 11, the current research focused on two specific attitudinal outcomes, namely, happiness and job satisfaction. The current discussion begins with outlining definitions and historical perspective pertaining to the attitudinal outcome of happiness.

#### **3.3.1 Historical Roots of Happiness**

The concept of happiness can be traced back to philosophical roots. Wing-tsit (1963) noted the importance of the ‘lesser self’ (the physiological self) and the ‘greater self’ (the moral self), indicating that the Chinese Confucian thinker Mencius, was convinced that getting the main concerns of the ‘lesser self’ and ‘greater self’, correct would lead to goodness. He argued that there would be unhappiness if there was no association between pleasure or life satisfaction and sustaining the ‘vital force’ with good actions (Wing-tsit, 1963).

Shryack, Steger, Krueger and Kallie (2010) noted that happiness can be traced back to spiritual relationships as Al-Ghazali (1058) a Muslim spiritual thinker wrote a manual or guide in attaining happiness called the ‘Alchemy of Happiness’ which also guides most Muslims to date. Shryack, Steger, Krueger and Kallie (2010) further highlighted that Patanjali the spiritual Hindu thinker also engaged in discussions and writings on the concept of bliss and its psychological and ontological roots.

According to Brdar and Kashdan (2010) in the 350 BC, Aristotle wrote the Nicomachean Ethics, which indicated that humans greatly desire happiness or well-being as compared to other factors such as wealth, relationships with people, health, etcetera. Furthermore, Gavin and Mason (2004, p. 3) highlighted that “Aristotle argued that ‘the greatest human good is to live a good life and in a good society, all its members flourish’”. Gavin and Mason (2004) stated further that in current times most individuals lack happiness in their lives as conceived by Aristotle. To summarise Aristotle highlighted happiness is the practice of virtue.

Further historical roots of happiness was noted by Annas (1993) whom noted a differentiation in viewpoints from Aristotle by the Stoics as they strongly emphasised the virtuous life as leading to happiness. However, Annas (1993) further noted that the Epicureans reverted to Aristotle’s view by emphasising pleasure in their understanding of happiness. Based on the above discussion the researcher believes that to create a healthy and happier and well balanced life it is important that emphasis is placed on the positive psychology concept of happiness as based on prior history the focus on well-being is important.

Many ethicists have highlighted arguments on the individual and collective nature of human behaviour which they argued the nature of the behaviour exhibited is typically related to the happiness that results. Utilitarian’s often supported the greater happiness principle as a way of guiding ethical behaviour. To elaborate further Veenhoven (2009, p. 1) comments “utilitarian philosophy holds that public policy should aim at greater happiness for a greater number of people. This moral theory meets many objections, on pragmatic grounds it is denounced as unfeasible and on ideological grounds as undesirable”. Veenhoven (2009, p. 2) further commented the “greatest happiness principle is well known, and it is a standard



subject in every introduction to moral philosophy. Yet the principle is seldom put into practice.”

The evolutionary perspective offers a further alternative approach to understand happiness as it examines the features of the human brain that allows for differentiation between positive versus negative states. This would have huge potential for the development of happiness, as Carey (2006) noted that understanding these features would allow for increase in happiness through enhancing these states. Grinde (2002) elaborated on this in his book ‘Darwinian Happiness’. In addition, Secker (1998) highlighted the role of genetics and happiness, whereby certain researchers have found in their studies of identical twins that were raised in different households approximately 50% of an individual’s happiness is dependent to genetics.

Later, Argyle (2001) developed the Oxford Happiness Questionnaire (OHQ) as a broad measure of well-being which is utilised in the current study. Seligman (2002) highlighted that Argyle’s questionnaire has been criticised as an aggregate of self-esteem, sense of humor aesthetic appreciation, sense of purpose, etcetera and he also highlighted the near impossibilities to attain an all-embracing objective measurement of happiness. Klein (2006) emphasised the importance of neurobiological systems to the concept of happiness, positive as well as social psychology. When faced with such extensive variations on what constitutes happiness as well as the evolution and progression of happiness over time, the researcher noted that more empirical work is required in this field and the current research attempted to address this gap. The next section focuses on exploring definitions related to happiness.

### 3.3.2 Defining Happiness as an Attitudinal Outcome

The first attitudinal outcome in this study is work happiness. Happiness is generally recognised as encompassing positive affective states (Uchida, Norasakkunkit and Kitayama, 2004, p. 61) defined happiness as experiencing a higher amount or ratio of positive feelings versus negative feelings. Happiness is often misunderstood “as how much one likes the life one lives, or more formally, the degree to which one evaluates one’s life-as-a-whole positively” (Veenhoven, 2006, p. 1). A key “element in this definition is subjective ‘evaluation’ or ‘liking’ of life, also referred to as life satisfaction” which “refer to a mental state but leave some ambiguity about the precise nature of that state” (Veenhoven, 2006, p. 1).

The researcher further noted the word happiness is used in different meanings connoting different terms. To avoid such confusion, the researcher reviewed the main connotations and definition of the term happiness. The concept of happiness derived from the positive psychology school of thought. According to Diener, Suh, Lucas and Smith (1999) happiness is the perception that progression is being made towards critical life goals. Lyubomirsky, King and Diener (2005) noted happy people tend to be healthy, successful, and socially engaged, which essential for a good life. Hence, based on these definitions, the concept of happiness is related to the positive aspect and encourages well-being.

The Aristotelian view also has been an important precursor to understanding happiness. The Aristotelian view has critical relevance through time and is still applicable to current societies due to its attempt to balance different aspects of satisfaction regarded as antithetical by others. This view noted by Barnes (1984) which was from the Aristotle, Rhetoric, 1360b, 14-23 “*We may define happiness as prosperity combined with excellence; or as independence of*

*life, or as the secure enjoyment of the maximum of pleasure; or as a good condition for property and body, together with the power of guarding one's property and body and making use of them. That happiness is one or more of these things, pretty well everyone agrees".*

Based on this definition one can conclude "its constituent parts are: good birth, plenty of friends, good friends, wealth, good children, plenty of children, a happy old age, and also such bodily excellences as health, beauty, strength, large stature, athletic powers, together with fame, honour, good luck and excellence" (Helliwell, 2002, p. 2). Seligman (2002, p. xi) believed that "the time has finally arrived for a science that seeks to understand positive emotion, build strength and virtue, and provide guideposts for finding what Aristotle called the 'good life'".

Zimbardo (2011) suggested that the analysis of happiness should be from a time perspective of past, present or future orientations, as this provided clarity if conflicts individuals' feels are actually conflicts about the enjoyment of an activity or is it related to a individuals' preference to delay gratification. Zimbardo (2011) also noted based on research there should be an optimal balanced perspective to ensure a happy life as such Zimbardo (2011) suggested focusing on past positive events should be greater as well as positively focusing on the future and spending a moderation of time enjoying the present.

Tkach and Lyubomirsky (2006) stated happiness is characterised by the experience of an increased frequency of positive affective states, it is also a perception that one is acquiring progression toward vital life goals (Diener, Suh, Lucas & Smith, 1999). Veenhoven (1984, p. 22-28) stated that "the affective component is the 'degree to which the various affects a person experiences are pleasant' and will be called hedonic level. The cognitive component is the 'degree to which an individual perceives his aspirations to be met' and is labelled contentment".

In further definitions, from older literature Chekola (1974) defined happiness as the realisation of a life-plan and the absence of life dissatisfaction. In addition, more recently Sumner (1997) definition emphasised the importance of life satisfaction and further elaborated on the cognitive and affective components of happiness. In this regard, Sumner (1997) described 'being happy' as "having a certain kind of positive attitude toward your life, which in the fullest form has both a cognitive and an affective component. The cognitive aspect of happiness consists in a positive evaluation of your life, a judgment that at least on balance; it measures up favorably against your standard or expectations...The affective side of happiness consists in what we commonly call a sense of well-being, finding your life enriching or rewarding or feeling satisfied or fulfilled by it". Hence, it is noted that happiness is denoted by affective and cognitive components.

Rice, McFarlin, Hunt and Near (1985) understood that a person's happiness derives from what was termed the Perceived Quality of Life (PQL). Rice, McFarlin, Hunt and Near (1985, p. 305) believed that "in organisational work the overall perceived quality of life may be mediated by changes in the perceived quality of work life as well as non-work life. In addition, work-environment and relationships greatly affects a person's PQL. The setting, location and general atmosphere of the work place has an impact on a worker's emotions as a whole, not just happiness". Veenhoven (2009) reinforced this and stated employees are strongly positively and negatively influenced by their interaction with others. Hence, it is noted based on definitions posited in this paragraph happiness is also influenced by external factors.

The CRF (2010) also recognised the importance of happiness in the workplace and highlighted the importance of performing meaningful work and acquiring meaningful results.

The researcher is of the opinion that overall the view of happiness created above, has implication for organisations to use positive psychology and the concept of happiness to create programmes aimed at the development and growth of individual as a happy employee is essentially a productive employee. This view was also reinforced by Sutton (2009, p. 51) who commented that “scientist have also been able to show that happiness can be influenced and managed. People reported more positive emotion more often when they experience a favourable work environment and negative emotions were more frequent in unfavourable work environments”.

Thus, several definitions were proposed in the definition of happiness, however a general definition that summarises happiness as outlined by Diener and Ryan (2006, p. 391) referred to happiness as the “pleasant moods and emotions experienced at any given moment (positive affect), to general evaluations of life”. This definition emphasises the importance of positive emotional states as well as the attitudinal aspect of happiness which is the focus of the current research. The next section further elaborates on the understanding of happiness, through defining the characteristic four approaches towards happiness.

### **3.3.3 The Four Approaches to Happiness**

The researcher further investigated the concept of happiness by examining four terms which are important in understanding happiness, namely, Hedonic Well-Being (HWB); Eudaimonic Well-Being (EWB); Psychological Well-Being (PWB); and Subjective Well-Being (SWB).

In understanding happiness the researcher firstly presented views, namely the hedonic and eudaimonic approaches to wellness. These approaches assisted to provide clarity on the concept of happiness. According to Ryan, Huta and Deci (2008, p. 143), Aristotle defined

“eudaimonia as a character of persons that entails living in accordance with reason and moderation, and aiming toward excellence and the realisation of a complete human life”. They further noted the complexity of this definition and its various interpretations. However, most importantly, Aristotle distinguished between happiness as hedonic (the experience of pleasure) versus eudaimonia (living well).

Brdar and Kashdan (2010) noted that eudaimonia, is for Aristotle an activity rather than an emotion or a state. In addition, Gavin and Mason (2004) highlighted that happiness is usually translated from the Greek original of eudaimonia, which is typically utilised to describe a good life, living and doing well over time. Broadie and Rowe (2002) commented that eudaimonia is a way of living and thus is not conceived of as a positive feeling, cognitive appraisal of satisfaction or positive feeling.

Another approach the Aristotle introduced to literature was the concept of hedonia, which according to Kahnemann, Diener and Schwartz (1999) defines well-being as happiness and the presence of positive affect versus negative affect. Ryan and Deci (2001) noted that the hedonic approach tends to have more clear and measurable research targets, and this benefits the research area of well-being. They further noted that hedonia is in contrast to eudaimonia, with a focus on valued human potentials and living a full human life.

The researcher next examined the concept of subjective well-being in which Bakker and Oerlemans (2010) defined subjective well-being as comprising attitude (life satisfaction) and affect (feeling good). Diener, Sandvik and Pavot (1991) indicated an individual is said to have high SWB if they experience more frequent positive emotional states such as joy and reduced negative emotional states such as sadness.

Ryan, Huta and Deci (2008, p. 160) stated, in addition to “greater SWB, there are other aspects of well-being that may be more enhanced by eudaimonic than non-eudaimonic ways of living, as revealed by research on both autonomous regulation, and intrinsic and extrinsic goals”. These aspects are noted in Ryff and Singer’s (1998) concept of psychological well-being. Ryff and Singer (1998) defined PWB as outcomes of a life well lived, and this can be indicated through personal growth, self-acceptance, environmental mastery, life purpose, etcetera. It is further noted that, increased interest in the study of psychological well-being followed as an outgrowth from positive psychology (Diener, 1984). The current study focused on subjective well-being as a measure of happiness. The next section elaborated further on studies pertaining to happiness.

### **3.3.4 Studies Relating to Happiness**

This section specifically focused on studies conducted on happiness as well as the outcomes. Hence, the following discussion outlined research and studies conducted on the value of happiness. Seligman (2002) noted positive behaviours of optimism, engaging in new activities, sociability, extraversion, reduction of negative thought patterns would encourage happiness. For example, participants in Fordyce’s study (1983) noted that participants recognised the value of their own happiness in relation to recognising, appreciating and understanding their happiness and the importance of happiness in relation to goal achievement, through by increasing awareness of specific activities and thought patterns which supports the development of happiness. In addition, Clifton and Rath (2005) noted that Hurlock (1925) designed a study around fourth to sixth grade students to see the effect praise, criticism and ignoring of the students work could have on them. The overall results reflected that praises resulted in performance improvement by students of 71%, and criticism resulted

in performance improvement by students of 19% and lastly those students whom were ignored their performance improvement was by 5%. This study demonstrated the importance of embracing positive psychology and positive emotions to enable individuals to learn and work to the best of their ability. Hence, positive psychology has an important relation to well-being which has been further explored by the current study.

Tkach and Lyubomirsky (2006) study findings revealed individuals used different happiness-enhancing strategies depending on their personality as extraverts (tend to use the strategy of social affiliation than introverts); highly conscientious people (tend to use instrumental goal pursuit); neurotics (tend to use maladaptive mental control); etcetera Hence, it is noted that personality has an influence over ones level of happiness.

Seligman (2002) stated that perhaps the most critical resource building human trait is work productivity at work and noted that research suggests, increased levels of happiness is related to greater work productivity and higher income. For example, Seligman (2002) highlighted a study which comprised of 272 employees that measured the amount of positive emotion, then followed employees job performance over the next eighteen months, the results of the study indicated that happier people received better performance evaluation and higher income. In addition, Seligman (2002) further highlighted that in a large-scale study of Australian youths across fifteen years, happiness made gainful employment and higher income more likely. In attempts to define whether happiness or productivity comes first (by inducing happiness experimentally and then looking at later performance), the results indicates that adults and children when in a good mood perform better, set higher goals, and demonstrate persistence at tasks (Seligman, 2002).



Furthermore, it is also important to consider the effects of implementation of happiness in the workplace. In this regard, Lyubomirsky, Schkade and Sheldon (2005) suggested the pursuit for happiness and proposed a model for sustainable well-being to encourage happiness. Seligman (2002) further indicated that individuals high in subjective well-being are more likely to secure job interviews, to be evaluated more positively by supervisors once they obtain a job, to show superior performance and productivity, and to handle managerial jobs better. They are also less likely to show counter-productive workplace behaviour and job burnout". However, Wong and Davey (2007) argued that although concepts of positive psychology are applied to the workplace managers lack the skill in applying it to employees in a positive way. They stated further that when implemented in the workplace managers must fully understand the consequences of implementation. Hence, happiness in the workplace can also be influenced by a variety of other factors.

Field and Buitendach (2011) noted that studies should be directed towards studying of well-being in the workplace. There have been some studies conducted on happiness that have included South African participants with participants from different countries to attain a more diverse sample (Delle Fave, Brdar, Freire, Vella-Brodrick & Wissing, 2010). However, research on happiness has predominantly been conducted within an international context with little research focusing specifically on happiness of South African employees. Such research is especially lacking within recruitment industry in South Africa. Van Zyl, Deacon and Rothmann (2010) stated that happiness is a significant concept to take note of for both individuals and organisations, thus scientific information about happiness is necessary within the South African context.

Furthermore, a reason for inclusion of happiness in this study is it is also important to consider the effects of implementation of happiness in the recruitment industry. This would be beneficial to the recruitment environment as well as other environments as it encourages individuals to strive towards excelling whereas negativity has the reverse effect. The next discussion created increased understanding of job satisfaction.

### **3.3.5 Understanding Job Satisfaction as an Attitudinal Outcome**

The organisational psychology literature has always emphasised the importance of job satisfaction for several decades which can be traced to the work of Maslow (1965); McGregor (1966); Likert (1967); etcetera. The field is based on the basic premise that a 'better satisfied employee is a better motivated and productive employee' and is credited with creating an approach focused on the attitudinal aspects in the workplace. Gohel (2012, p. 36) further stated that "employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company".

In tracing the historical perspectives relating to job satisfaction, the researcher noted that Maslow (1954) proposed a need hierarchy in creating an understanding of job satisfaction. Maslow (1954) proposed that a hierarchy of needs (comprised of physiological, safety, social, esteem and self-actualisation) need to be satisfied to allow for optimal performance. In addition, Martin (2001) noted that the basic tenet of Maslow model is that all individuals have innate needs that require satisfaction, and these innate needs requires satisfaction as they have a built in prioritising system, thus being referred to the hierarchy of needs. Further to this, George, Louw and Badenhorst (2008) found a positive correlation between job

satisfaction and self-actualisation demonstrating relevance of the need hierarchy to job satisfaction. A further perspective that contributes to the understanding of job satisfaction was Alderfer's (1972) proposition of three needs; Existence, Relatedness and Growth (ERG) which is proposed to contribute towards personal development and ultimately also contributed towards the understanding of job satisfaction. Nelson and Quick (2005) noted that the ERG perspective expanded to Maslow's hierarchy of needs, through the addition of a regression and progression hypothesis. Booysen (2008, p. 16) noted that "the regression hypothesis states that failure of people's effort in satisfying a need in the higher level in the hierarchy of Maslow's needs might result in the person will regress to the next lower level of needs and attempt to gratify these".

In terms of a further model that contributed towards the understanding of job satisfaction was Herzberg's (1967) two-factor model of job satisfaction. Herzberg (1967) proposed a different conceptualisation of job satisfaction as he identified factors that promoted job satisfaction and job dissatisfaction comprising of intrinsic and extrinsic satisfaction. Weiss, Dawis, England and Lofquist (1967), described intrinsic satisfaction as comprising of feelings individuals possess regarding the nature of their work tasks and extrinsic satisfaction as comprising of feelings individuals possess regarding aspects of their work environment. According to Carrell, Grobler, Elbert, Marx, Hatfield and Van der Schyf (1998) the extrinsic job satisfaction is often associated with job dissatisfaction and comprise of hygiene factors. Carrell et al. (1998) noted that hygiene factors is inclusive of salary, grievance and performance appraisal, co-worker relations, working conditions, etcetera and this is a reflection of the job itself. Booysen (2008, p. 18) noted that "these factors are external to the incumbent and thus can be thought of as extrinsic factors, since the incumbent has no or little control of these factors as it is controlled by someone else". Herzberg's theory stipulated that

hygiene factors would not result in employee motivation. Carell et al. (1998) noted that intrinsic factors reflects the content of the job and are controlled by employees themselves. Menon & Athanasoula-Reppa (2011) noted that intrinsic factors are believed to have a positive effect on satisfaction, while extrinsic factors are believed to cause dissatisfaction if they are not present, but they do not increase satisfaction if they are present. This model is further elaborated on under the definition of job satisfaction, and the current research examined job satisfaction in relation to intrinsic and extrinsic job satisfaction.

Schaufeli and Bakker (2004) provided an interesting framework for understanding the association between work characteristics and positive work-related states such as job satisfaction, namely the Job Demand Resource model (JD-R). The main proposition of the JD-R model is that work related emotions and experiences are associated with the demands and resources in the work environment (Schaufeli & Bakker, 2004). According to the JD-R model, the psychosocial work environment is made up of the establishment of job demands and resources, and the JD-R model notes that well-being is influence by employee perceptions of job demands and resources (Schaufeli & Bakker, 2004). These researchers provided a description of job demands as those job aspects which not only require sustainment of psychological or physical effort but also associated with certain psychological or physiological costs (Schaufeli & Bakker, 2004). In addition in their definition of job resources Schaufeli and Bakker (2004) noted that these are job aspects that function towards the achievement of goals on the job, encourages learning and development as well as stimulates personal growth.

In another earlier model that served to explain job satisfaction, Porter, Lawler and Hackman (1975) explained job satisfaction as employee's reaction against their occupation or

organisation. Faturochman (1997) noted that in 1976, Hackman and Oldman proposed a job characteristic model which outlined five work dimensions (skills variety, task identity, task significance, autonomy and task feedback), which explained how job characteristics can intrinsically motivate an individual and relate to positive work behaviour such as job satisfaction. Hansen (2012) highlighted that Hackman and Oldman (1976) further suggested that job design should be characterised by these five work dimensions as it would result in the emergence of three important states; namely, meaningful work, work outcome responsibility as well as knowledge of work activities outcome or results. The job characteristic model has been shown to be related to job satisfaction, as for example, a study by Said and Munap (2010) found a relationship between all five dimensions inherent in the job characteristics model and job satisfaction. Thus, based on the above discussion the researcher concluded by noting Menon and Athanasoula-Reppa (2011) point, that job satisfaction is a phenomenon that has undergone numerous research studies to determine its alignment to organisational productivity as well as employee productivity. The next section examined definitions pertaining to job satisfaction.

#### **3.3.5.1 Definitions of Job Satisfaction**

Hulusi and Menderes (2009) stated that numerous researches have been carried out about job satisfaction and its components. Hence, this has implication for highlighting the importance of job satisfaction as an organisational variable. In particular, Mrayyan (2005) highlighted employees whom are not satisfied with their jobs have a higher probability of leaving the job. Hence, it is imperative to understand the job satisfaction is vital for any organisation including the recruitment industry to remain competitive.

Spector (1997) also noted the job satisfaction is defined as an attitudinal construct which measures the individuals affective feeling about their job as well as the different aspect of the job. Further definitions by Chen (2008) referred to the attitudinal aspect of job satisfaction and noted that job satisfaction includes preferences, feelings as well as attitudes in relation to the individuals work. According to McCormick and Illigen (1980, p. 303) job satisfaction can be defined as “the attitude one has towards his or her job”. Robbins (1993) noted that higher levels of job satisfaction is related to positive work attitudes and job dissatisfaction is related to negative work attitudes. Hence, aptly described job satisfaction is referred to as an attitudinal outcome.

In relation to the job performance, Cockburn and Perry (2004) highlighted in instances where jobs require less skills and abilities (lower level jobs) a key determinant of performance appears to be job satisfaction. According to Reichers (2006) job satisfaction is the phenomenon which is capable of asserting employee contentment based on when employees job qualifications and demands are met. Based on these definitions, “job satisfaction might be handled as the consequence resulting from the comparison between the expectations of the employee from his job and the job in question which is performed” (Adenike, 2011, p. 153).

Therefore, Fajana (2002) highlighted the importance of job satisfaction as dissatisfaction amongst employees relates to lowered levels in areas such as their work commitment, work performance, interpersonal relationships as well as productivity. Morrison (2008) noted that the resultant effect of job satisfaction is increase in performance, reduced withdrawal as well as deviant or counter-productive work behaviours. Essentially, based on these definitions, the researcher noted that employees who experience job satisfaction tend to demonstrate more positively orientated behaviour such as organisational commitment, good performance and

contributing towards the company's effectiveness. Therefore, there are various factors in improving or maintaining higher levels of employee or job satisfaction, which employers can embrace and implement in the workplace.

To further elaborate it can be noted that because employees would either like or dislike their jobs given the right conditions this attitudinal outcome of job satisfaction is likely to positively result in positive work outcomes. Fletcher and Williams (2006) noted that job satisfaction when the job conditions of personal evaluation (the job itself, administration attitude, etcetera) or the consequences (job security, pay, etcetera) derived from the job. Based on these definitions, "job satisfaction might be handled as the consequence resulting from the comparison between the expectations of the employee from his job and the job in question which is performed" (Adenike, 2011, p. 153). Therefore, the concept of job satisfaction has been widely defined by different researchers and there is sufficient literature review that forms the basis of understanding job satisfaction and has important implications for a variety of work related outcomes.

Some researchers have noted the intrinsic (co-workers, supervision and the work itself) and extrinsic nature (pay and promotions) of job satisfaction (e.g. Carrell et al., 1998). Murray (1999) referred to the extrinsic factors as 'the feel good' factors as it indirectly increases job satisfaction. Sempane, Rieger and Roodt (2002) noted the dependency effect of job satisfaction and noted that job satisfaction is also dependent on organisational variables e.g. leadership, working conditions, pay, which relate to organisational climate. Buitendach and De Witte (2005) identified the intrinsic satisfaction as those factors that relate to the job task itself. In contrast when employees experience job dissatisfaction they indicate the source of this as external factors such as company policy, work conditions, interpersonal relations,

etcetera (Booyesen, 2008). Hence, the intrinsic and extrinsic nature of job satisfaction has important implications for further promoting organisational effectiveness. In addition, a study conducted by Nhundu (1994) indicated that intrinsic factors were more important than extrinsic factors for the attainment of job satisfaction. Furthermore, a study conducted by Chimbganda (1999) in Botswana, found that extrinsic factors were more important for job satisfaction. The current research utilised the approach of exploring job satisfaction through intrinsic and extrinsic job satisfaction.

Swanepoel, Erasmus, Van Wyk and Schenk (2003) maintained that although job satisfaction often is thought to be tantamount to job attitudes, but cautions that one should take cognizance of the fact that those who differ in theoretical viewpoints may use somewhat different terms. Swanepoel et al. (2003) further explained that job satisfaction is viewed as the extent of incongruity that exists between the expectations of employees and what the employee actually perceive receiving. According to Buitendach and De Witte (2005) the consequences of job satisfaction can be major for the employee due to the fact that it involves their emotional feelings. To further elaborate it can be noted that because employees would either like or dislike their jobs given the right conditions this attitudinal outcome of job satisfaction is likely to positively result in positive work outcomes within the recruitment industry. Rothmann and Coetzer (2002) indicated that importance of job satisfaction as they stated that for optimal organisational performance an employee's full potential is needed at all levels of organisations. Hence, the researcher proposed that the understanding of positivity is likely to contribute to more satisfaction and greater work happiness. In the next section the researcher created an understanding of behavioural outcomes, namely organisational citizenship behaviour. In addition, the researcher importantly considers the relationship between job satisfaction and OCB. Although, the relationship between job satisfaction and



PsyCap was discussed in Chapter 2, p. 86, the researcher briefly discussed this relationship below.

### **3.3.5.2 Job Satisfaction and Psychological Capital**

Lok (2011, p. 16) noted that if one considers the underlying factors of work well-being, it is possible that “PsyCap possesses influence to the behavioural intention of turnover through work well-being”. Further research has supported the relationship between psychological capital which has been found to affect a variety of variables like job satisfaction (e.g. Larson & Luthans, 2006; Luthans, Norman, Avolio & Avey, 2008, etcetera). Thus, the expanding research on job satisfaction and PsyCap is likely to continue to demonstrate its usefulness in the area of organisational behaviour. The next section examined job satisfaction in relation to OCB.

### **3.3.5.3 Job Satisfaction and Organisational Citizenship Behaviour**

Robbins (2005) indicated that job satisfaction is a major determinant of OCB as employees who experience job satisfaction have a greater probability of positively recognising the organisation and tend to go beyond their normal responsibilities and duties. Organ and Ryan (1995) noted that according to theory when employees experience job satisfaction they would reciprocate with positive behaviour such as OCB to benefit the organisation. Robbins, Odendaal, and Roodt (2003) commented that there exists an overall modest relationship between job satisfaction and organisational citizenship behaviour. Dubrin (2007) further suggested that organisational citizenship behaviour is a consequence of job satisfaction and that personality factors are at times linked to OCB as well.

Earlier research of OCB positive correlations was assumed between OCB and job satisfaction e.g. Bateman and Organ (1983) whose study indicated positive significant correlations amongst general measures of job satisfaction and supervisory ratings of organisational citizenship behaviour. However, more recent studies have highlighted that job satisfaction has a moderating effect on OCB e.g. Fahr, Organ and Podsakoff (1990). In addition, more recent research has provided support for a positive correlation between the construct of job satisfaction and organisational citizenship behaviour e.g. Wagner and Rush (2000).

However, a study by Moorman (1991) indicated that job satisfaction did not significantly influence OCB. Additional research did not establish relationship between job satisfaction and OCB e.g. Schappe (1998). However, Organ (1988) noted that any contradiction or disparity may be due to the nature of job satisfaction measures rather than the relationship between job satisfaction and OCB.

From a South African perspective, the results of a study by Booysen (2008) indicated that there are significant relationships between the dimensions of OCB and job satisfaction. Hence, relationship between job satisfaction and OCB has been established over the years. The current research further explored job satisfaction as a mediator of PsyCap and organisational citizenship behaviour, and the results of this study would have important implications for the recruitment industry to utilise these variables to improve organisational effectiveness. The next section further elaborated on organisational citizenship behaviour.

### **3.4 Behavioural Outcomes**

By including behavioural outcomes within the positive organisational context there is recognition of the opportunity for utilising organisational citizenship behaviour as a positive

work related outcome to further enhance positivity in the workplace. The next section discusses the behavioural outcome of organisational citizenship behaviour.

### **3.4.1 Understanding Organisational Citizenship Behaviour**

The researcher firstly begins the review by establishing how OCB was established and conceptualised in literature. Importantly Kumar and Bakhshi (2005) noted three derivative of OCB. In their article Kumar and Bakhshi (2005) firstly highlighted that Katz (1964) provided a taxonomy which included cooperative activities with fellow members, actions protective of the system, creative ideas for improvement, and self-training for increased individual responsibility. Kumar and Bakhshi (2005) further noted that second source by Smith, Organ and Near (1983) yielded two major factors; namely of altruism as well as compliance. In addition, more recent conceptualisations of OCB offer slight variations in how OCB was initially categorised, e.g. Podsakoff and MacKenzie (1994) combined the concepts of altruism and courtesy and termed it ‘helping’. In addition, Vigoda-Gadot (1995, p. 1) noted that “whereas altruism appears to represent the help to specific persons, generalised compliance is a factor defined by a more impersonal sort of conscientiousness”. Furthermore, Kumar and Bakhshi (2005, p. 14) indicated the third source “suggests ‘loyalty’ and ‘boosterism’ as significant forms of OCB, but also argues for the importance of principled dissent from organisation practices and challenges to the status quo”.

In addition, Vigoda-Gadot (1995) highlighted OCB was first mentioned in literature in the 1980’s and is a unique aspect of individual work activity. It is noted that literature pertaining to OCB can be traced to the concept of accepting authority by Becker (1960) which is characterised by accepting the overall policy of the organisation relating to the good or benefit of the organisation. The pioneer of OCB, Organ (1988) initiated thoughts into the field of OCB

and recognised that some behaviour patterns “were not the part of their job description and as such could not be a source of reward or punishment (in case of non-performance)” (Jha & Jha, 2010, p. 28). This increased interest in OCB originated from its established relationship to improved organisational effectiveness e.g. Podsakoff, Ahearne and MacKenzie (1997).

A review of literature has revealed that there are several different conceptualisation of OCB. Initially Organ (1988), noted OCB was characterised comprising five factors, namely, altruism (e.g. readiness and willingness to assist others), conscientiousness (e.g. willingness to work on a job or project until it reaches completion even through overtime work), sportsmanship (e.g. spending a lot of time complaining about trivial matters), courtesy (e.g. for awareness of the impact of how ones actions impacts others) and civic virtue (e.g. provision of useful suggestions regarding changes that may be made departmentally or in the company). Lee and Allen (2002) differentiated OCB into two referents which comprised firstly of working late to assist a co-worker or being supportive to a newcomer to the group and secondly characteristic behaviours which is supportive towards the organisation e.g. attendance of organisational events which are not compulsory as well as community volunteer work aligned to support the employers objectives (Lee & Allen, 2002).

In another view Graham (1991) noted that it is difficult to define in-role and extra-role behaviour and to create a general consensus due to the unique composition of these roles. Hence, Graham (1991) proposed a different approach to overcome this problem and noted the term ‘civic citizenship’, which is defined as all positive community-relevant behaviour of individual citizens. Graham (1991) argued that this view of organisational citizenship behaviour creates a broader view of OCB inclusive of all relevant positive organisational behaviour of individual citizens, hence avoiding the confusion of in- as well as extra role

behaviours. Importantly, Spector and Fox (2002) noted that although characteristic of OCB has been debated on if it is in-role or extra-role, the voluntary nature of the behaviour is still emphasised by various researchers.

Ferris, Judge, Rowland and Fitzgibbons (1994) highlighted the importance of OCB and noted that there are various strategies for ensuring employee's work quality through the assessment of employee efficiency as well as their contributions to the organisation's performance. One such strategy suggested by Brief and Motowidlo (1986) included contributions towards the organisation and organisations tasks, such as assisting a new employee integrate into the organisation, preserving organisational resources as well as supporting the organisational tasks. This was termed OCB, Smith, Organ and Near (1983) described as informal behaviours which are not directly identified or related to the job function.

Podsakoff, MacKenzie, Paine and Bachrach (2000) noted the rapid expansion of research on OCB, has resulted in conceptual perplexity about the nature of the construct. Further to this Bukhari (2008) highlighted that there exist consistencies in the manner in which OCB has been defined despite its definition in various context and backgrounds. Based on the various definitions most researchers note that OCB is characterised by extra-role behaviour (e.g. Coyle-Shapiro, Kessler & Purcell, 2004). Researchers such as Yen and Neihoff (2004) noted that OCB is likely to contribute towards organisational success, with the greater number of employees engaging in OCB. Podsakoff and Mackenzie (1997) importantly noted that OCB is likely to contribute towards organisational effectiveness. Hence, this has research implications for the current organisation of the study and the recruitment industry, as higher demonstration of OCB is likely to encourage organisational successes.

### **3.4.2 Organisational Citizenship Behaviour as a Behavioural Outcome**

Organisational citizenship behaviour plays a very important role in the improvement of any organisation. Organ (1988) indicated that OCB refers to a universal set of behaviours displayed by employees which are, discretionary, supportive, and go beyond normal job requirements. To gain an understanding around the OCB construct, Hodson (1999) noted that it should not only to be expected from an employee to go beyond or above the call of duty. In addition, more recent research has indicated that although OCB is not a formal requirement of the job, it is very influential on work attitudes and therefore it is an element which is receiving more and more consideration (Coyle-Shapiro, 2002). Podsakoff, Ahearne, and Mackenzie (1997) stated organisational citizenship behaviours become important because it as it assists in encouraging the accomplishments of organisational goals hence enhancing organisational performance. Certain empirical studies reported OCB produces various tangible benefits for employees, co-workers, supervisors and organisations in various industries (Ackerfield & Leonard, 2005).

In an alternative definition to OCB Wright, Dunford and Snell (2001) suggested that employees have both emotions and cognition which predispose them to apply free in relation to the choice of behaviours they choose to exhibit in the workplace. Avey, Luthans and Youssef (2008, p. 20) indicated “OCB may go beyond just extending the help that the co-worker asks for, to also doing so without expecting any material rewards, recognition, or reciprocation, and even encouraging the co-worker to ask for help again in the future”. This relationship between OCB and positivity was also noted by Murphy, Athanasou and King (2002) whom re-emphasised that OCB is critical for organisational survival as OCB tends to maximise organisational efficiency and promote effective functioning of an organisation.

Several definitions have been proposed to create an understanding of the term OCB, for example, Shahnawaz and Jafri (2009) believed that OCB are individual behaviours that promote the goods of the organisation by contributing to its social and psychological environment. In addition, O'Brien (2004, p. 11) stated that OCB's are "behaviours enacted by employees that support the company or its employees in some way, but are not part of the job task. These activities go beyond formal job requirements and consequently cannot be enforced using typical incentives". Smith, Organ and Near (1983) noted that OCB provides huge contribution to the organisational productivity, through ensuring organisational adaptability during change and allowing employees co-operativeness. OCB tends to be "conceptually similar to other constructs such as prosocial organisational behaviour, organisational spontaneity, extra-role behaviour, and contextual performance" (O'Brien, 2004, p. 11). In addition, Ensher, Grant-Vallone and Donaldson (2001, p. 57) highlighted that "an aspect of interpersonal work relationships related to taking initiative on the job is organisational citizenship behaviour, which refers to informal, prosocial behaviour that employees engage in voluntarily to help others at work". This types of behaviours which are inclusive of areas such as providing positive feedback on work; assisting an employee ensure task completion (Podsakoff, MacKenzie & Hui, 1993; Organ & Ryan, 1995). Hence, OCB is often also referred to as 'contextual performance' or 'prosocial organisational behaviour' (Borman & Motowidlo, 1997) to emphasise the voluntary nature of the activity and to distinguish it from 'task performance' or one's assigned duties.

Lee and Allen (2002) classified OCB as organisationally focused behaviours (OCBO) and individually focused behaviours (OCBI). Fox, Spector, Goh, Bruursema and Kessler (2012) also made references to OCB comprising of acts directed toward the organisation (OCBO) and acts directed towards co-workers that help with work-related issues (OCBP). The current

study examined OCB as comprising of OCBO and OCBP according, to Fox et al. (2009) definition of OCB.

Khalid, Ali, Ismail, Rahman, Kasim and Zain (2009) noted that OCB is a matter of individual choice and failure to exhibit such behaviour is not penalised. Walz and Niehoff (2000) stated that when employees observed displays of OCB (e.g., sharing, loyalty, advocacy, etcetera), amongst their colleagues a variety of other positive behaviours occurs such as collaboration is enhanced, participation increases, trust becomes higher, etcetera which promotes organisational performance. Kasemsap (2012, p. 131) noted that the “high performance employees are insufficient to meet organisational requirements because all current organisations need employees performing job satisfaction, organisational commitment and OCB to make organisations effectively successful”. Furthermore, Podsakoff and MacKenzie (1994) noted that OCB has important relations to employee performance.

Further research on measurement of OCB in different cultural context is important since Podsakoff, MacKenzie, Paine and Bachrach (2000, p. 556) argued that “cultural context may affect the forms of citizenship behaviour observed in organisation (e.g., the factor structure)”. Most OCB studies have been conducted in the US so that “despite the voluminous and fruitful literature stemming from Organ’s (1988) seminal work in this area, we know little about citizenship behaviour in a global context” (Farh, Early & Lin, 1997, p. 421). OCB has been researched in various international cultural contexts such as in Asia as well as Australia (Chen, Hui & Sego, 1998; Van Dyne & Ang, 1998; Hui, Law & Chen, 1999; Tang, Furnham & Davis, 2000; etcetera). Research on measurement of the OCB in a non-western cultural context as dimensionality of the OCB construct may vary based on cultural variations. Podsakoff et al. (2000, p. 556) cautioned “cultural context may affect the



forms of citizenship behaviour observed in organisations e.g., the factor structure”. Thus, this study aimed to contribute to the growing number of international studies on OCB by investigating the dimensionality of a specific OCB measure which proposed a two factor model.

The construct of OCB has also been linked to negative behaviour outcomes, for instance, Bergeron (2007) theorised a negative relationship with OCB and career outcomes, Bergeron (2007) noted that the extra role nature of OCB is likely to result in decreased time spent on formal tasks of the job, which is likely to result in lower performance evaluation levels. Bolino, Turnley and Niehoff (2004) has explained through a theoretical rationale the potential negative effect of OCB. Loo (2010, p. 7-8) summarised Bolino, Turnley and Niehoff (2004) view and commented these authors noted “OCBs can be used to make other workers look bad (either trying to hurt a co-worker’s image by making him/her look unhelpful or simply making others look like they are not doing enough work) or to escape from formal task roles”. In addition, when OCB’s “are performed instead of formal tasks, this also potentially decreases the effectiveness of the organisation, violating the assumption that OCBs increase effectiveness...co-workers want to work in an organisation that fosters OCBs, but as the authors point out, this is not necessarily true” (Loo, 2010, p. 7-8). Furthermore, a workplace that encourages OCB’s “may have a less transparent performance appraisal system (increased role ambiguity), foster conflict among employees (unwanted help may make certain employees resentful), or simply demand too much work from its employees (escalating citizenship)” (Loo, 2010, p. 8).

Furthermore, Podsakoff, MacKenzie, Paine and Bachrach (2000) stated that literature has largely focused on OCB in relation to other constructs instead of examining issues relating to

the nature of the construct as well as its measurement. Schwab (1980) illustrated this lack of balance in literature may result in futile research literature accumulating over time. Thus, the current study addressed this gap by examining OCB as part of an integrated model of work related outcomes but also as an individual construct focusing on its psychometric properties.

However, OCB has been shown to encourage positive work behaviour, for example, OCB enhances the social and psychological work environment (Podsakoff & MacKenzie, 1994) through its support of task proficiency and increase in group performance (Walz & Niehoff, 2000). In addition, Soieb, Othman and D'Silva (2013, p. 95) noted that "OCB leads to employee engagement as it focuses on employee involvement and secures their commitment which definitely lies outside the prescribed parameters of any organisation". Further to this Podsakoff, MacKenzie, Paine and Bachrach (2000) conducted a meta-analysis on OCB, their study results found that correlates included job satisfaction, organisational commitment, perceptions of fairness/justice, leader supportiveness, role clarity, and lack of role conflict, whereas the consequences included increased performance evaluations, organisational effectiveness, and decreased turnover. Importantly, Rioux and Penner (2001) noted that the motives behind employees OCB are believed to determine the extent of organisational outcomes.

In a study of organisational citizenship in South Africa by Porteous and Sutherland (1997), found differences in the categories of behaviour constituting organisational citizenship behaviour in comparison to the American studies. They highlighted that a series of behaviours were found to relate to OCB, such as being trustworthy and discrete, honesty about everything, exceeding job requirements, displaying a positive attitude, pro-activeness, taking initiative or the lead, being respectful towards others, innovation, organisational pride,

ethics, directness, volunteering to assist others as well as frankness. Hence, it is noted that OCB is likely to comprise of different behaviours considering the multi-cultural nature of South Africa.

Research conducted within the organisational behaviour context centered around the relationship between job satisfaction, organisational citizenship behaviour and organisational commitment have proven that they are important correlates of organisational success (Maharaj, 2005). Booysen (2008) noted OCB holds promise for long term company success. The researcher decided to utilise OCB as the rapid changes which the recruitment industry experiences on a daily basis necessitate high performing employees whom are focused on the recruitment industries needs in order to maintain its competitive edge in the workplace. The next section elaborated in detail on the behavioural intention of turnover.

### **3.5 Behavioural Intentions**

The present research examined middle management focusing on specific job and organisational related factors, inclusive of the intention to quit (turnover intentions). The researcher utilised turnover intentions as reducing the intent to quit is desirable for cost reduction in terms of attrition rate. It is also noted that high staff turnover is expensive for the organisation (Bonn, 1997). The next section elaborated on definitions pertaining to turnover intentions.

#### **3.5.1 Understanding Turnover Intentions**

In relation to creating further understanding on terms of the intention to quit the researcher examined various views of its conception in literature, for example Herzberg (1967) in his two-factor theory of motivation, mentioned an array of factors impacts on job satisfaction

which influences, the intention to quit or stay such as achievement, possibility of advancement, salary, recognition, technical supervision work itself, responsibility, possibility of growth, job security, interpersonal relationship, work condition, agreement with company policy, administration, and personal life.

Additional earlier research on turnover intentions by Mobley (1977) noted that it is expected that experienced dissatisfaction and thoughts of quitting would translate into intent to quit only after an evaluation of the outcomes of possible job alternatives. This found support through the findings of Mobley, Horner and Hollingsworth (1978) who found that only intention to search is significantly related to intent to quit, and only intention to quit is significantly related to actual turnover.

Doran, Stone, Brief, Arthur and George (1991) noted that it has been theorised behaviour may be predicted through behavioural intention. Fishbein and Ajzen (1975) proposed the theory of reasoned action which noted that attitudes follow from beliefs people hold about the object of the attitudes and contends that intentions and actions follow reasonably from attitudes. The importance of this theory and level of acceptance accorded to it is clearly evident through numerous models of organisational behaviour which utilise it (Doran, Stone, Brief, Arthur & George, 1991). For example, Mobley, Griffith, Hand and Meglino (1979) proposed that intent to quit was the antecedent of actual turnover; their study concluded that job satisfaction was a primary determinant of turnover intention. Furthermore, many studies have been related to the strong belief that turnover is conceptualised as a psychological response as it is an individual choice behaviour pattern (Lum, Kervin, Clark, Reid & Sirola, 1998). For the purpose of this research study, the focus would be on why employees, specifically in the recruitment industry quit organisations.

Furthermore, historically Maslow (1954) in his need hierarchy theory of motivation introduced the concept of social needs. Jha (2010) noted that studies have found social support to play an important role in mitigating intentions to quit. Moore (2002) observed that social support from supervisors reduced their burnout levels, and this effect, indirectly diminished their turnover intentions.

In his 1987 work, Schneider introduced what he termed a "framework for understanding the etiology of organisational behaviour" (Schneider, 1987, p. 437). His framework highlights that an Attraction-Selection-Attrition (ASA) cycle occurs in organisations, and this assists in the creation that is a function of the employees contained in the organisations. Schneider (1987) noted that in terms of the ASA framework, the focus is on the organisation, which is the centrality for human activity. The researcher proposed that this level of analysis would have implications for identifying factors that relate to turnover from an organisational perspective rather than individual perspective.

More recent models such as the voluntary turnover model of Greenberg and Baron (1997) suggested that there are a various elements relating to individuals, their jobs and economic can be contributors to an individual's decision to change jobs and organisations. This model suggested that job dissatisfaction may lead to thoughts about quitting resulting which may relate to the employee exploring other job options, which in turn may lead to intentions of either staying or leaving the job which may translate into action. Furthermore, Maertz and Campion (2004) identified eight motivational forces of attachment and withdrawal, which they suggested would help to understand withdrawal behaviour, which comprised of affective (current affective response to the organisation), contractual (psychological contract obligation

to the organisation and violations of contract), constituent (commitment to people or groups in the organisation), alternative (perceived alternative to the current job), calculative (anticipated future satisfaction associated with continual organisational membership), normative (pressures to stay or leave an organisation derived from the expectation of others), behavioural (behavioural commitment to the organisation), moral (moral / ethical values about quitting).

Within a South African context Swarts and Du Plessis (2007) highlighted that quite a high percentage (46.48%) of expatriate managers indicated their intention to quit a foreign assignment. Appollis (2010, p. 47) noted that “this percentage is quite high, but coincides with expatriate failure rates published in international and South African literature”. Undoubtedly employees can be an asset to the organisations success, however high attrition rate is undesirable. For example the voluntary nature of a good employee leaving an organisation could be detrimental to the organisational growth and productivity. If the recruitment industry wants to ensure higher levels of retention rates and a reduction of turnover intentions a criticality for this industry would be to have a greater understanding of those factors that acts as a trigger to turnover intentions amongst their employees. The goal of the research is to help create an understanding of turnover behaviour and assist the recruitment industry in reducing the intention to quit. Now that an understanding has been created about turnover intentions and the intention to quit, the next section focused on definitions in this area.

### **3.5.2 Defining Turnover Intentions**

The majority of employee turnover could affect organisation’s survival due to factors relating to financial implications. For example, Gerhardt (2009, p. 1) indicated “employers

have a need to keep employees from leaving and going to work for other companies. This is true because of the great costs associated with hiring and retraining new employees". Jex (2002) noted that turnover has a large financial impact on organisations because employee turnover results in having to go through the process of recruiting, selecting, training, and socializing replacement employees. Further, to this Jha (2010, p. 1) noted that "employee turnover has an impact over the organisation's costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job". In addition, "it results in understaffing which in turn lead to decreased effectiveness and productivity of the remaining staff" (Jha, 2010, p. 1). Turnover intention is of great concern to any institution as it has been found to predict actual turnover (Trimble, 2006). It can be problematic, as it reduces the effectiveness. Hence, it serves the best interest of organisation's to reduce turnover, which is why this study raised awareness on this important construct.

In terms of further definitions Tett and Meyer (1993, p. 2) noted that turnover intention is often measured in relation to a particular timeframe and refers to a "conscious and deliberate willfulness to leave the organisation". In addition, Watrous, Huffman and Pritchard (2006) noted that the word "intention" is the main determinant of the actual quitting behaviour. When applying this concept in the issue turnover, "it seems to be sensible to consider turnover intention as a possible precursor for actual voluntary turnover" (Lok, 2011, p. 15). Vandenberg and Nelson (1999, p. 1315) noted that "turnover intentions refer to individuals' own estimated probability (subjective) that they are permanently leaving the organisation at some point in the near future". Furthermore, additional literature on turnover has noted the voluntary or involuntary nature which in either case results in employees leaving an organisation and their work (e.g. Campion, 1991).

One of outcome variables in this study is turnover and based on the definitions thus far the intention to quit can be defined as a voluntary intention by an individual to quit the organisation and does not refer to the involuntary aspect (e.g. death, retrenchment, retirement, etcetera). Turnover intention may be defined as the individual's intention to voluntarily quit the organisation. Farrel and Rusbult (1992) defined turnover as a job movement which occurs within and crosses organisational boundaries, and acknowledged that a variety of cognitive activities occur that precedes the turnover. Oehley (2007) stated that turnover refers to the actual movement of employees across the boundaries of membership of the organisation.

Since data on employees who quit voluntarily is difficult to obtain, researchers often focus their attention towards determinants of turnover. A study by Cotton and Tuttle (1986) noted that intention to quit or turnover intention has predictor value for the actual behaviour associated with turnover. Researchers have compiled a series of processes which comprises of the turnover intention such as, thoughts of quitting search intentions, intention to quit, and during this phase, the thought of exiting the organisation is actualised (e.g. Mobley, 1982).

However research has notably indicated that all employees are unlikely to quit despite being dissatisfied with their jobs, this is observed to be situational e.g. in situations where unemployment is high and the lack of job availability, hence the cost associated with quitting is high (Peerbhai, 2006). Ram and Prabhakar (2010, p. 44) noted that a "shorter term option for individuals with lesser job mobility is resultant psychological withdrawal, such as thinking about quitting". Several investigations have recently indicated that psychological



variables may be useful for improving understanding of turnover intentions and job satisfaction (e.g. Larwood, Wright, Desrochers & Dahir, 1998).

Another interesting perspective on intention to quit was highlighted by Appollis (2010), in which the intention to quit was linked to forces for change which are mainly environmental and external forces. Gibson, Ivancevich and Donnelly (1994) noted that environmental forces are beyond management control and comprise of areas such as economic shocks, competition, world politics, etcetera whereas internal forces comprise of forces that occur inside the organisation and tend to be within control of management such as workforce and technology. Appollis (2010) noted that these factors could probably explain why employees leave organisations which have profound effect on the world of work.

Hence, Udechukwu and Mujtaba (2007) noted that the concept of voluntary turnover can be further understood only when it is accepted as a combination of social, economic, and psychological processes which results in the behaviour occurring. In addition, the multistage nature of the turnover suggests that it includes attitudinal, decisional, and behavioural components are involved (Jha, 2010).

Mazzola (2006) stated that to get a measure of how many employees quit, one can simply measure how many people leave the organisation (i.e. turnover), but there are methods which may be more advantageous. Blau (1993) developed a scale in which he distinguished among three types of search behaviours: preparatory, active, and general. Blau (1993) found that the active measure has the strongest relationship to turnover and accounted for the most variance in turnover among the three search facets he proposed. This is understandable as active measures would be closely associated with the actual turnover behaviour. In addition,

literature has revealed that employees who display the intention to quit behaviour or tendencies are more likely to display behaviours associated with psychological detachment, lower level of motivation and unwillingness to offer effective contribution to the organisation due to disengagement (e.g. Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001).

Hence, the researcher reviewed existing literature on employee's intention to quit in order to develop a holistic approach to turnover and for the recruitment industry to develop adequate planning to prevent employee's intention to quit. Dole and Schroeder (2001) examined the relationship between job satisfaction, personality, and turnover intention and the results of their study indicated a lack of a significant relationship between personality and satisfaction and turnover intention, although the results demonstrated a significant negative relationship between satisfaction and turnover. Thus "whereas no single factor can be attributed to turnover intentions, it is advisable to take a holistic approach towards handling employee turnover issue in any organisation" (Jha, 2010, p. 13).

With regards to reducing the intention to quit and in an attempt to retain talent Oehley (2007) noted that several approaches can be taken such as providing employees with challenging work, consideration of the employees relationship with line management as Oehley (2007) noted that the line manager is an important enabler in ensuring employee commitment, and ensuring effective remuneration and reward is implemented, ensuring work life balance.

Within the South African context Appollis (2010, p. 23) examined the relationship between job satisfaction, intention to quit, and psychological capital within the Western Cape tourism industry and defined turnover intention as the "employee's decision to leave an organisation voluntarily". Boshoff, Van Wyk, Hoole and Owen (2002) defined intention to quit in

reference to the strength of the viewpoint of the individual to not remain with their employer. Hence, turnover intention may be defined as the individual's intention to voluntarily quit the organisation. Interestingly (Mitchel & Braddock, 1994) noted that the majority of turnover occurs in the duration of the first year after recruitment. In addition, Larson and Lukins (1999) noted that employees formally employed by the organisation are less likely to display tendencies towards intention to quit in comparison to those informally employed. Thus, the current study attempted to raise awareness of turnover intention as proactive measures can be developed by the recruitment industry to reduce turnover intentions. Therefore, the necessity arises for managers to proactively take initiatives to reassure employees through the creation of developmental opportunities which would contribute to an increase need amongst employ to remain with the organisation.

Robbins, Odendaal and Roodt (2003) stated that turnover is increasing costs in advertising for staff, and in recruiting, selection and training, which causes disruptions and hinders organisational effectiveness. The literature review above has noted that there are many antecedents to turnover and this has resulted in the researcher further examining the intention to quit variable to ensure that further understanding can be created in literature. Lane (2007) noted that it is clear that the turnover intention as a construct is one that every organisation would need to monitor, as they are prevalent and pervasive. The researcher noted obtaining knowledge on the constructs proposed for this research can allow management to generate interventions to prevent turnover or at least reduce the intention to quit and reduce the financial implications of turnover.

Hence, turnover intention is a complicated process which involves various thoughts, actions and behaviours and may also be influenced by internal and external factors such as the

organisations remuneration system, the economic situation of the company, job dissatisfaction, etcetera. Therefore, it is noted that the organisation can utilise proactive methods to reduce turnover intentions, through increased awareness of principles related to turnover intentions e.g. understanding what determines and underlies the turnover intentions to ensure effective retention of employees. The next section examined the last work related outcome of this study, namely in-role performance.

### **3.6 In-Role Performance**

Since the very beginning of organisational behaviour studies “a clear relationship between positive feelings of employees and their performance has been recognised” (Luthans, 2002a, p. 57). The researcher integrated these principles of positive organisational behaviour into the research by creating an understanding of how the application and experience of positively oriented strengths can be effectively managed for performance improvement that benefits management in the recruitment industry. This review of literature begins by creating an understanding of two areas of the performance measurement process, namely defining and understanding job performance and its measurement.

All organisations are target driven regardless of the industry with objectives of improving productivity, performance and their competitiveness in the market place. Managers of organisations, despite the nature of the work, should consider employees’ needs and work towards establishing measures directed towards performance improvement. Overall, for South African organisations to become more competitive in the global environment, South African organisations should adopt approaches that facilitate performance or to better understand performance measures.

On the basis of the current literature review, the researcher finds reasonability in formulating the argument that positive organisational psychology tends to relate positively with desirable organisational outcomes (e.g., in-role performance). In other words, the enhancement of positivity in the work environment is often associated with an increase of organisational benefits. The next section examines the performance measurement process.

### **3.6.1 Understanding Performance Measurement**

The researcher begins the discussion by briefly examining the meaning of performance measurement. Corvellec (1995) noted that the topic of performance is not simplistic. Viswesvaran and Ones (2000) referred to work performance as engagement of employees in measurable behaviours, actions and outcomes actions which relates and contributes to organisational goals. An essential feature of performance measurement process is the analysis of tasks or organisational effort through comparison of data related to the actual outcome to what was planned (Wholey & Hatry, 1992). In addition, Neely, Gregory and Platts (1995) highlighted that the performance measurement process refers to the quantification of the actions efficiency and effectiveness in alignment to established metrics. Hatry, van Houten, Plantz and Taylor (1996) in their definition of performance measurement noted the monitoring nature of the concept and stated it refers to data collection, reporting, tracking work and the results achieved. Hence, performance measurement is utilised for the development of information pertaining to certain activities through the use of selected quantitative measures of capacities, processes, and outcomes (Hatry, Fall, Singer & Liner, 1990).

Research has noted that for organisational effectiveness there needs to be not only effective leadership, but also organisational performance would suffer in direct proportion due to the

neglect of this (e.g. Ristow, Amos & Staude, 1999). The reason the researcher decided to focus on performance measurement as it forms an important area of the management process to ensure effective control over work outputs.

Initially, performance measurement was noted to be an important requirement of a cybernetic model. The cybernetic model relates to the control processes, “the processes by which managers assure that resources are obtained and used effectively and efficiently in the accomplishment of the organisations goals” (Anthony, 1965, p. 17). Simons (1995) noted the implicit relationship of performance measurements as a ‘diagnostic control systems’, which is utilised as an established feedback process or system to control organisational outcomes and correct deviations from pre-established performance standards.

Later research indicated that Otley (1999) introduced the holistic view which derived from the cybernetic approach. Otley (1999) referred to a designed framework for performance management which transcends performance measurement and is characterised by four criteria’s namely; stakeholders interests determine the organisational key objectives, strategies and plans are adopted as well as the processes and activities required are identified, performance is measured and rewarded, and feedback is provided. Henri (2004) noted that the last criteria emphasises a learning approach as it provides opportunities to ensure revision of ineffective strategies and development of new ones.

From another perspective, Motowidlo, Borman and Schmit (1997) noted that instead of focusing on purely the behaviours of job performance, it is also necessary to focus on the evaluative aspect of job performance. However, Motowidlo et al. (1997) noted it is still important to note that job performance refers to behaviours and not purely results. Newman,

Kinney and Farr (2004) highlighted that the focus on the evaluative aspect of performance is related to key methods for job performance measures such as performance ratings from supervisors and peers. Cook (2008) noted that this view is in contrast to the strict behavioural definitions of job performance.

Ofoegbu and Joseph (2013) noted that a typical assumption of the constituents of individual work performance would differ based on the job, and this has resulted in numerous measures of work performance being utilised. Importantly, Ofoegbu and Joseph (2013, p. 2) noted that the “assessment of individual work performance has primarily focused either on objective measures of work productivity (such as the number of days absent, counts of specified acts, or output maintained in organisational records) or on subjective judgments of quantity and quality of work from the employee him-or herself peers, or supervisors”. In fact, Youssef and Luthans (2007) suggested that an important challenge in organisational research and practice is related to conceptualising, operationalising, and job performance measurement. Various researchers have indicated these problems outlined results in difficulties in establishing consistent testing of theory-driven hypotheses (Barrick & Mount, 1991; Schmidt & Hunter, 2000).

Hayward (2005, p. 11) noted that the “performance measurement system employed in an organisation must therefore measure the performance of all assets including the human ones”. Hence, understanding performance measures within a multicultural context like South Africa would contribute to building on current and existing research on how organisations can better manage their employees and increase performance. Now that an understanding has been created of performance measurements, the researcher examines the definition of in-role performance and its relation to the proposed conceptual model.

### **3.6.2 Defining In-Role Performance**

Task performance has consistently mentioned in various frameworks as an important aspect of individual work related performance (Koopmans, Bernaads, Hildebrandt, Schaufeli, de Vet & Van der Beek, 2011). Koopmans et al. (2011) further noted that there are various other names used for task performance such as job-specific task proficiency, technical proficiency, or in-role performance.

Voluminous literature highlights issues pertaining to and underlying job performance, a literature review indicated that “for some time the only behaviours that received attention in the research literature and by organisations were those behaviours associated with the production of a good or the provision of a service, namely task performance” (Rotundo, 2002, p. 3). Earlier, research by Borman and Motowidlo (1993, p. 73) noted “task performance is the proficiency with which job incumbents perform activities that are formally recognised as part of their jobs; activities that contribute to the organisation’s technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services”. This definition is similar to Motowidlo and Van Scatter (1994) in which they defined in-role performance as those officially required outcomes and behaviours that directly serve the goals of the organisation.

To help with the identification of the activities underlying changes in job performance, Murphy (1989) differentiated between a transition stage (newcomers to a job and encounter new tasks) as well as a maintenance stage (the acquiring or learning of knowledge and skills for job performance to ensure easier task completion). They noted that these stages would influence performance as cognitive ability is especially relevant during the transition stage,



whereas during the maintenance stage dispositional factors are important such as (motivation, interests, values).

Furthermore, Campbell (1990) proposed a hierarchical model of eight performance factors, however, it was further proposed that from this model there are five factors which refer to task performance comprising of job-specific task proficiency, non-job-specific task proficiency, written and oral communication proficiency, supervision in the case of a supervisory or leadership position and partial management or administration. Johnson and Meade (2010) noted that although it is generally accepted that multidimensional conceptions of performance are appropriate when conducting research, for decision making in organisations, a uni-dimensional or composite criteria is preferred.

Sonnentag and Frese (2002, p. 8) noted a multi-dimensional approach in understanding task performance focused in which differentiation can be made among three different perspectives namely; “(1) an individual differences perspective which searches for individual characteristics (e.g., general mental ability, personality) as sources for variation in performance, (2) a situational perspective which focuses on situational aspects as facilitators and impediments for performance, and (3) a performance regulation perspective which describes the performance process”. Sonnentag and Frese (2002, p. 8) noted “these perspectives are not mutually exclusive but approach the performance phenomenon from different views which also tends to complement each another”.

Murphy (1989) defined task performance as task accomplishment related to the individuals’ job description. Hence, in-role performance, also known as “task performance, involves job

specific behaviours that are directly or indirectly related to the organisation's mission and are the behaviours normally found in an individual's job description" (Bergeron, 2007, 1078).

However, Rotundo (2002) noted the problematic nature of restricting a definition of task performance or any aspect of job performance, to reflect only those behaviours described in a job description, as jobs tend to differ considerably in different organisation which hinders or effects the prospects of comparing performance across organisations. Furthermore, Rotundo (2002) noted the constantly changing nature of jobs and lack of consistent updating of job descriptions based on these changes, resulting in performance measurement aligned to job descriptions often being inaccurate. Based on these arguments, Rotundo (2002) recommended that the definition of task performance should refer to the actions and behaviours that either directly or indirectly contributes to the goods production or the provision of a service.

Additionally another critique related to in-role performance measurement is the static versus the dynamic nature of the construct. However, research has supported both a stable and a dynamic construct (e.g., Austin, Humphreys & Hulin, 1989). Hence, future research needs to examine the stability of performance to help determine if job performance is a stable or dynamic concept. This research attempted to address these gaps and provide further contributory information on the role of self-rating performance measures and its stability over a period of time.

As the performance of organisations influence the organisation's continual existence, it is also necessary to discuss the notion of managing in-role performance (Hailey, Farndale & Truss, 2005). According to De Lange, Fourie and Van Vuuren (2003) traditional methods of

performance management is relatively ineffective in current organisations due to the constant changes organisations encounter which impacts on areas such as the organisational structure and manner in which work is organised. Thus, the current research noted the importance of in-role performance in the recruitment process and incorporated in-role performance measures as a work related outcome to stimulate thoughts on alternative methods of establishing performance measurements.

In-role performance has interesting implications as a work related outcome in the positive psychological field of study within the recruitment industry as it encouraged positively orientated behaviour once managed appropriately. Furthermore the focus on in-role performance raises awareness of the importance of task performance to ensure selection of high performers whom would contribute to organisational success.

Harrison, Newman and Roth (2006) suggested the establishment of a broader and more integrative perspective of behavioural criteria which would offer better fit models and better predictive value in relation to in-role performance. Hence, in the context of this research in-role performance has a critical role to play in relations to the conceptual model as its relationship is examined with multiple work related outcomes. In the next section the researcher briefly highlighted empirical studies related to in-role performance.

### **3.6.3 Studies related to In-Role Performance**

In-role performance or task performance has shown to be related to various work outcomes, for example, studies conducted by Luthans, Norman, Avolio and Avey (2008) utilised three diverse samples, which indicated the positive relationship of PsyCap of employees', amongst other variables. In order to illustrate the relationship among locus of control and performance,

Bernardi (1997) conducted a study which noted a higher level of internal locus of control increased the perception that stress leads to higher levels of achievements. In addition, research has indicated that organisational commitment is positively related to job performance (e.g. Konovsky & Cropanzano, 1991).

Brown and Leigh (1996) in their study found a statistically significant relationship between job involvement and performance, however they noted the relationship was not significant when effort mediated the relationship. Hence, it is important to consider a variety of other organisational variables that may negatively affect job performance. Overall, the positive effects on in-role performance has also been demonstrated in prior research which has found that in-role performance positively influences other attitudinal and behavioural outcomes such as organisational commitment, absenteeism and turnover (e.g. Brown, 1996; Harrison & Martocchio, 1998; etcetera). Within a South African context a study by Hayward (2005) importantly noted that through linear regression analysis a positive relationship was established between performance, emotional intelligence and transactional leadership. Hence, in the context of this research task performance has a critical role to play in relations to the conceptual model (Figure 2, p. 11). Now that an understanding has been created of performance measurements, the researcher examined the stability of in-role performance over time.

#### **3.6.4 Stable versus Dynamic Nature of In-Role Performance**

Rotundo (2002, p. 48) noted that as “part of process of understanding job performance is determining whether or not an individual’s job performance changes over time or whether it remains stable from one month or year to the next month or year” and “job performance should improve with training, work experience, and mentoring/coaching”. Schmitt and Chan

(1998) noted the emphasis on the stability of job performance over time and stated that suggestion have been made that the assumed relationship between ability and performance may non-existent if performance varies over time. The results “that job performance is not stable makes the whole validation process difficult to justify” (Rotundo, 2002, p. 45).

However, Sonnentag and Frese (2002) highlighted that there is variability of individual performance over time, which reflects learning processes and other long-term changes as well as temporary changes in performance. Borman (1991) noted that the dynamic or changeable nature of performance over time as certain predictors of an employee’s behaviour, such as ability, may not be consistent throughout the employee’s tenure .

Furthermore, there is suggestion that intra-individual changes would have to be considered to account for the variability of performance over time (e.g. Ployhard & Hakel, 1998; Zickar & Slaughter, 1999). In addition, studies have shown that performance initially increases with increasing time spent in a certain job and later reaches a plateau or ceiling (e.g. Quinones, Ford & Teachout, 1995). Sonnentag and Frese (2002, p. 7) further noted that certain processes underlies performance changes with time and “during early phases of skill acquisition, performance relies largely on ‘controlled processing’, the availability of declarative knowledge and the optimal allocation of limited attentional resources, whereas later in the skill acquisition process, performance largely relies on automatic processing, procedural knowledge, and psychomotor abilities”.

Examples of studies that demonstrated the stability and dynamic or changeable nature of job performance was firstly by Landis (2001) who conducted a longitudinal study to evaluate the stability of team performance, and noted that teams who performed well at the first time

period of performance were performing the worst at the last time period of performance, vice versa. Hence, performance did not remain stable over time. The study by Ployhart and Hakel (1998) examined through a longitudinal study the stability of predictors of sales performance as well as intra-individual variability of sales commissions amongst security analysts. The results of their study indicated that in relation to the stability of performance, although sales performance increased over time not every individual's sales performance increased in the same linear manner. Research by Bolton, Neath, Bellini and Cook (1995) found support for stability of performance criteria amongst rehabilitation counselors, but noted mixed results as several performance indexes stability was a function of the length of the interval.

To conclude, Rothmann and Coetzer (2002) noted that work performance does not only relate to the competence of individuals' but also relates to other factors which can impact on work performance, such as the job characteristics, personal circumstances, and influence of organisations and teams on the individual. Thus, this is an important area that warrants further investigation to determine the stability versus the dynamic nature of performance as a function of time. Now that an understanding has been created of in-role performance, the researcher examined the theoretical foundation of the current study.

### **3.7 Theoretical Framework / Paradigm**

In all the work related outcomes discussed earlier it is important that a comprehensive theoretical framework of these work related outcomes exists. A solid theoretical framework is a prerequisite for optimal understanding of these constructs. The following discussion outlined the theoretical framework that guides this research.

### **3.7.1 Self-Determination Theory**

The current research is informed by the Self-Determination Theory (SDT) which explains human motivation and optimal functioning. The theory “posits three universal psychological needs, namely the needs for competence, autonomy, and relatedness and suggests that work climates that allow satisfaction of these needs facilitate both work engagement and psychological well-being” (Deci, Ryan, Gagné, Leone, Usunuv & Kornazheva, 2001, p. 931). The satisfaction of these three needs is said to be of utmost importance in its own right as it contributes to people’s functioning. Gagné and Vansteenkiste (2013, p. 61) outlined that “need satisfaction forms the basis for the development of more optimal forms of motivation (i.e., intrinsic motivation, internalisation) and contributes to individual differences in people’s general motivational orientation, called general causality orientations, and differences in values that also affect how we live and thrive”. In addition, “satisfaction of the three needs in a particular context is associated with more internal motivation greater well-being in that context” but “if these needs are not satisfied people’s motivation tends to become more external oriented toward rewards and punishments and their well-being declines” (Lynch, La Guardia & Ryan, 2008, p. 291).

Ryan and Deci (2001) highlighted that when these needs are satisfied the likely result is the optimisation of personal well-being and social development. Furthermore, Seligman and Csikszentmihalyi (2000, p. 10) stated that “individuals in this condition are intrinsically motivated, able to fulfil their potentialities, and able to seek out progressively greater challenges”. Seligman and Csikszentmihalyi (2000) noted the importance of considering the kinds of social contexts that support autonomy, competence, and relatedness, and those that stand in the way of personal growth in promoting well-being.

SDT principles relating to its empirical views and theoretical framework on human wellness and behaviour is similar to the positive psychological movement (Seligman & Csikszentmihalyi, 2000). Like the Self-Determination Theory, “positive psychology dissociates itself from a disease model in which the focus is on individuals’ weaknesses and the reparation of ill-being” (Van den Broeck, Vansteenkiste, Lens & De Witte, 2008, p. 3). Hence, the Self-Determination Theory is importantly linked to positive psychology.

O’Brien (2004, p. 3) noted that the basic tenet of the “SDT is that all humans are naturally active, seeking opportunities for learning and development to incorporate into a positive sense of self-identity”. The SDT further emphasised that “humans have basic psychological needs that, when fulfilled, enable them to reach some other goal” (O’Brien, 2004, p. 4). Hence, the theory has applicability to the current study as it is proposed that that SDT takes into account of individuals’ optimal functioning and attempts to promote growth rather than dysfunction.

The Self-Determination Theory is likely to have application to a multi-cultural context (Lynch, Guardia & Ryan, 2008; Sheldon, Abad & Omoile, 2009). There has been widespread arguments most of the values and goals that are most important to people are dependent on changing economic and social conditions and thus there exists huge variances from culture to culture (Baumeister & Muraven, 1996). Historically “the relative isolation of cultures from one another has allowed for a highly variegated pattern of values for living to evolve across the globe” (Ryan, Chirkov, Little, Sheldon, Timoshina & Deci, 1999, p. 1509). However, economic, political and social changes raises questions of how values and goals associated with these changes might affect the well-being of individuals within different cultures (Ryan, Chirkov, Little, Sheldon, Timoshina & Deci, 1999).



The majority of “studies of motivational processes in work organisations have been conducted in the United States, and most of the others were done in countries that also have democratic governments, privately owned companies, and a relatively strong emphasis on individualism” (Deci, Ryan, Gagné, Leone, Usunuv & Kornazheva, 2001, p. 930). They further highlighted that “this raises the question of whether the dynamics that have been highlighted by motivational theories and research are in fact applicable to other cultures with economic systems, governments, and cultural values that are different from those in the United States” (Deci, Ryan, Gagné, Leone, Usunuv & Kornazheva, 2001, p. 930). Past studies in western context has supported the notion that “autonomy-supportive work climates predict satisfaction of the intrinsic needs for competence, autonomy, and relatedness, which in turn predict task motivation and psychological adjustment on the job” (Deci, Ryan, Gagné, Leone, Usunuv & Kornazheva, 2001, p. 930). Thus, more research is required regarding the relevance of the theory to the workplace and the present study attempted to address this gap by applying the generalisability and the framework of the theory to understand the research results of a sample group which comprised of varied cultures.

If applied to the recruitment industry this theory would encourage positive psychological states to ensure the recruitment industry’s growth through a focus on employee’s growth. The researcher utilised the concept of the Self-Determination Theory by exploring how it can assist to create higher levels of positive work outcomes such as encouraging of higher level of positive work related outcomes and this would result in an improvement in the recruitment industries effectiveness.

The inherent assumption in the Self-Determination Theory is its relation to positivity related to the intrinsic need of humans to willingly self-realise self-actualise, given the right opportunity (Fineman, 2006). In relation to the current studies objective the SDT would have relevance. In addition, Appollis (2010, p. 24) stated “when employees are self-determined in their organisational role and believe they can have a positive impact in their organisation, they are more likely to apply that determination toward success in the organisation rather than waste the opportunity to be successful by leaving the organisation”. Hence, the researcher utilised the concept of the Self-Determination Theory by exploring the effects of well-being in assisting to create higher levels of happiness, fostering of positive emotionality, expanding of potential and cultivating personal growth in the workplace.

### **3.7.2 Self-Regulation Theory**

In terms of the Self-Regulation Theory (SRT) Baumeister, Heatherton and Tice (1994) noted that humans tend to have a broader range of abilities to externally control over their internal responses, processes and states. Baumeister (1999) further noted that people are able to display impulse control and adapt their behaviour to a series of standards, and adapt their current behaviours in attainment of longer term goals. Baumeister (2005) highlighted that self-regulation is a critical aspect of human adaptation and the individual is seen as ‘active agent’ and ‘decision-maker’. They further stated the Self-Regulation Theory proposed that individuals should “stay focused on the longer term goal, and complete tasks and develop skills necessary for goal attainment” (Baumgardener & Crothers, 2010, p. 155).

The current study proposed that utilisation of the Self-Regulation Theory in the recruitment industry assisted to better understand how to achieve organisational goals. For examples, these principles of self-regulations can be trained in employees to ensure that they assign

values to principles of this theory ensuring greater organisational success. The researcher proposed that the self-regulation approach has relevance to the current study as investment in longer term goals develop broader views enabling self-regulation and contributing to greater attainment of longer term organisational goals. This served to increase the competitiveness of the recruitment industry.

### **3.7.3 Expectancy Theory**

Expectancy is the belief that effort leads to performance and ultimately performance is rewarded (Nelson & Quick, 2005). In addition, from a historical perspective Vroom (1964) noted that the Expectancy Theory is based on three basic assumptions of; expectancy, instrumentality, and valence. Lunenburg (2011, p. 2) noted that “a person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and (c) the value of the rewards is highly positive (valence)”.

Expectancies are implicit judgments about how likely given behaviours are to result in attainments of goals (Carver & Scheier, 1988). Predicting the person’s behaviour from this view, requires that one takes into account both incentives and expectancies (Nelson & Quick, 2005). According to Smith and Cronje (1993) the Expectancy Theory in its general form is based on the assumption that motivation comprises of two things: how much a person wants something and what are the chances of acquiring it. According to Spector (1982) the first is a belief in personal effectiveness, that is, the individual can perform well if they make an effort. The second is that good performers get rewarded. According to Smith and Cronje (1993) in the expectancy model the assumption is that motivation leads to a certain effort and effort, individual ability and environment will lead to performance.

This theory has relevance to the recruitment industry as managers should try to increase the belief that good performance results in valued rewards. For example, this would include usage of in-role performance measures and clearly linking reward to good performance. In essence, “leaders should link directly the specific performance they desire to the rewards desired by employees” (Lunenburg, 2011, p. 4). The concept of expectancy can be effectively utilised within the recruitment industry, considering it is highly performance driven it would be positively linked to traits as displayed by the internal locus of control as well as higher levels of PsyCap would be linked to higher levels of performance outcomes.

#### **3.7.4 Conservation of Resources Theory**

The Conservation of Resource (COR) Theory leads one to expect that these positive work-related states can be considered important resources that can contribute the capacities of employees to deal with the stresses and strain of their daily work-life while still maintaining their health and well-being (Hobfoll, 2001). Naude (2010, p. 11) highlighted that “job resources refer to those physical, psychological, social, or organisational aspects of the job that either/or reduce job demands and the associated physiological and psychological costs; are functional in achieving work goals; stimulate personal growth, learning and development”. Hence, resources are important in their own right and not only relevant to deal with job demands and ensure task completion (Hobfoll, 2002).

According to the COR theory, resources are seen as playing a key role in the association between human agency and environmental stimuli (Clausen, 2009). In the work context for instance, resources affect employee health and well-being through the ability of the employee to adapt to and cope with the stresses and strains experienced in the work-situation (Hobfoll,

2002). A central claim of the COR theory is, therefore, that a fit between personal, social, economic, and environmental resources with external demands leading to a state of well-being whereas a misalignment leads to a state of distress (Hobfoll, 2002).

Hobfoll (2002) importantly posits that the resources people values are divided into four broad categories based on western notion. According to Makikangas (2007) these resources are personality characteristics of self-esteem, optimism, and sense of coherence, conditions of well-being and health, objects of socio-economic status and housing as well as energies of time, money and knowledge.

In a work context, the COR theory thus posits that employees who experience a fit between personal resources, work-related resources and demands at work would feel at ease in their jobs, whereas employees who experience a mismatch between personal resources, work-related resources and the demands at work must be expected to fare less well in their job (Naude, 2010). Hence, the COR theory has relevance for the recruitment industry and the current study as by focusing on encouraging and developing positive resources there is likely to be a decline in negative work outcomes such as employee turnover. In addition, there is likely to be increase of positive work-related states such as well-being and job satisfaction as important resources that contribute to the ability of employees to cope with work-related demands.

### **3.8 Summary**

This chapter outlined the role of various work related outcomes, specifically attitudinal outcomes, behavioural outcomes, behavioural intentions as well as in-role performance and how they have been conceptualised in literature as well as their theoretical underpinnings. In

addition, the chapter offered contributions in understanding positivity in general and, more specifically, the impact of employees' positive psychological resources in today's workplace. This chapter clearly outlined the various variables utilised in the study as well as the various theoretical framework that would contribute towards understanding the research objectives. The next chapter examined the research methodology and the research approach in conducting the research.

## **CHAPTER FOUR**

### **RESEARCH METHODOLOGY**

#### **4.1 Introduction**

This chapter outlined the research methodology utilised for the current study. The chapter outlined the research approach, research design, the sampling technique, the data collection method, the measuring instrument as well as data analysis adopted for the current research.

#### **4.2 The Research Design**

An integral part of the research process is the research design (McCall, 1994). Polit and Hungler (1999) indicated that the research design is a research outline for conducting the study to ensure effective control is established on factors which may compromise the research result validity. Burns and Grove (1999) noted that the research design assist researchers to ensure effective planning and implementation of the research study directed towards obtaining relevant research results which increases the probability of gathering information pertaining to with the reality of the situation. Hence, the research design is the researcher's overall planning process to finalise and obtain answers pertaining to the research questions, acting as a research guide.

This study utilised a quantitative longitudinal research design. Howit and Cramer (2003) noted that research of a quantitative nature involves the numerical aspects such as measuring and counting of the events as well as utilising numerical data to perform the statistical analysis. Longitudinal research was utilised as an aspect of the research design as it demonstrated relevance towards measurement of differences or changes that allows for development of stronger casual outcomes. For the purpose of this study a conceptual model has been utilised. In the research study the prospective panel design was utilised as it allowed

for data to be collected at two or more distinct periods, for those distinct periods, on the same set of cases and variables in each period.

The researcher further noted that a longitudinal study refers to a research investigation in which different time intervals are utilised to collect data to determine participant result outcomes and possibly treatments or exposures required. A longitudinal study generally tends to demonstrate subjects response which are measured on each subjects multiple times (Ployhart & Vandenberg, 2010). Hence, the research goal of the longitudinal methods is to obtain valid measures of change for descriptive and exploratory purposes. The term longitudinal method has been used in a variety of ways. Rajulton (2001) defined longitudinal research as specifically characterised by data collection at different points in time from the same unit (e.g., the same person). Hence, a longitudinal study is a correlation study that requires repeated observation of variables over a period of time.

The advantage of longitudinal research design suggests that the researcher has great flexibility in the research design and it allows for the identification of sequential patterns in the data. In this regard the variation or stability of results over time and the interaction of the variables with time to determine the influence of time over the variables interactions can be examined. Todem (2008) noted that one of the advantages of longitudinal study designs is that each subject act as their own control in terms of determining changes based on time. Another benefit of longitudinal research is that it allows the researcher to eliminate a number of competing explanations for effects observed such as the, the cohort effect (Todem, 2008).

However, longitudinal research is not without its disadvantages, as biases tend to arise due to lack of consistent follow-ups as well as inconsistent participation by subjects over time due to



participants drop out (Ployhart & Vandenberg, 2010). The main disadvantages of longitudinal designs is their costly and time-consuming nature in comparison to cross-sectional designs and the subject attrition rate is high (Todem, 2008). Hence, note is taken of the inconvenient nature of longitudinal studies as it is time consuming and expensive. Trochim and Donnelly (2008, p. 6) noted that “a longitudinal study is one that takes place over time - you have at least two (and often more) waves (distinct time when observations are made) of measurement in a longitudinal design”. They further distinguished between repeated measure and time series designs. Trochim and Donnelly (2008) noted that repeated measures refers to two or a few waves of measurements utilised whereas time series refers to many waves of measurement over a period of time. Hence, the current study utilised the repeated measure design as it employed two waves of measurements.

The reason for utilising the longitudinal research is to describe patterns of change, to establish the direction as well as amount of causal relationships. Hence, longitudinal information demonstrates relevance due to its effectiveness in establishing causal relationship in terms of human behaviour. Thus, due to the complexity of social processes, longitudinal research design serves to establish and trace growth patterns, measure changes, and determine causal interpretation which lends itself to more accurate interpretation of data. The longitudinal research for the current study occurred in two time administration Time 1 and Time 2 with a six month time lag.

### **4.3 Research Approach**

In this section the research describes information relating to the sampling design, population group, the measuring instruments used as well as the research procedure used.

#### **4.3.1 Sampling Design**

The sampling design that the researcher utilised in the study was the probability sampling design. Blair (2009) defined probability sampling as a procedure in which each population member has a non-zero chance of inclusion and sample members are drawn with a random selection method. The researcher utilised the systematic sampling technique. Systematic sampling is part of the basic probability sampling design. Blair (2009) defined systematic sampling as a simplified selection method. Hence, the researcher has selected a sampling method which allowed the researcher to select the units (e.g. people, organisation) from the population so that by studying the sample the researcher could fairly generalise the results back to the population from which the sample was chosen.

#### **4.3.2 Research Participants**

The population group was selected from an emerging recruitment company that has been in operation for approximately nine years and operating in four different geographic locations in South Africa. The sample population initially comprised of 425 employees of which 190 employees were in middle management based at supervisory level and 235 employees were at middle management based at specialist levels. The reason for selection of employees in the middle management levels was to ensure contribution of literature in understanding the effects of the proposed constructs on individuals working in more supervisory orientated categories of employment.

Table 1

*Characteristics of Time 1 Participants (N=425) and Time 2 Participants (N=190)*

Item	Category	Frequency		Percentage	
		Time 1	Time 2	Time 1	Time 2
<b>Age</b>	Less than 25	10	1	2.4	0.5
	25 - 35	209	71	49.2	37.4
	36 - 45	197	112	46.4	58.9
	46 - 55	8	5	1.9	2.6
	56+	1	1	0.2	0.5
<b>Race</b>	African	245	114	57.6	60.0
	Indian	98	39	23.1	20.5
	White	34	19	8.0	10.0
	Coloured	48	18	11.3	9.5
<b>Tenure</b>	1 - 5 years	226	61	53.2	32.1
	6 - 10 years	199	129	46.8	67.9
<b>Gender</b>	Male	139	64	32.7	33.7
	Female	286	126	67.3	66.3

The majority of the population group in Time 1 was between the ages of 25-35 years (49.2%), belonged to the African race group (57.6%), had 1-5 years of tenure (53.2%) and where female (67.3 %). Hence, the population group is dominated by African females between the age group of 25-35 years with shorter years of tenure (1-5 years). In relation to Time 2, the majority of the population group was between the ages of 36-45 (58.9%), belonged to the African race group (60%), and had 6-10 years of tenure (67.9%) and where female (66.3 %). Hence, the Time 2 population group is dominated by African females with longer years of tenure.

#### 4.3.3 Measuring Instruments

A survey design was used with a quantitative orientation. This design allows questions to be put to a representative sample and have quantitative information drawn from it (Louw & Edwards, 1997). Gomm (2004) noted questionnaires put distance between the respondent and researcher, therefore making it more likely that respondents would disclose information that

is potentially embarrassing or sensitive to them. The research instrument was chosen on the basis of its ability to generate the desired data, for the study. The following questionnaires were administered:

**Biographical Questionnaire** - This questionnaire was designed by the researcher to gather relevant information from the subjects on their age, gender, race, tenure, and qualifications.

**The Work Locus of Control** - The Work Locus of Control (WLOC) scale (Spector, 1988) comprised of sixteen items in a likert scale format with response categories ranging from 1 (disagree very much) to 5 (agree very much). A sample items included 'A job is what you make of it' (Spector, 1988). The validity of the questionnaire has been demonstrated with the WLOC scale and locus of control measures as well as organisational variables (e.g. Hoffman, Trusty & Trimble, 1996; Spector, 1988). Spector (1988) reported reliability coefficient alphas ranging from 0.75 to 0.85 for the instrument. Within a South African setting it is noted that a study by Bosman, Buitendach and Rothman (2005) reported a Cronbach alpha of 0.85. Furthermore, Rothmann and Van Rensburg (2002) demonstrated a Cronbach alpha of 0.70 for the WLOC scale. The research of Botha and Pienaar (2006) delivered a Cronbach alpha of 0.73 for external work locus of control and 0.73 for internal work locus of control.

**The Psychological Capital Questionnaire 24** - The 24-item Psychological CQ is published in Luthans, Youssef and Avolio (2007, p. 237-238) study and example of sample items for each subscale include self-efficacy ('I feel confident representing my work area in meetings with management'), hope ('At the present time I am energetically pursuing my goals'), resilience ('I usually take stressful things at work in stride') and optimism ('I am optimistic

about what will happen to me in the future as it pertains to work'). The questionnaire followed a likert type format with twenty four questions ranging from 1 (strongly disagree) to 6 (strongly agree) and the emphasis in the instruction to the participants is to provide responses based on 'how you may think about yourself right now'. The PCQ has demonstrated acceptable psychometric properties as well as support of its construct validity (Luthans, Avolio, Avey & Norman, 2007). In the South African sample groups using the PCQ, Herbert (2011) found the Cronbach alpha reliabilities for self-efficacy, hope, resilience and optimism, to be 0.83, 0.81, 0.69 and 0.67 respectively. Pillay (2012) noted that the PCQ24 had a reliability  $> 0.70$ . A study conducted by Du Plessis and Barkhuizen (2012) in South Africa found the reliability coefficients of the four subscales to range from 0.77 to 0.86.

**The Oxford Happiness Questionnaire** - The Oxford Happiness Questionnaire (OHQ) by Hills and Argyle (2002) is concerned with measuring personal happiness. The format of the test is in a likert type scale with 29 items which is in a 6 point scale. Scoring of the test produces from eight to forty eight and higher scores are indicative of higher levels of happiness. A sample item 'I am intensely interested in other people'. The OHQ according to Hills and Argyle (2002) contains twenty items of the Oxford Happiness Inventory (OHI) and as well as an additional nine items. Hills and Argyle (2002) reported the OHQ has acceptably psychometric properties with other self-report scales of human strengths, subjective well-being, and personality traits. The OHQ demonstrates high scale reliability with reported reliability coefficient alpha of 0.91. Further studies by Singh and Khan (2013) utilising the OHQ reported a Cronbach alpha coefficient of 0.92 and a study by Boroujeni, Asadi and Tabatabaie (2012) in their study found a Cronbach alpha coefficient of 0.93 for the OHQ.

**The Revised Minnesota Satisfaction Questionnaire** - The Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss, Dawis, England and Lofquist (1967) to determine the job satisfaction and dissatisfaction of participants. The questionnaire format is a twenty item likert type scale. The scales range from 1 (very dissatisfied) and 5 (very satisfied). The MSQ measures extrinsic and intrinsic job satisfactions, and participants are requested to rate how they feel about each statement in relation to satisfaction and dissatisfaction. In addition, the items relating to extrinsic job satisfaction include 'The competence of my supervisor in making a decision' and intrinsic job satisfaction comprised of items such as 'The chance to work alone on the job'. In terms of the Cronbach alpha coefficients "range from 0.87 to 0.95, which supports the internal consistency of the scale" (Labuschagne, Bosman & Buitendach, 2005, p. 29). A South African study conducted by Buitendach and Rothmann (2009), found the Cronbach alpha reliability for the two subscales (intrinsic and extrinsic) job satisfaction presented with adequate level of internal consistency, falling well above the 0.70 level, with Cronbach alpha coefficients of 0.79 and 0.82, respectively. In addition, Buitendach and Rothmann (2009) noted an overall Cronbach alpha coefficient of 0.86 for the MSQ scale.

**The Organisational Citizenship Behaviour Checklist** - The original Organisational Citizenship Behaviour Checklist (OCBC) was a 42 item instrument designed to assess the frequency of extra-role behaviours performed by employees. Thereafter, it has been reviewed and subsequently shortened to a 36 items and then to a 20 item scale (Fox, Spector, Goh, Bruursema & Kessler, 2009). The current study utilised the 20 item likert format of the OCBC which is designed to measure organisational citizenship behaviour. Participants are required to respond on the basis of the frequency they perform behaviour by themselves which is directed towards the organisation (OCBO) and how frequently they perform

behaviour by themselves which is directed towards their peers (OCBP). In addition, examples of items reflecting OCBO is 'Helped a new employee get orientated to the job' and OCBP 'Went out of the way to give co-worker encouragement or express appreciation'. Fox et al. (2009) reported Cronbach alpha coefficients for the 20-item version of the OCBC of 0.89 and 0.94 for two self-report samples, and 0.94 for a co-worker sample (co-workers reporting on the target employee). Internal consistency reliability (Cronbach alpha coefficient) was found to be 0.97 for the total scale (Fox et al., 2009). In relation to the initial 42 item OCBC high internal consistency reliability was established with a Cronbach alpha coefficient for the total scale of 0.97 and 0.92 for the OCBO construct as well as 0.91 for the OCBP construct (Fox et al., 2009).

**Intention to Quit Questionnaire** – The Intention to Quit (ITQ) questionnaire items were adopted from Lance (1988) and Khatri, Fern and Budhwar (2001) to measure participants intention to quit their job. The format of the questionnaire is likert type and comprises of three questions on a five point scale with 1 (strongly disagree) and 5 (strongly agree). The items are 'I intend to leave the organisation', 'I intent to make a genuine effort to find another job over the next few months', 'I often think about quitting' (Lance, 1988; Khatri, Fern & Budhwar, 2001). The Cronbach alpha coefficient for the intention to quit scale based on Yücel (2012) study was 0.85.

**Employee Performance Measure (Self-Report Version)** - The items on the Employee Performance Measure (EPM) survey was designed by Heilman, Block and Lucas (1992) to provide a measure of self-rated employee performance. The questionnaire is presented in a likert type format with five items and has a nine point scale with 1 (not at all competent) and 9 (very competent) for items 1, 2 and 4. Furthermore, for items 3 and 5, 1 represents very low

quantity and 9 represents very high quantity. Some of the sample items are ‘All in all, how competent do you perform your job?’, ‘In your estimation, how effectively do you get your work done? In addition, Hodges (2010) noted that the reliability of the scale was good with a reported Cronbach alpha coefficient  $> 0.70$ .

#### **4.3.4 Research Procedure**

Approval for this study was obtained from the Chief Executive Officer (CEO) of the organisation. Participating employees were required to sign consent forms. Participants were informed about the voluntary nature of participation and assured of confidentiality in the handling of data. The self-administered questionnaires were distributed (to be returned anonymously). This occurred in two separate timeframes: the first time was between April 2012 (Time 1), and the second time was October 2012 (Time 2). The questionnaires were distributed through an appointed personnel who was willing to assist as well as distributed through electronic mail, and they were collected within a few weeks. The subjects were informed about the aims and the objectives of the study. The next section examined the statistical analysis process of this research.

#### **4.4. Statistical Analysis**

This section can be described as the analysis of the data. All data was collected and then analysed. The data obtained from the questionnaire was captured on a Microsoft Excel 2007 spread sheet and processed using a Statistical Package for Social Sciences version 21.0 (IBM SPSS Inc., 2012) and AMOS (Arbuckle, 2003). In addition, Package Process Procedures Release for SPSS 2.10 (Hayes, 2013) was utilised for the mediation analysis. The results of the statistical analysis were generated on the basis of the use of structural equation models,



descriptive and inferential statistic. Next, the researcher creates an understanding of the structure equation model.

#### **4.4.1 Structural Equation Modelling**

The current study represented the statistical analysis through the Structural Equation Model (SEM). Fox (2002, p. 1) defined SEM's as "close to the kind of informal thinking about causal relationships that common in social-science theorising, and that, therefore, these models facilitate translating such theories into data analysis". Hence, SEM is a statistical versatile tool that is often utilised in the social sciences. Lei and Wu (2007) noted that the goal of SEM is to determine whether the data collected for a hypothesised theoretical model is consistent to reflect this theory. The "consistency is evaluated through model-data fit, which indicates the extent to which the postulated network of relations among variables is plausible" (Lei & Wu, 2007, p. 34). However, MacCallum and Austin (2000, p. 211-212), noted that "even in a well-designed study where analyses are conducted properly, conclusions may be limited to the particular sample, variables, and time frame represented by the design". In addition, most researchers recognises that SEM is likely to be subjected to "sampling or selection effects", however, "most researchers are familiar with the notion of sampling effects" and "such effects are taken into account via sampling procedures and the use of inferential statistics" (MacCallum & Austin, 2000, p. 212). In terms of the current study the structural equation modelling was utilised through the AMOS program (Arbuckle, 2003). SEM was utilised to determine confirmatory factor analysis as well as model fit of the proposed model to data. The next sections discussed confirmatory factor analysis as well as model fit data in relation to SEM.

#### **4.4.1.1 Confirmatory Factor Analysis**

Firstly the researcher conducted two Confirmatory Factor Analyses (CFA) with structural equation modelling utilising SEM, utilising AMOS (Arbuckle, 2003) to determine the factor structure of PsyCap and OCBC and the model fit of these constructs as there is limited research available on these construct in a South African context. It is noted that confirmatory factor analysis is often utilised to determine the factor structure of the dataset. Suhr (n.d., p. 1) noted that CFA “is a statistical technique used to verify the factor structure of a set of observed variables” and “allows the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists”. In addition, Hurley, Scandura, Schriesheim, Brannick, Seers, Vandenburg and Williams (1997, p. 667) noted that “CFA is often used in data analysis to examine the expected causal connections between variables”. So the technique does not assign variables to factors, instead the researcher must be able to make this assignment before any results can be obtained. SEM is then applied to test the extent to which the pattern of factor loadings represents the actual data.

#### **4.4.1.2 Model Fit**

AMOS (Arbuckle, 2003) introduced the chi-square test for goodness of fit and elaborates on the concept of degrees of freedom. The chi-square test evaluates if the model is a good fit for data and “the extent to which data was incompatible with the hypothesis” (Arbuckle, 2007, p. 32). In addition, Hu and Bentler (1998, p. 426) noted that “conventional overall test of fit in covariance structure analysis assesses the magnitude of discrepancy between the sample and fitted covariance matrices”. The ideal situation is to have a  $p < 0.05$ . The CMIN/DF also known relative as the chi-square or normed chi-square measures the fit of a model in confirmatory factor analysis; a value of close to 1 is desired. A value greater than 5 is an indication of an inadequate model (Schumacker & Lomax, 2004).

The Root Mean Square Residual (RMR) “is the square root of the average squared amount by which the sample variances and covariance’s differ from their estimates obtained under the assumption that your model is correct” (Marion, Gilley & Gilley, 2009, p. 6). The closer the value is to 0, the better model. It is mostly used to compare models. The model with a lowest RMR was the best model.

The Goodness of Fit Index (GFI) indicates the relative amount of variance and co-variance in the sample predicted by the estimated population (Tabachnick & Fidell, 2007). In addition, Arnold and Emerson (2011, p. 34) noted that the “goodness-of-fit tests are used to assess whether data are consistent with a hypothesised null distribution”. The GFI should be close to 1 and takes values between 0 and 1 inclusive. A value greater than 0.90 is an indication of good model fit with the data. The Adjusted Goodness of Fit Index (AGFI) “adjusts the GFI by a ratio of the degrees of freedom used in a model to the total degrees of freedom available” (Diefenbach, 2011, p. 110). The AGFI has an upper limit of 1 (which indicates a good model fit). According to Hu and Bentler (1998) both these values are classified as absolute values, because they compare the hypothesised model with no model at all.

The Normed Fit Index (NFI) is used to measure global model fit, giving indication of the extent to which the hypothesised model compares with more restricted model where relationships between variables are zero, in other words a perfectly independent model. Tucker and Lewis (1973) noted that the Tucker-Lewis Index (TLI) is a relative measure of co-variation explained by the model which has been hypothesised and specifically developed for the assessment of factor models. Brown (2006, p. 85) stated that the TLI is another comparative fit index that “includes a penalty function for adding freely estimated

parameters”. According to Marsh, Balla and McDonald (1988) the TFI is relatively independent of sample size. The Comparative Fit Index (CFI) also “compares the hypothesised and independent models but takes sample size into account” (Labuschagne et al., 2005, p. 12). Overall the NFI, TLI, and CFI should be close to 1 or above the 0.90 level to be acceptable (Bentler, 1990). The Root Mean Square Error of Approximation (RMSEA) addresses problems associated with the sample size. The RMSEA according to Browne and Cudeck (1993), provides an indication of the “overall amount of error in the hypothesised model data fit, relative to the number of complexity in the model” (Labuschagne et al., 2005, p.12-13). The RMSEA value should be 0.05 or less to ensure a good model fit. In addition, the “use of confidence intervals and tests of PClose can help understand the sampling error in the RMSEA” (Kenny, 2012, p. 7). The PClose estimates the p-value for the null hypothesis that RMSEA is less than 0.05 in the population. The next section focused attention on the descriptive statistics utilised for the current research.

#### **4.4.2 Descriptive Statistics**

According to Sekaran (2003) descriptive statistics take account of the data by analysing frequencies, measures of central tendency and variability, as well as the Cronbach alpha coefficient which aided the researcher in providing a description of the data. The descriptive statistics was utilised to describe the distribution of the results of the samples in relation to the constructs. The researcher followed through with a discussion on the descriptive statistic measures, below.

##### **4.4.2.1 Measures of Descriptive Statistics**

For the purpose of this research mean, standard deviations, minimum and maximum scores, kurtosis and skewness of the results were utilised to describe the distribution of scores.

The mean is a measure of central tendency and is commonly understood as representing an average of scores. According to McCall (1994, p. 55) noted that “the median, is the point that divides the distribution into two parts such that equal numbers of scores fall above and below that point”. Schweigert (2003, p. 74) noted that “in a continuous distribution, the mode is where the tallest peak (the absolute maximum) occurs”. In addition, Rosnow and Rosenthal (2002) noted that the standard deviation enables the researcher to derive conclusions about scores in the distribution.

Schweigert (2003, p. 73) stated that “the purpose of the frequency distribution is to assist the researcher with organising and summarizing the data”. According to Struwig and Stead (2001, p. 159) defined skewness and kurtosis as “skewness refers to the degree of deviation from symmetry, while kurtosis refers to how flat or peaked the distribution is”. Hence, skewness and kurtosis scores was utilised to determine the distributions normality. Tabachnick and Fidell (2007), noted that skewness and kurtosis values of smaller than 1 indicate that the distribution is normally distributed. Kline (2005) asserts that cut-off scores below three are generally accepted for skewness and scores below ten are generally accepted for kurtosis. Furthermore, the Kolmogorov-Smirnov statistics was utilised to determine normality of the distribution. Pallant (2013) noted that a non-significant value of greater than 0.05 would indicate normality. However, Pallant (2013) noted that in instances where the significance value is 0.000 this suggests a violation of assumption, which often occurs in larger samples. These descriptive statistics is relevant as they would provide a description of the distribution and provides the building blocks for further statistics.

#### **4.4.2.2 The Cronbach Alpha Coefficients**

The Cronbach alpha coefficients were utilised in order to determine the measuring instruments internal consistency and reliability. The Cronbach alpha coefficient “has the most utility for multi-item scales at the interval level of measurement” and tests internal consistency (Cooper & Schindler, 2001, p. 217). Tavakol and Dennick (2011, p. 53) noted that the Cronbach alpha coefficient measures internal consistency and “internal consistency describes the extent to which all the items in a test measure the same concept or construct and hence it is connected to the inter-relatedness of the items within the test”. In addition, Brown (2008, p. 101) noted that “Cronbach’s alpha, also known as the coefficient alpha, assesses the internal regularity of the different subordinate elements of a particular tool designed to measure similarities component elements”. Thus, Cronbach alpha coefficient is an important aspect of research statistics in relation to establishing internal consistency and reliability of measuring instruments.

#### **4.4.3 Inferential Statistics**

Inferential statistics were used to analyse the data as inferences were made about a population from a sample. Inferential statistics utilised were the Pearson momentum correlation and multiple regression analysis.

##### **4.4.3.1 Pearson Momentum Correlation**

In addition the researcher utilised the Pearson moment correlation coefficient ( $r$ ) analysis to determine the relationship between different variables. Rosnow and Rosenthal (2002) defined the Pearson coefficient correlation as the standard index of linear relationship. The Pearson coefficient correlation measures the strength of association of two variables. The Pearson moment correlation coefficient was used to determine the strength of association between all

the variables. According to Howell (2005) this is a statistical technique utilised to determine linear relationships between two variables by determining the coefficient correlation.

In the current study practically significant relationships were determined to identify “whether a relationship is large enough to be important” (Steyn, 2002, p. 10). The following guidelines were used to determine whether a relationship was practically significant; 0.3 implied a medium effect and 0.5 implied a larger effect (Cohen, 1988). With regards to the Pearson coefficient correlation values less than or equal to 0.05 are considered to be statistically significant.

#### **4.4.3.2 Multiple Regression Analysis**

A multiple regression analysis were used to determine if Work Locus of Control (WLOC) had predictor value for PsyCap. Furthermore, multiple regressions were conducted to determine whether Job Satisfaction mediated the relationship between Psychological Capital (PsyCap) and Organisational Citizenship Behaviours directed towards the organisation (OCBO). According to Leedy and Ormond (2010) multiple regressions allow researchers to examine how effectively one or more variables allow for the prediction of the value of another variable. Pallant (2013, p. 154) noted that multiple regressions “is based on correlation but allows a more sophisticated exploration of the interrelationship among a set of variables”. Hence, multiple regressions are a statistical technique that allows for the prediction of a score on one variable based on their score on another variable (Pillay, 2012). Pallant (2013, p. 155) noted that this is the most commonly utilised regression analysis and assist with knowing “how much unique variance in the dependent variable each of the independent variables explained”. In this study during the multiple regression analysis the R squared value ( $R^2$ ) was examined to determine the amount as well as the percentage of

variance of the dependent variable is explained by the independent variable. In addition, the standardised beta coefficient ( $\beta$ ) was examined to determine which variable is a predictor or a better predictor. Pallant (2011) noted significant levels of ( $p \leq 0.05$ ) for the beta coefficients. The beta coefficients were checked to determine if the prediction was statistically significant. Thus multiple regressions have important value for the current studies objectives as highlighted above.

In addition multiple regressions was utilised to determine mediation effects. According to Baron and Kenny (1986) three different steps must be fulfilled to determine mediation and to test for mediation, the beta coefficients of different regression equations must be compared. They outlined the steps as (1) the mediator should be predicted by the independent variable, (2) the dependent variable should be predicted by the mediator and the independent variable and (3) the dependent variable should be regressed on the independent variable, while controlling the mediator. Hansen (2012, p. 49) noted that “if all the steps are conducted and they prove significant and the independent variable does not predict the dependent variable while controlling the mediator, it then indicates perfect mediation”. According to Frazier, Tix and Barron (2004, p. 117) “researchers can use multiple regression analysis to examine moderator effects whether the predictor or moderator variables are categorical or continuous”.

Pallant (2011) noted that regression analysis is a technique utilised to explored relationships between continuous Dependent Variable (DV) and one or many Independent Variables (IV). Thereafter, the regression coefficient and standard error are computed to determine the relationship of the IV and DV's (Pallant, 2011). In addition, the significant levels ( $p \leq 0.05$ )



for the coefficient were analysed to determine if the predictor is statistically significant (Pallant, 2013).

Furthermore, the Sobel tests were conducted to determine if mediation was present. This test is designed to assess whether a mediating variable (Job Satisfaction) carries the effects of the IV (PsyCap) to the DV (OCBO). Pallant (2011) noted that test statistics for Sobel test is 1.32, with an associated p value of 0.18. Pallant (2011) further noted that if the observed p value does not fall below the established chronbach alpha value of 0.05, this would mean an association between the IV and DV.

#### **4.5 Ethical Considerations**

Firstly the relevant university ethics committee approved the current research study. The researcher then ensured ethical consideration of anonymity and confidentiality was followed. When questionnaires were distributed a letter was attached, which provided a complete description of the research objectives, outlined the voluntary nature of the study, and clarification was provided that the research data would be utilised for scientific research purposes. Furthermore, the researcher provided contact details of the researcher, research supervisor and the ethics committee so participants may willing communicate any concerns or misunderstandings. Importantly, the researcher ensured that a consent form was provided to all research participants as to ensure that written consent was obtained from the participants prior to proceeding with the questionnaires. A central point of collection was established which allowed the managers to feel free to timeously provide their submissions once they had completed the questionnaires.

## **4.6 Summary**

Hence, this chapter has provided an overview of the research methodology employed in the current research. This chapter also provided an understanding of the research design, research approach and the research procedures that was utilised to conduct the research. The next chapter provided the results based on the data obtained.

## **CHAPTER FIVE**

### **RESULTS**

#### **5.1 Introduction**

This chapter presents the results obtained from the statistical analysis of the data collected for Time 1 (T1) and Time 2 (T2). Descriptive statistics are interpreted by analysing means, median, mode, standard deviations, skewness and kurtosis, and tests of normality. The reliability of all scales is explored by analysing Cronbach alpha coefficients, and confirmatory factor analysis was conducted to determine which factors best fit the data. Inferential statistics are analysed to determine relationships using the Pearson momentum correlation analysis and multiple regression analysis.

#### **5.2 Confirmatory Factor Analysis**

A confirmatory factory analysis was conducted on the PsyCap instrument using maximum likelihood techniques. Appollis (2010, p. 123) noted that “previous research has shown strong factor-analytic fit for the PsyCap questionnaire across multiple samples” (e.g. Avey, Luthans & Youssef, 2008). Based on exploratory and confirmatory factor analysis and reliabilities across four diverse samples, the psychometric support for the PCQ has been established (Luthans, Avolio, Avey & Norman, 2007). Thus, the confirmatory factor analysis was conducted on the items of the Psychological Capital Questionnaire (PCQ) and Organisational Citizenship Behaviour Checklist (OCBC), to determine the number of factors inherent in the scale. Before a confirmatory factor analysis was conducted on the PsyCap scale, items 13, 20 and 23 were reverse coded.

### 5.2.1 Psychological Capital Questionnaire-24 Examination of the Factor Structure

The factor structure of the PCQ based on the research results are reflected in Table 2.

Table 2

#### *Factor Structure of PCQ*

Total Variance Explained							
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	10.633	59.075	59.075	8.006	44.478	44.478	9.213
2	0.928	5.156	64.231	2.775	15.419	59.897	8.961
3	0.802	4.454	68.685	0.575	3.192	63.089	7.465
4	0.732	4.064	72.749	0.401	2.226	65.315	7.623
5	0.618	3.433	76.182				
6	0.515	2.863	79.045				
7	0.493	2.738	81.783				
8	0.465	2.586	84.369				
9	0.444	2.465	86.833				
10	0.380	2.112	88.945				
11	0.355	1.971	90.916				
12	0.320	1.778	92.693				
13	0.295	1.636	94.330				
14	0.277	1.541	95.870				
15	0.245	1.360	97.231				
16	0.216	1.200	98.431				
17	0.168	0.931	99.362				
18	0.115	0.638	100.000				

Extraction Method: Maximum Likelihood.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

The maximum likelihood factor analysis was conducted to determine the factor structure of PsyCap. Factor analysis indicated that PsyCap is split into 4 factors. The 4 factors explained

65% variability, which is relatively good, in the items measuring PsyCap. Results are indicated in Table 2.

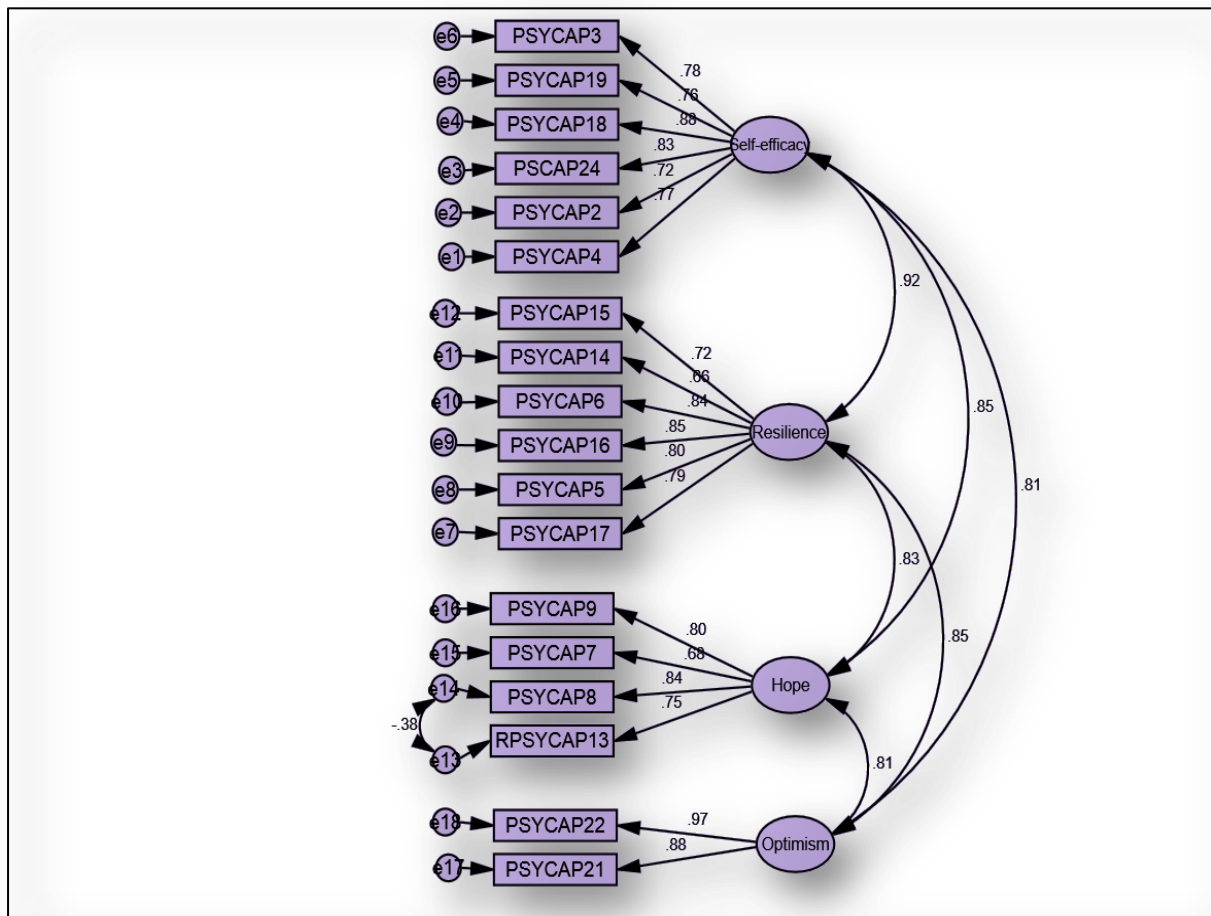


Figure 3. Factor Structure of the PCQ

Factor analysis run with SPSS retained the 18 items split in 4 sub constructs Self-efficacy (6 items), Hope (4 items), Resilience (6 items), and Optimism (2 items). The factor structures and the loadings of PsyCap resulting from the factor analysis are illustrated in Figure 3. The factor loadings for all the items in the four constructs were very high and positive. The four constructs were self-efficacy, hope, resilience, and optimism. All the four constructs were positively correlated to each other. The correlation coefficients between self-efficacy and resilience was 0.92, self-efficacy and hope (0.85), self-efficacy and optimism (0.81),

resilience and hope (0.83), resilience and optimism (0.85) and finally hope and optimism (0.81).

### 5.2.2 PCQ Measurement Model Fit Indices

Table 3 provides the model fit data for PCQ.

Table 3

#### *PCQ Model Fit Statistics*

Model	$\chi^2$	df	$\chi^2/\text{df}$	GFI	AGFI	NFI	TLI	CFI	RMSEA	PClose
<b>Default Model</b>	1390.165	640	2.172	0.879	0.830	0.890	0.925	0.937	0.037	1.000

$\chi^2$ - chi-square; df - degrees of freedom;  $\chi^2/\text{df}$  - chi-square/degrees of freedom; RMR - Root Mean Square Residual;

GFI - Goodness to Fit Index; AGFI - Adjusted Goodness to Fit index; NFI - Normed Fit Index; TLI - Tucker-Lewis

Index; RMSEA - The Root Mean Square Error of Approximation

In reference to Table 3, the likelihood ratio Chi Square (CMIN) was 1390.165 with 640 degrees of freedom. The CMIN/DF was 2.172, which is less than 5. Since CMIN/DF for the current model is less than 5, it means that the model is adequate. The chi square statistic for model fit had a p-value of (0.002),  $p < 0.05$ ; this means the model is good fit for the data.

The GFI and AGFI are 0.879 and 0.830 respectively; this is an indication of a relatively good model fit to data. The NFI, TLI, and CFI should be close to 1. This model had the following values 0.890, 0.925 and 0.937 respectively. This is an indication of a good model fit. The RMSEA value should be 0.05 or less in a good model. The RMSEA value for this model was 0.037 which is within the acceptable range. The PClose estimates the p-value for the null hypothesis that RMSEA is less than 0.05 in the population. In this case the PClose value was 1.000, which is greater than 0.05. This is an indication that the RMSEA is less than 0.05 in

the population. This is a very good model fit. The above indices indicate an acceptable level of measurement model fit.

### 5.2.3 Organisational Citizenship Behaviour Checklist Examination of the Factor Structure

The OCBC factor structure is presented in Table 4 below:

Table 4

*Factor Structure of OCBC*

Total Variance Explained							
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	3.590	32.636	32.636	2.945	26.774	26.774	2.861
2	1.220	11.094	43.730	0.451	4.099	30.873	1.946
3	0.987	8.969	52.700				
4	0.889	8.084	60.783				
5	0.794	7.215	67.998				
6	0.734	6.670	74.667				
7	0.690	6.274	80.941				
8	0.596	5.417	86.358				
9	0.552	5.015	91.372				
10	0.524	4.760	96.132				
11	0.425	3.868	100.000				

Extraction Method: Maximum Likelihood.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Factor analysis indicated that Organisational Citizenship Behaviour (OCB) is split into 2 constructs. The 2 factors explained only 30.873% (which is very low) variability in the items measuring OCB. Results are indicated in Table 4.

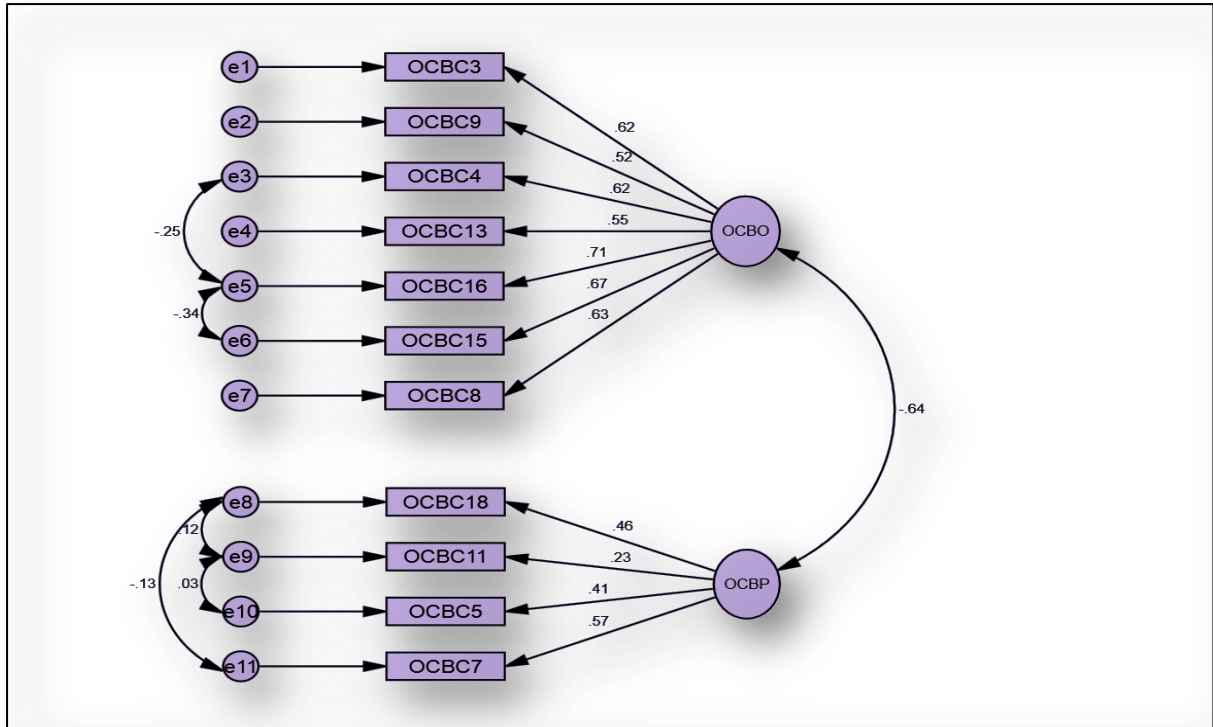


Figure 4. Factor Structure of OCBC

The factor structure and the loadings of OCBC resulting from the factor analysis are illustrated in Figure 4. Factor analysis run with SPSS (version 21.0) retained the 11 items split in two sub constructs OCBP (4 items) and OCBO (7 items) as illustrated in Figure 4. The factor loadings for all the 7 items in factor 1 (OCBO) were high (>50%). There was however low factor loadings on 3 out of the 4 items in factor 2 (OCBP). There was a negative correlation between OCBO and OCBP ( $r = -0.64$ ).



### 5.2.4 OCBC Measurement Model Fit Indices

The OCBC model fit indices is presented in Table 5 below:

Table 5

*OCBC Model Fit Statistics*

Model	$\chi^2$	df	$\chi^2/\text{df}$	GFI	AGFI	NFI	TLI	CFI	RMSEA	PClose
Default Model	68.810	38	1.811	0.971	0.950	0.926	0.949	0.965	0.044	0.719

$\chi^2$ - chi-square; df - degrees of freedom;  $\chi^2/\text{df}$  - chi-square/degrees of freedom; RMR - Root Mean Square Residual; GFI - Goodness to Fit Index; AGFI - Adjusted Goodness to Fit index; NFI - Normed Fit Index; TFI - Tucker-Lewis Index; RMSEA - The Root Mean Square Error of Approximation

Table 5 reflected that the likelihood ratio Chi Square (CMIN) was 68.810 with 38 degrees of freedom. The CMIN/DF also known relative as the chi-square or normed chi-square was 1.811. Since the value for the current model is less than 5, it means that the model is adequate. The chi square statistic for model fit had a p-value of (0.000),  $p < 0.05$  this means that there is a significant relationship and the model is good fit for the data.

The GFI and AGFI for this model was 0.971 and 0.950 respectively, which is very good fit to data. The NFI, TLI, and CFI should be close to 1. This model had the following values 0.926, 0.949 and 0.965 respectively. This is an indication of a good model. The RMSEA value should be 0.05 or less in a good model. The RMSEA value for this model was 0.044 which is within the acceptable range. The PClose estimates the p-value for the null hypothesis that RMSEA is less than in the population. In this case the PClose value was greater than 0.05 which indicates that the RMSEA is less than 0.05 in the population. This is a very good model fit.

### 5.2.5 Equivalent Unbiased Measuring across Different Race Groups

The equivalent construct measuring across the races was assessed using the Tucker's phi from SPSS (version 21.0) (IBM SPSS Inc., 2012).

Table 6

*Construct Equivalence of PCQ and OCBC for Different Races*

Group	N	Percentage	Tucker's phi PsyCap	Tucker's phi OCBC
Africans	245	57.6	0.995	0.981
Indians	98	23.1	0.995	0.952
Whites	34	8	0.964	0.601
Coloureds	48	11.3	0.998	0.808

N - number of respondents

Inspection of Table 6 shows that the Tucker's phi coefficients for PsyCap are good across all the races; as all are above 0.95. The construct OCBC records two unacceptable Tucker's phi for Whites (0.601) and Coloureds (0.808). The researcher must consider excluding these two groups from the sample each time the researcher integrates the OCBC in the study. This result is a confirmation that the OCBC construct need to be improved.

### 5.3 Descriptive Statistics

The descriptive statistics were analysed to determine whether the scores were normally distributed. Specifically skewness and kurtosis scores were explored as well as the Cronbach alpha coefficient.

### 5.3.1 Descriptive Statistics for Time 1 and Time 2

The descriptive statistics for all the measures used in the study for Time 1 is represented in Table 7

Table 7

*Descriptive Statistics for Time 1*

Variables	N	Minimum	Maximum	Mean	SD	Skewness	Kurtosis	$\alpha$
External WLOC	425	9	46	21.21	11.696	1.203	-0.327	0.972
Internal WLOC	425	8	41	32.17	10.122	-1.337	0.004	0.964
Computed PsyCap	425	49	132	110.8	20.337	-2.055	2.699	0.964
Self-efficacy	425	19	60	49.36	9.029	-1.716	2.02	0.876
Hope	425	4	24	18.77	4.387	-1.649	2.125	0.874
Resilience	425	10	42	32.84	6.486	-1.722	2.258	0.891
Optimism	425	2	12	9.82	2.311	-1.327	1.125	0.875
Computed OHQ	425	41	165	137.72	34.453	-1.880	2.043	0.962
Computed MSQ	425	31	90	72.06	16.32	-1.439	0.419	0.937
MSQ extrinsic	425	13	36	27.1	4.904	-0.785	0.177	0.686
MSQ intrinsic	425	14	54	41.04	11.267	-1.406	0.346	0.949
Computed OCBC	425	41	83	68.65	7.732	-1.220	1.414	0.606
OCBO	425	9	34	26.66	5.591	-1.400	1.059	0.800
OCBP	425	14	37	24.457	3.787	0.166	0.392	0.458
Computed ITQ	425	3	15	11.59	3.843	-1.234	-0.22	0.899
Computed EPM	425	9	45	34.76	8.649	-1.67	1.493	0.948

N - number of respondents; SD - standard deviation;  $\alpha$  - Cronbach alpha coefficients; WLOC - Work Locus of Control; OHQ - Oxford Happiness Questionnaire; MSQ - Minnesota Job Satisfaction Questionnaire; OCBC - Organisational Citizenship Behaviour Checklist; OCBO - Organisational Citizenship Behaviour directed towards the Organisation; OCBP - Organisational Citizenship Behaviour directed towards Peers; ITQ - Intention to Quit; EPM - Employee Performance Measures

In reference to Table 7, the Cronbach alpha coefficient for all measuring instruments are considered to be acceptable compared to the guideline of  $\alpha \geq 0.70$  (Nunnally & Bernstein, 1994). The Cronbach alpha coefficient for External and Internal Work Locus of Control was ( $\alpha \geq 0.70 = 0.972$ ) and ( $\alpha \geq 0.70 = 0.964$ ), respectively. The Cronbach alpha coefficient for the PsyCap scale was ( $\alpha \geq 0.70 = 0.964$ ). The Cronbach alpha coefficient for the sub-

constructs of PsyCap, namely, self-efficacy, hope, resilience, optimism was ( $\alpha \geq 0.70 = 0.876$ ); ( $\alpha \geq 0.70 = 0.874$ ); ( $\alpha \geq 0.70 = 0.891$ ); and ( $\alpha \geq 0.70 = 0.875$ ) respectively. The Cronbach alpha coefficient for the Oxford Happiness Questionnaire (OHQ) was ( $\alpha \geq 0.70 = 0.962$ ). The Cronbach alpha coefficient for the Minnesota Job Satisfaction Questionnaire (MSQ) was ( $\alpha \geq 0.70 = 0.937$ ) and the Cronbach alpha coefficient for its sub-constructs, namely extrinsic and intrinsic job satisfaction was ( $\alpha \leq 0.70 = 0.686$ ) and ( $\alpha \geq 0.70 = 0.949$ ). Furthermore, the Cronbach alpha coefficient for OCBC scale was ( $\alpha \leq 0.70 = 0.606$ ) and its sub-constructs were OCBO was ( $\alpha \geq 0.70 = 0.800$ ) OCBP was ( $\alpha \leq 0.70 = 0.458$ ). In addition the Cronbach alpha coefficient for Intention to Quit scale was ( $\alpha \geq 0.70 = 0.899$ ). Lastly, the Cronbach alpha coefficient for Employee Performance Measures (EPM) was ( $\alpha \geq 0.70 = 0.948$ ). Since the reliability coefficients of most scales (except OCBC) used in this study were found to be 0.70 and above; they were considered acceptable according to the guidelines of Nunnally and Bernstein (1994) which stated that reliability coefficients should be greater than 0.70 to be internally consistent. However, a meta-analysis of the Cronbach alpha coefficient indicated that 0.60 is reasonable (Peterson, 1994). Hence, the only factor that was found to be unreliable was OCBP ( $\alpha = 0.458$ )

An evaluation of the skewness and kurtosis showed that the majority of the scores were less than 1 thus it could be concluded that the majority of the scores were normally distributed. However, certain variables e.g. Computed PsyCap (2.699), Self-efficacy (2.02), Hope (2.125), Resilience (2.258), Computed OHQ (2.043), OCBC (1.414) and Computed EPM (1.493) showed kurtosis above 1. However, Kline (2005) asserted that cut-off scores below three are generally accepted for skewness and scores below ten are generally accepted for kurtosis. Hence, the scores are still within acceptable range. In addition, the Kolmogorov-Smirnov statistics on the total WLOC, PsyCap, OHQ, MSQ, OCBC, ITQ showed significant

values of less than 0.05 suggesting a violation of the assumption of normality. In this instance the significance values were 0.000. Nevertheless, Pallant (2013) noted that this is quiet common in larger samples. Furthermore, the descriptive statistics for all the measures used in the study for Time 2 is reflected in Table 8.

Table 8

*Descriptive Statistics for Time 2*

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>SD</b>	<b>Skewness</b>	<b>Kurtosis</b>	<b><math>\alpha</math></b>
<b>External WLOC</b>	190	10	54	19.63	10.454	2.283	3.786	0.955
<b>Internal WLOC</b>	190	9	48	40.44	9.330	-2.395	4.263	0.954
<b>Computed PsyCap</b>	190	41	134	116.98	16.477	-3.632	12.583	0.936
<b>Self-efficacy</b>	190	17	62	52.96	8.093	-3.102	10.040	0.788
<b>Hope</b>	190	4	24	19.7	3.393	-2.664	8.343	0.802
<b>Resilience</b>	190	13	40	34.13	4.916	-2.506	7.303	0.796
<b>Optimism</b>	190	3	12	10.19	1.807	-2.2	5.829	0.809
<b>Computed OHQ</b>	190	47	168	145.83	31.864	-2.352	4.009	0.979
<b>Computed MSQ</b>	190	32	92	75.83	13.226	-2.235	3.929	0.921
<b>MSQ Extrinsic</b>	190	14	36	27.91	4.337	-1.161	1.478	0.653
<b>MSQ Intrinsic</b>	190	14	53	43.82	8.856	-2.293	4.147	0.930
<b>Computed OCBC</b>	190	46	82	70.39	6.439	-1.472	3.141	0.521
<b>OCBO</b>	190	9	34	27.89	4.445	-1.975	4.246	0.734
<b>OCBP</b>	190	16	36	24.247	3.170	0.238	0.930	0.193
<b>Computed ITQ</b>	190	3	15	12.55	2.921	-1.963	2.626	0.863
<b>Computed EPM</b>	190	7	44	36.51	6.661	-2.604	6.857	0.926

N - number of respondents; SD - standard deviation;  $\alpha$  - Cronbach alpha coefficients; WLOC - Work Locus of Control; OHQ - Oxford Happiness Questionnaire; MSQ - Minnesota Job Satisfaction Questionnaire; OCBC - Organisational Citizenship Behaviour Checklist; OCBO - Organisational Citizenship Behaviour directed towards the Organisation; OCBP - Organisational Citizenship Behaviour directed towards Peers; ITQ - Intention to Quit; EPM - Employee Performance Measures

In reference to Table 8, the Cronbach alpha coefficient for all measuring instruments are considered to be acceptable compared to the guideline of a  $\geq 0.70$  (Nunnally & Bernstein, 1994). The Cronbach alpha coefficient for External and Internal Work Locus of Control was ( $\alpha \geq 0.70 = 0.955$ ) and ( $\alpha \geq 0.70 = 0.954$ ), respectively. The Cronbach alpha coefficient for

the PsyCap scale was ( $\alpha \geq 0.70 = 0.936$ ). The Cronbach alpha coefficient for the sub-constructs of PsyCap, namely, self-efficacy, resilience, hope, an optimism was ( $\alpha \geq 0.70 = 0.788$ ); ( $\alpha \geq 0.70 = 0.802$ ); ( $\alpha \geq 0.70 = 0.796$ ); and ( $\alpha \geq 0.70 = 0.809$ ) respectively. The Cronbach alpha coefficient for the Oxford Happiness Questionnaire was ( $\alpha \leq 0.70 = 0.979$ ). The Cronbach alpha coefficient for the Minnesota Job Satisfaction scale was ( $\alpha \geq 0.70 = 0.921$ ) and the Cronbach alpha coefficient for its sub-constructs, namely extrinsic and intrinsic job satisfaction was ( $\alpha \leq 0.70 = 0.653$ ) and ( $\alpha \geq 0.70 = 0.930$ ). Furthermore, the Cronbach alpha coefficient for OCBC scale was ( $\alpha \geq 0.70 = 0.521$ ) and its sub-constructs were OCBO was ( $\alpha \geq 0.70 = 0.734$ ), OCBP was ( $\alpha \leq 0.70 = 0.193$ ). Furthermore, the cronbach alpha coefficient for OCBO was In addition, the Cronbach alpha coefficient for Intention to Quit scale was ( $\alpha \geq 0.70 = 0.863$ ). Lastly the Cronbach alpha coefficient for Employee Performance Measures was and ( $\alpha \geq 0.70 = 0.926$ ). Since the reliability coefficients of most of the scales used in this study were found to be 0.70 and above; they were considered acceptable according to the guidelines of Nunnally and Bernstein (1994); which stated that reliability coefficients should be greater than 0.70 to be internally consistent. However, it is noted that the OCBC scale and OCBP factor was shown to be unreliable with a  $\alpha \leq 0.70$ .

An evaluation of the skewness and kurtosis showed that the majority of the scores were less than 1 therefore it could be concluded that the scores were normally distributed. However, external WLOC (3.786) showed a skewness above 1 and PsyCap (12.583), self-efficacy (10.040) a kurtosis above 10. It is noted, that Kline (2005) asserted that cut-off scores below three are generally accepted for skewness and scores below ten are generally accepted for kurtosis. In addition, the Kolmogorov-Smirnov statistics on the total WLOC, PsyCap, OHQ, MSQ, OCBC, ITQ showed significance values of  $< 0.05$  suggesting a violation of the

assumption of normality. In this instance the significance values were 0.000. However, Pallant (2013) noted that this is quiet common in larger samples. Following next is the results of the inferential statistics, which revealed the practical and statistical significance of the relationships between each of the constructs and their respective factors as well as the regression analysis to make inferences based on the results obtained.

## **5.4 Inferential Statistics**

Inferential statistics was discussed based on the Pearson momentum correlation analysis as well as the multiple regression analysis. Following next is the results of the Pearson momentum correlation analysis, for Time 1 and Time 2.

### **5.4.1 Pearson Momentum Correlations for Time 1 and Time 2**

Pearson momentum correlation coefficients were analysed to determine the relationship between Work Locus of Control, Psychological Capital, happiness represented by (OHQ), job satisfaction represented by (MSQ), Organisational Citizenship Behaviour directed towards the Organisation (OCBO), Intention to quit (ITQ) and in-role performance represented by (EPM). Correlations between the total scales and sub-scales were examined and inter-correlations among measures were analysed. The Pearson Momentum Correlation for Time 1 is discussed in Table 9 below:

Table 9

*Pearson Correlations between the Scales and Factors for Time 1*

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>1.External WLOC</b>	1	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>2.Internal WLOC</b>	-0.951 <sup>**++</sup>	1	-	-	-	-	-	-	-	-	-	-	-	-
<b>3.Computed PsyCap</b>	-0.645 <sup>**++</sup>	0.657 <sup>**++</sup>	1	-	-	-	-	-	-	-	-	-	-	-
<b>4.Self-efficacy</b>	-0.591 <sup>**++</sup>	0.599 <sup>**++</sup>	0.949 <sup>**++</sup>	1	-	-	-	-	-	-	-	-	-	-
<b>5.Hope</b>	-0.624 <sup>**++</sup>	0.638 <sup>**++</sup>	0.870 <sup>**++</sup>	0.756 <sup>**++</sup>	1	-	-	-	-	-	-	-	-	-
<b>6.Resilience</b>	-0.576 <sup>**++</sup>	0.595 <sup>**++</sup>	0.925 <sup>**++</sup>	0.811 <sup>**++</sup>	0.739 <sup>**++</sup>	1	-	-	-	-	-	-	-	-
<b>7.Optimism</b>	-0.561 <sup>**++</sup>	0.562 <sup>**++</sup>	0.843 <sup>**++</sup>	0.736 <sup>**++</sup>	0.734 <sup>**++</sup>	0.766 <sup>**++</sup>	1	-	-	-	-	-	-	-
<b>8.Computed OHQ</b>	-0.273 <sup>**</sup>	0.293 <sup>**</sup>	0.328 <sup>**+</sup>	0.307 <sup>**+</sup>	0.325 <sup>**+</sup>	0.291 <sup>**</sup>	0.254 <sup>**</sup>	1	-	-	-	-	-	-
<b>9.Computed MSQ</b>	-0.733 <sup>**++</sup>	0.747 <sup>**++</sup>	0.666 <sup>**++</sup>	0.623 <sup>**++</sup>	0.648 <sup>**++</sup>	0.588 <sup>**++</sup>	0.549 <sup>**++</sup>	0.279 <sup>**</sup>	1	-	-	-	-	-
<b>10.MSQ Extrinsic</b>	-0.516 <sup>**++</sup>	0.534 <sup>**++</sup>	0.557 <sup>**++</sup>	0.527 <sup>**++</sup>	0.519 <sup>**++</sup>	0.508 <sup>**++</sup>	0.431 <sup>**++</sup>	0.239 <sup>**</sup>	0.871 <sup>**++</sup>	1	-	-	-	-
<b>11.MSQ Intrinsic</b>	-0.766 <sup>**++</sup>	0.776 <sup>**</sup>	0.662 <sup>**++</sup>	0.618 <sup>**++</sup>	0.652 <sup>**++</sup>	0.577 <sup>**++</sup>	0.556 <sup>**++</sup>	0.273 <sup>**</sup>	0.979 <sup>**++</sup>	0.757 <sup>**++</sup>	1	-	-	-
<b>12.OCBO</b>	-0.627 <sup>**++</sup>	0.626 <sup>**++</sup>	0.697 <sup>**++</sup>	0.650 <sup>**++</sup>	0.630 <sup>**++</sup>	0.646 <sup>**++</sup>	0.582 <sup>**++</sup>	0.244 <sup>**</sup>	0.622 <sup>**++</sup>	0.502 <sup>**++</sup>	0.623 <sup>**++</sup>	1	-	-
<b>13.Computed ITQ</b>	-0.809 <sup>**++</sup>	0.821 <sup>**++</sup>	0.652 <sup>**++</sup>	0.599 <sup>**++</sup>	0.636 <sup>**++</sup>	0.587 <sup>**++</sup>	0.542 <sup>**++</sup>	0.300 <sup>**+</sup>	0.796 <sup>**++</sup>	0.600 <sup>**++</sup>	0.820 <sup>**++</sup>	0.613 <sup>**++</sup>	1	-
<b>14.Computed EPM</b>	-0.723 <sup>**++</sup>	0.733 <sup>**++</sup>	0.773 <sup>**++</sup>	0.731 <sup>**++</sup>	0.678 <sup>**++</sup>	0.711 <sup>**++</sup>	0.665 <sup>**++</sup>	0.291 <sup>**</sup>	0.662 <sup>**++</sup>	0.510 <sup>**++</sup>	0.675 <sup>**++</sup>	0.706 <sup>**++</sup>	0.684 <sup>**++</sup>	1

\*\*Correlation is significant at the 0.01 level (2-tailed); \* $p \leq 0.05$ ; \*\* $p \leq 0, 01$ ; +  $r \geq 0.30$  - Practically significant relationship (Medium effect); ++  $r \geq 0.50$  - Practically significant relationship

(Large effect); WLOC - Work Locus of Control; PsyCap - Psychological Capital; OHQ - Oxford Happiness Questionnaire; MSQ - Minnesota Job Satisfaction Questionnaire; OCBO -

Organisational Citizenship Behaviour directed towards the Organisation; ITQ - Intention to Quit; EPM - Employee Performance Measure



Firstly, a negative relationship was found between External WLOC and PsyCap ( $r = -0.645$ ), MSQ ( $r = -0.733$ ), OCBO ( $r = -0.627$ ), ITQ ( $r = -0.809$ ), and EPM ( $r = -0.723$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). In addition, a positive relationship was found between Internal WLOC and PsyCap ( $r = 0.657$ ), MSQ ( $r = 0.747$ ), OCBO ( $r = 0.626$ ), ITQ ( $r = 0.821$ ), and EPM ( $r = 0.733$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ).

Secondly, a positive relationship was found between PsyCap and MSQ ( $r = 0.666$ ), OCBO ( $r = 0.697$ ), ITQ ( $r = 0.652$ ), and EPM ( $r = 0.773$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). The relationship between PsyCap and WLOC was outlined above. In the next paragraph OHQ and its relationship is discussed below.

Thirdly, a negative relationship was found between OHQ and External WLOC ( $r = -0.273$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (small effect  $> 0.10$ ). In addition, a positive relationship was found between OHQ and Internal WLOC ( $r = 0.293$ ), MSQ ( $r = 0.279$ ), OCBO ( $r = 0.244$ ), and EPM ( $r = 0.291$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (small effect  $> 0.10$ ). It is also noted that a positive relationship was found between OHQ and PsyCap ( $r = 0.328$ ) as well as ITQ ( $r = 0.300$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (median effect  $> 0.30$ ).

Fourthly, a positive relationship was found between MSQ and OCBO ( $r = 0.622$ ), ITQ ( $r = 0.796$ ), and EPM ( $r = 0.662$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). The relationship between MSQ, PsyCap and WLOC was outlined above.

Next, a positive relationship was found between OCBO and ITQ ( $r = 0.613$ ), and EPM ( $r = 0.706$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). The relationship between OCBO and WLOC, PsyCap, OHQ and MSQ was outlined above.

Furthermore, a positive relationship was found between ITQ and EPM ( $r = 0.684$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). The relationship between ITQ and WLOC, PsyCap, OHQ, MSQ, and OCBO was outlined above.

Lastly, based on the above discussion highlighted a negative relationship between External WLOC ( $r = -0.723$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). Furthermore, there was positive relationships between EMP and Internal WLOC ( $r = 0.733$ ), PsyCap ( $r = 0.773$ ), MSQ ( $r = 0.662$ ), OCBO ( $r = 0.706$ ), ITQ ( $r = 0.684$ ) and practically significant (large effect  $> 0.50$ ). Further to this EPM showed a positive relationship with OHQ ( $r = 0.291$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (small effect  $> 0.10$ ).

Furthermore, the researcher presented the Pearson Momentum Correlation for Time 2 is discussed in Table 10 below:

Table 10

*Pearson Correlations between the Scales and Factors for Time 2*

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>1.External WLOC</b>	1	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>2.Internal WLOC</b>	-0.957 <sup>**++</sup>	1	-	-	-	-	-	-	-	-	-	-	-	-
<b>3.Computed PsyCap</b>	-0.598 <sup>**++</sup>	0.590 <sup>**++</sup>	1	-	-	-	-	-	-	-	-	-	-	-
<b>4.Self-efficacy</b>	-0.557 <sup>**++</sup>	0.554 <sup>**++</sup>	0.953 <sup>**++</sup>	1	-	-	-	-	-	-	-	-	-	-
<b>5.Hope</b>	-0.572 <sup>**++</sup>	0.559 <sup>**++</sup>	0.843 <sup>**++</sup>	0.724 <sup>**++</sup>	1	-	-	-	-	-	-	-	-	-
<b>6.Resilience</b>	-0.529 <sup>**++</sup>	0.525 <sup>**++</sup>	0.901 <sup>**++</sup>	0.784 <sup>**++</sup>	0.687 <sup>**++</sup>	1	-	-	-	-	-	-	-	-
<b>7.Optimism</b>	-0.442 <sup>**+</sup>	0.416 <sup>**+</sup>	0.815 <sup>**++</sup>	0.721 <sup>**++</sup>	0.696 <sup>**++</sup>	0.696 <sup>**++</sup>	1	-	-	-	-	-	-	-
<b>8.Computed OHQ</b>	-0.200 <sup>**</sup>	0.204 <sup>**</sup>	0.262 <sup>**</sup>	0.223 <sup>**</sup>	0.307 <sup>**+</sup>	0.241 <sup>**</sup>	0.158 <sup>*</sup>	1	-	-	-	-	-	-
<b>9.Computed MSQ</b>	-0.813 <sup>**++</sup>	0.814 <sup>**++</sup>	0.561 <sup>**++</sup>	0.533 <sup>**++</sup>	0.535 <sup>**++</sup>	0.477 <sup>**+</sup>	0.425 <sup>**+</sup>	0.140	1	-	-	-	-	-
<b>10.MSQ Extrinsic</b>	-0.614 <sup>**++</sup>	0.608 <sup>**++</sup>	0.445 <sup>**+</sup>	0.424 <sup>**+</sup>	0.429 <sup>**+</sup>	0.384 <sup>**+</sup>	0.306 <sup>**+</sup>	0.133	0.874 <sup>**++</sup>	1	-	-	-	-
<b>11.MSQ Intrinsic</b>	-0.831 <sup>**++</sup>	0.837 <sup>**++</sup>	0.565 <sup>**++</sup>	0.537 <sup>**++</sup>	0.533 <sup>**++</sup>	0.480 <sup>**+</sup>	0.438 <sup>**+</sup>	0.137	0.974 <sup>**++</sup>	0.748 <sup>**++</sup>	1	-	-	-
<b>12.OCBO</b>	-0.556 <sup>**++</sup>	0.523 <sup>**++</sup>	0.629 <sup>**++</sup>	0.584 <sup>**++</sup>	0.607 <sup>**++</sup>	0.536 <sup>**++</sup>	0.529 <sup>**++</sup>	0.149 <sup>*</sup>	0.508 <sup>**++</sup>	0.418 <sup>**+</sup>	0.507 <sup>**++</sup>	1	-	-
<b>13.Computed ITQ</b>	-0.775 <sup>**++</sup>	0.783 <sup>**++</sup>	0.546 <sup>**++</sup>	0.525 <sup>**++</sup>	0.507 <sup>**++</sup>	0.479 <sup>**+</sup>	0.368 <sup>**+</sup>	0.121	0.786 <sup>**++</sup>	0.605 <sup>**++</sup>	0.808 <sup>**++</sup>	0.500 <sup>**++</sup>	1	-
<b>14.Computed EPM</b>	-0.678 <sup>**++</sup>	0.648 <sup>**++</sup>	0.736 <sup>**++</sup>	0.680 <sup>**++</sup>	0.678 <sup>**++</sup>	0.677 <sup>**++</sup>	0.555 <sup>**++</sup>	0.261 <sup>**</sup>	0.568 <sup>**++</sup>	0.412 <sup>**+</sup>	0.595 <sup>**++</sup>	0.634 <sup>**++</sup>	0.576 <sup>**++</sup>	1

\*\*Correlation is significant at the 0.01 level (2-tailed); \* $p \leq 0.05$ ; \*\* $p \leq 0.01$ ; +  $r \geq 0.30$  - Practically significant relationship (Medium effect); ++  $r \geq 0.50$  - Practically significant relationship (Large effect); WLOC - Work Locus of Control; PsyCap - Psychological Capital; OHQ - Oxford Happiness Questionnaire; MSQ - Minnesota Job Satisfaction Questionnaire; OCBO - Organisational Citizenship Behaviour directed towards the Organisation; ITQ - Intention to Quit; EPM - Employee Performance Measure

Firstly, a negative relationship was found between External WLOC and PsyCap ( $r = -0.598$ ), MSQ ( $r = -0.813$ ), OCBO ( $r = -0.556$ ), ITQ ( $r = -0.775$ ), and EPM ( $r = -0.678$ ). In addition, a positive relationship was found between Internal WLOC and PsyCap ( $r = 0.590$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). MSQ ( $r = 0.814$ ), OCBO ( $r = 0.523$ ), ITQ ( $r = 0.783$ ), and EPM ( $r = 0.648$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ).

Secondly, a positive relationship was found between PsyCap and MSQ ( $r = 0.561$ ), OCBO ( $r = 0.629$ ), ITQ ( $r = 0.546$ ), and EPM ( $r = 0.736$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). The relationship between PsyCap and WLOC was outlined above. In the next paragraph OHQ and its relationship is discussed below.

Secondly, a negative relationship was found between OHQ and External WLOC ( $r = -0.200$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (small effect  $> 0.10$ ). In addition, a positive relationship was found between OHQ and Internal WLOC ( $r = 0.204$ ), as well as EPM ( $r = 0.261$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (small effect  $> 0.10$ ). A further positive relationship was found between OHQ and OCBO ( $r = 0.149$ ) which is statistically significant ( $p \leq 0.05$ ) and practically significant (small effect  $> 0.10$ ). In addition, a positive relationship was found between OHQ and PsyCap ( $r = 0.262$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (small effect  $> 0.10$ ). However, it was further noted that a positive relationship was found between OHQ and Hope ( $r = 0.307$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (medium effect  $> 0.30$ ).

Furthermore it was note that there was no practical and statistically significant relationship found between OHQ and MSQ ( $r = 0.140$ ) as well as ITQ ( $r = 0.121$ ).

Thirdly, a positive relationship was found between MSQ and OCBO ( $r = 0.508$ ), ITQ ( $r = 0.786$ ), and EPM ( $r = 0.568$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). The relationship between MSQ, PsyCap and WLOC was outlined above.

Fourthly, a positive relationship was found between OCBO and ITQ ( $r = 0.500$ ), and EPM ( $r = 0.634$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). The relationship between OCBO and WLOC, PsyCap, OHQ and MSQ was outlined above.

Next, a positive relationship was found between ITQ and EPM ( $r = 0.576$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). The relationship between ITQ and WLOC, PsyCap, OHQ, MSQ, and OCBO was outlined above.

Lastly, based on the above discussion highlighted a negative relationship between EPM and External WLOC ( $r = -0.678$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). Furthermore, there was positive relationships between EMP and Internal WLOC ( $r = 0.648$ ), PsyCap ( $r = 0.736$ ), MSQ ( $r = 0.568$ ), OCBO ( $r = 0.634$ ), ITQ ( $r = 0.576$ ) and practically significant (large effect  $> 0.50$ ). Further to this EPM showed a positive relationship with OHQ ( $r = 0.261$ ) which which is statistically significant ( $p \leq 0.01$ ) (small effect

> 0.10). Now that the correlations between the variables have been established the researcher engaged in a discussion of the multiple regressions analysis results.

#### 5.4.2 Multiple Regression Analysis for Time 1 and Time 2

Multiple regression analysis firstly examined if WLOC has predictive value for PsyCap in both Time 1 and Time 2. Multiple regression analysis for Time 1 is reflected in Table 11, below:

Table 11

*Multiple Regression Analysis of PsyCap, External and Internal WLOC for Time 1*

Model	Unstandardised		Standardised	<i>t</i>	<i>p</i>	<i>R</i> <sup>2</sup>	<i>F</i>
	Coefficients		Coefficients				
	$\beta$	SE	$\beta$				
1 (Constant)	88.509	11.906		7.434	0.000***	0.436+	162.939
External WLOC	-0.357	0.206	-0.205	-1.733	0.084		
Internal WLOC	0.928	0.238	0.462	3.901	0.000***		

\*\*\* Statistical significance at  $p \leq 0.001$ ; \*\* Statistical significance at  $p \leq 0.01$ ; \*Statistical significance at  $p \leq 0.05$ ;  $\beta$  - beta; SE - standard error of the estimate; *t* - t-test; *p* - probability value; *R*<sup>2</sup> - R squared; *F* - F-test of F statistic; +  $r \geq 0.30$  - Practically significant relationship (Medium effect); ++  $r \geq 0.50$  - Practically significant relationship (Large effect)

The model that uses external and internal work locus of control to predict PsyCap ( $t = 7.434$ ,  $R^2 = 0.436$ ,  $F = 162.939$ ,  $p < 0.001$ ). This means that external and internal work locus of control accounts for 43.6% variance in PsyCap. The ANOVA table has the F test, which is used to test the significance of the regression model as a whole. The F-test assesses the null hypothesis that all the coefficients of the independent variables are equal to zero ( $\beta_1 = \beta_2 = 0$ ) against the alternative hypothesis that at least one coefficient is not equal to zero. If p-value of the F-test is < 0.05, then the model is considered significantly better than would be expected by chance. Table

11 indicates a p-value of 0.000 indicating that there is indeed a linear relationship between PsyCap and internal and external work locus of control.

The unstandardised beta coefficient ( $\beta$ ) associated with external work locus of control ( $\beta = -0.357$ ) is negative, this implied that there is an inverse relationship between PsyCap and external work locus of control. That is higher levels of external work locus of control ratings are associated with low levels in relation to PsyCap ratings. On the other hand the beta coefficient for internal work locus of control ( $\beta = 0.928$ ) is positive; this implied as PsyCap increases as internal work locus of control increases.

The standardised beta coefficients give a measure of the impact of each variable to the model. A large standardised beta coefficient is an indication that a unit change in this independent variable would lead to a large change in the dependent variable. The  $t$  and the  $p$ -value tests the null hypothesis that the individual beta coefficient is equal to zero (variable have no impact on the dependent variable) against the alternative hypothesis that the independent variable have an impact on the prediction of the dependent variable. A p-value less than 0.05 (significance level is an indication that the variable is significant). Hence for external locus of control the standardised beta coefficient was ( $\beta = -0.205$ ) and internal locus of control was ( $\beta = 0.462$ ).

The p-values indicates that the internal work locus of control was significant in predicting PsyCap (p-value =  $0.000 < 0.05$ ) and external work locus of control was not significant (p-value =  $0.084 > 0.05$ ).

In addition, the researcher also presented the multiple regression analysis results for Time 2 in Table 12 below:

Table 12

*Multiple Regression Analysis of PsyCap, External and Internal WLOC for Time 2*

Model		Unstandardised Coefficients		Standardised Coefficients	t	P	R <sup>2</sup>	F
		$\beta$	SE	$\beta$				
1	(Constant)	114.341	20.490		5.580	0.000***	0.361+	52.777
	External WLOC	-0.626	0.318	-0.397	-1.969	0.050		
	Internal WLOC	0.369	0.356	0.209	1.036	0.301		

\*\*\* Statistical significance at  $p \leq 0.001$ ; \*\* Statistical significance at  $p \leq 0.01$ ; \*Statistical significance at  $p \leq 0.05$ ;  $\beta$  - beta; SE - standard error of the estimate;  $t$  - t-test;  $p$  - probability value;  $R^2$  - R squared; F - F-test of F statistic; +  $r \geq 0.30$  - Practically significant relationship (Medium effect); ++  $r \geq 0.50$  - Practically significant relationship (Large effect)

The model that uses external and internal work locus of control to predict PsyCap ( $t = 5.580$ ,  $R^2 = 0.361$ ,  $F = 52.777$ ,  $p < 0.001$ ). This means that external and internal work locus of control accounts for 36.1% variance in PsyCap. The above table indicates a p-value of 0.000. This is an indication that there is indeed a linear relationship between PsyCap and internal and external work locus of control.

The unstandardised beta coefficient associated with external work locus of control ( $\beta = -0.626$ ) is negative, this implies that there is an inverse relationship between PsyCap and external work locus of control. That is higher levels of external work locus of control ratings are associated with lower levels of PsyCap rating. On the other hand the beta coefficient for internal work locus



of control ( $\beta = 0.369$ ) is positive; this implies PsyCap increases as internal work locus of control increases.

The standardised beta coefficients for external locus of control was ( $\beta = -0.397$ ) and internal locus of control was ( $\beta = 0.209$ ). The p-values for both the external and internal work locus of control were not significant in predicting PsyCap, ( $p = 0.050 > 0.05$ ) and ( $p = 0.301 > 0.05$ ) respectively. Thus since the  $p > 0.05$  there external and internal WLOC was not significant in predicting PsyCap.

### 5.4.3 Multiple Regression Mediation Analysis for Time 1 and Time 2

The Multiple Regression Analysis was conducted for Time 1 and Time 2 to determine if job satisfaction mediated the relationship between PsyCap and OCBO. Multiple regression analysis through mediation for Time 1 is reflected in Table 13 below:

Table 13

*Multiple Regression Analysis with OCBO as the Dependent Variable and PsyCap as the Independent Variable and MSQ as the Mediator for Time 1*

Variable	Unstandardised Coefficients		Standardised Coefficients	<i>t</i>	<i>p</i>	<i>F</i>	<i>R</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
	$\beta$	SE	$\beta$						
Step 1						398.919	0.697	0.485+	0.485
1 (Constant)	5.444	1.080		5.040	0.000***				
Computed PsyCap	0.192	0.010	0.697	19.973	0.000***				
Step 2						238.078	0.728	0.530++	0.530
1 (Constant)	4.199	1.052		3.992	0.000***				
Computed PsyCap	0.140	0.012	0.507	11.339	0.000***				
Computed MSQ	0.097	0.015	0.284	6.343	0.000***				

\*\*\* Statistical significance at  $p \leq 0.001$ ; \*\* Statistical significance at  $p \leq 0.01$ . \*Statistical significance at  $p \leq 0.05$ .  $\beta$  - beta; SE -

standard error of the estimate; *t* - t-test *p* - probability value; *F* - F-test of F statistic; *R*<sup>2</sup> - R squared; +  $r \geq 0.30$  - Practically significant relationship (Medium effect); ++  $r \geq 0.50$  - Practically significant relationship (Large effect)

The results in Table 13 demonstrated evidence that there is presence of the second and third step of Baron and Kenny's (1996) procedure for testing mediation. In reference to the analysis reflected in Table 13 the independent variable was PsyCap, the mediator was MSQ (job satisfaction) and the dependent variable was OCBO. The results in Table 13 (Step 1) indicated that the dependent variable (OCBO) can be statistically and practically significantly predicted by the independent variable PsyCap ( $\beta = 0.697$ ;  $p \leq 0.001$ ; large effect). The regression model shows that PsyCap explained 48.5% of variation in OCBO ( $R^2 = 0.485$ ). In addition the results of Table 13, showed that the mediator (computed MSQ; job satisfaction) statistically and practically significantly affected the dependent variable ( $\beta = 0.284$ ;  $p \leq 0.001$ ; large effect).

In addition, the results in Table 13 showed that with the introduction of the mediator (MSQ; job satisfaction) in the analysis marginally reduces the impact of PsyCap on OCBO as the Beta coefficient drops from ( $\beta = 0.697$ ;  $p \leq 0.01$ ) to ( $\beta = 0.507$ ;  $p \leq 0.01$ ), however there is still a significant relationship with PsyCap. Thus, MSQ (job satisfaction) partially mediates the relationship between PsyCap and OCBO.

Furthermore, the results in Table 13 reflected there was also a positive causal relationship between PsyCap and MSQ in relation to OCBO. Hence MSQ ( $\beta = 0.0972$ ,  $t = 6.3432$ ,  $p < 0.001$ ) and PsyCap ( $\beta = 0.1395$ ,  $t = 11.3394$ ,  $p < 0.001$ ). The p-values for the significance of the coefficients of MSQ and PsyCap were both  $< 0.001$ , implying a significant relationship and MSQ and PsyCap explained 53.0% ( $R^2 = 0.530$ ) variation in OCBO.

Table 14

*Total Direct and Indirect Effects and Sobel Test for Time 1*

	Effect	SE	t	p	Boot SE	BootLLCI	BootULCI	Z
Total Effect of PsyCap on OCBO	0.192	0.010	19.973	0.000***				
Direct Effect of PsyCap On OCBO	0.140	0.012	11.339	0.000***				
Indirect Effect of PsyCap On OCBO	0.052				0.014	0.028	0.083	
Sobel Test	0.052	0.009		0.000***				5.989

\*\*\* Statistical significance at  $p \leq 0.000$ ; \*\* Statistical significance at  $p \leq 0.01$ . \*Statistical significance at  $p \leq 0.05$ . SE - standard error;  $p$  - probability value; Boot SE - bootstrapped standard error; Z - z score; BootLLCI, BootULCI - bootstrap range.

The results of the Sobel Test for Time 1 is shown in Table 14, the first part of the discussion is the indirect effect of PsyCap on OCBO through MSQ. It gives the estimate of this effect  $\beta = 0.052$  as well as the bootstrapped standard error and confidence interval (95%). Assuming that our sample is of the 95% that contain the true value, we know that the true  $\beta$  value for the indirect effect falls between 0.028 and 0.083 in Time 1. This range does not include zero because if  $\beta = 0$  there would be no effect whatsoever; therefore the fact that the confidence interval does not contain 0 means that there is likely to be a genuine indirect effect. Put another way, job satisfaction is a mediator of the relationship between PsyCap and OCBO.

The final part of the output shows the results of the Sobel test. It is encouraged to report the bootstrap confidence intervals than formal tests of significance, however since we selected Sobel Test in Process for SPSS, we are given the size of the indirect effect ( $\beta = 0.052$ ), the standard error associated z-score ( $z = 5.989$ ) and the p-value  $< 0.001$  (significance level). The p-value is

below the 0.05 threshold so technically we can conclude that there is a significant indirect effect. Noteworthy, is that every single effect size had a confidence interval not containing zero, which is compelling evidence that there is a significant and meaningful mediation effect.

Furthermore, the multiple regression mediation analysis for Time 2 is reflected in Table 15 and Table 16 below:

Table 15

*Multiple Regression Analysis with OCBO as the Dependent Variable and PsyCap as the Independent Variable and MSQ as the Mediator for Time 2*

Variable	Unstandardised Coefficients		Standardised Coefficients	<i>t</i>	<i>p</i>	<i>F</i>	<i>R</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
	$\beta$	SE	$\beta$						
Step 1						123.268	0.629	0.396+	0.393
1 (Constant)	8.036	1.806		4.449	0.000***				
Computed PsyCap	0.170	0.015	0.629	11.103	0.000***				
Step 2						70.8243	0.657	0.431+	0.425
1 (Constant)	6.277	1.833		3.425	0.001***				
Computed PsyCap	0.136	0.018	0.503	7.545	0.000***				
Computed MSQ	0.076	0.022	0.226	3.391	0.001***				

\*\*\* Statistical significance at  $p \leq 0.001$ ; \*\* Statistical significance at  $p \leq 0.01$ . \*Statistical significance at  $p \leq 0.05$ .  $\beta$  - beta; SE - standard error of the estimate; *t* - t-test *p* - probability value; *F* - F-test of F statistic; *R*<sup>2</sup> - R squared; +  $r \geq 0.30$  - Practically significant relationship (Medium effect); ++  $r \geq 0.50$  - Practically significant relationship (Large effect)

The results in Table 15 demonstrated evidence that there is presence of the second and third step of Baron and Kenny's (1996) procedure for testing mediation. In reference to the analysis reflected in Table 15 the independent variable was PsyCap, the mediator was MSQ (job satisfaction) and the dependent variable was OCBO. The results in Table 15 (Step 1) indicated that indicated that the dependent variable (OCBO) can be statistically and practically significantly predicted by the independent variable ( $\beta = 0.629$ ;  $p \leq 0.001$ ; large effect). The

regression model shows that PsyCap explained 39.6% of variation in OCBO ( $R^2 = 0.396$ ). In addition the results of Table 15, provided evidence for step 2 and showed that the mediator (Computed MSQ; job satisfaction) statistically and practically significantly affected the dependent variable ( $\beta = 0.226$ ;  $p \leq 0.001$ ; large effect).

In addition, the results in Table 15 showed that with the introduction of the mediator (MSQ; job satisfaction) in the analysis marginally reduces the impact of PsyCap on OCBO as the Beta coefficient drops from ( $\beta = 0.629$ ;  $p \leq 0.001$ ; large effect) to ( $\beta = 0.503$ ;  $p \leq 0.001$ ; large effect), however there is still a significant relationship with PsyCap. Thus MSQ (job satisfaction) partially mediates the relationship between PsyCap and OCBO. Therefore, the results indicated that there was also a positive causal relationship between PsyCap and MSQ in relation to OCBO. Hence, MSQ ( $\beta = 0.076$ ,  $t = 3.391$ ,  $p < 0.001$ ) and PsyCap ( $\beta = 0.136$ ,  $t = 7.545$ ,  $p < 0.001$ ). The p-values implied a significant relationship. MSQ and PsyCap explained 43.10% ( $R^2 = 0.431$ ) variation in OCBO.

Table 16

*Total Direct and Indirect Effects and Sobel Test for Time 2*

	Effect	SE	t	p	Boot SE	BootLLCI	BootULCI	Z
Total Effect of PsyCap on OCBO	0.170	0.015	11,103	0.000***				
Direct Effect of PsyCap On OCBO	0.136	0.018	7.545	0.000***				
Indirect Effect of PsyCap On OCBO	0.034				0.017	0.008	0.069	
Sobel Test	0.034	0.011		0.002***				3.169

\*\*\* Statistical significance at  $p \leq 0.000$ ; \*\* Statistical significance at  $p \leq 0.01$ . \*Statistical significance at  $p \leq 0.05$ . SE - standard

error; p - probability value; Boot SE - bootstrapped standard error; Z - z score; BootLLCI, BootULCI - bootstrap range.

With regards to the indirect effect of PsyCap on OCBO; it gives the estimate of this effect  $\beta = 0.034$  as well as the bootstrapped standard error and confidence interval (95%). Assuming that our sample is of the 95% that contain the true value, we know that the true  $\beta$  value for the indirect effect falls between 0.008 and 0.069 for Time 2. This range does not include zero because if  $\beta = 0$  there would be no effect whatsoever; therefore the fact that the confidence interval does not contain 0 means that there is likely to be a genuine indirect effect. Hence, job satisfaction is a mediator of the relationship between PsyCap and OCBO.

The final part of the output shows the results of the Sobel test. It is encouraged to report the bootstrap confidence intervals than formal tests of significance, however since we selected Sobel Test in Process for SPSS, we are given the size of the indirect effect ( $\beta = 0.0342$ ), the standard error associated z-score ( $z = 3.169$ ) and the p-value ( $p = 0.002$ ). The p-value is under the 0.05 threshold so technically we can conclude that there is a significant indirect effect. Noteworthy, is that every single effect size had a confidence interval not containing zero, which is compelling evidence that there is a significant and meaningful mediation effect.

## **5.5 Structural Equation Modelling**

Structural Equation Model (SEM) was conducted in the current research to establish causal relationship between the variables and to test the hypothesised models. SEM was firstly utilised to determine if the WLOC has predictive value for PsyCap.

### 5.5.1 Determining if Work Locus of Control has Predictive Value for Psychological Capital for Time 1 and Time 2

Firstly, the below Figure 5 and Table 17 outlined the path diagram for the current proposed relationship and model fit for Time 1.

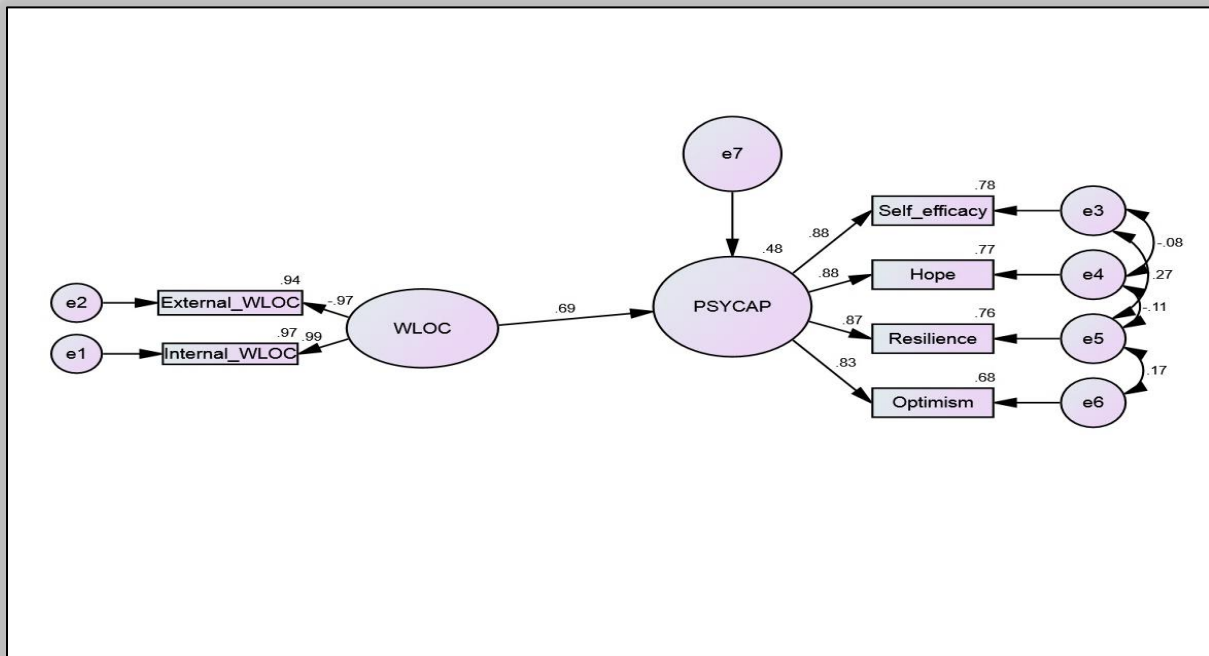


Figure 5. Path Model for WLOC having Predictive Value for PsyCap for Time 1

The first model tested displayed an overall good fit with the data. The path diagram (Figure 5) showed that standardised regression weights (factor loadings) which evaluates the variability of the observed variables that is explained by the common factor. External work locus control has a negative factor loading (-0.97) whilst internal work locus control have a positive factor loading (0.99). Each variable have a squared multiple correlation coefficients ( $R^2$ ), which explains the amount of variance of the observed variable accounted for by the common factor. Work locus of control accounts for 94% of variability in external work locus control and 97% of internal work

locus. Hence, there is a positive relationship between WLOC and PsyCap; any increase of 1 in WLOC predicts an increase of 0.69 in PsyCap. Furthermore, any decrease of 1 in WLOC predicts a decrease of 0.69 in PsyCap.

The model shows that work locus control is positively related to PsyCap (standardised regression weights = 0.69). An  $R^2$  of 0.48 indicates that work locus of control explains (48%) of variance in PsyCap. The standardised regression weights (factor loadings) self-efficacy, hope, resilience and optimism are positively related to PsyCap. The squared multiple correlation coefficients shows that PsyCap explains 78% of the variance in self-efficacy, 77% of the variance in hope, 76% of the variance in resilience and 68% of the variance in optimism.

Table 17

*Model Fit Statistics Time 1*

Model	$\chi^2$	df	$\chi^2/\text{df}$	RMR	GFI	AGFI	NFI	TLI	CFI	RMSEA	PClose
<b>Default Model</b>	2.914	4	0.729	0.307	0.998	0.988	0.999	1.002	1.000	0.000	0.883

$\chi^2$  - chi-square; df - degrees of freedom;  $\chi^2/\text{df}$  - chi-square/degrees of freedom; RMR - Root Mean Square Residual; GFI - Goodness to Fit Index; AGFI - Adjusted Goodness to Fit index; NFI - Normed Fit Index; TFI - Tucker-Lewis Index; RMSEA - The Root Mean Square Error of Approximation

In reference, to Table 17, the likelihood ratio Chi Square (CMIN) was 2.914 with 4 degrees of freedom. The CMIN/DF was 0.729, which is less than 5. The CMIN/DF for the current model is less than 5; it means that the model is adequate.



In relation to the RMR the closer the value is to 0, the better model and it is mostly used to compare models. The model with the lowest RMR would be the best model. The value was 0.307 which is a relatively good model fit. The GFI for this model was 0.998, which is very good. The AGFI for this model was 0.988, which is good indication of model fit. This model had the following values for the NFI, TLI, and CFI 0.999, 1.002, and 1.000 respectively which highlighted good model fit. The RMSEA value should be 0.05 or less in a good model. The RMSEA value for this model was 0.000 which is within the acceptable range. The PClose estimates the p-value for the null hypothesis that RMSEA is less than 0.05 ( $PClose = 0.883$ ) in the population. In this case the PClose value was greater than 0.05 which indicates that the RMSEA is less than 0.05 in the population.

In addition, the regression weights indicated the following relationships.  $PsyCap = 0.395$  Work locus of control;  $External\ Work\ locus\ of\ control = -1.280$  Work locus of control;  $Hope = 0.647$  PsyCap;  $Resilience = 0.866$  PsyCap;  $Optimism = 0.337$  PsyCap. It should however be noted that the regression coefficients for Internal Work locus of control, and Self-efficacy were fixed to make the model work. All the coefficients were significant and the p-value is less than 0.01.

In addition, for Time 2 Figure 6 and Table 18 outlined the path diagram for the proposed relationships and model fit.

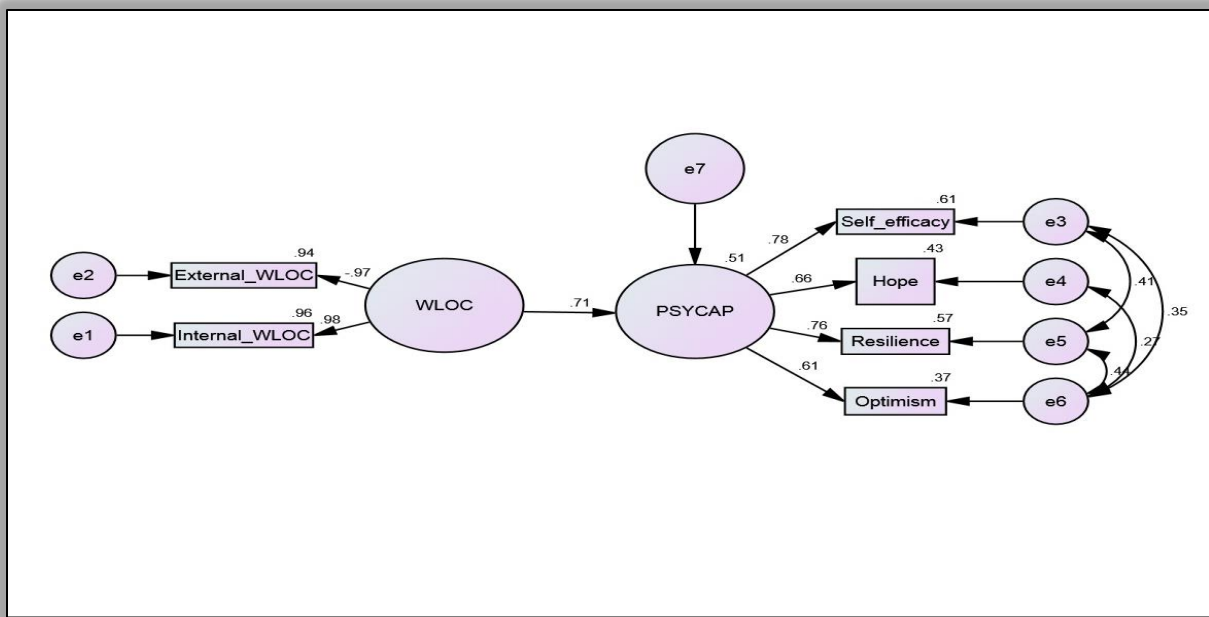


Figure 6. Path Model for WLOC having Predictive Value for PsyCap for Time 2

The second model tested displayed an overall good fit with the data. The path diagram (Figure 6) showed that, like Time 1, the external work locus control for Time 2 had a negative factor loading (-0.97) whilst internal work locus control had a positive factor loading (0.98). Work locus of control accounts for 94% of variability in external work locus control and 96% of internal work locus. The model shows that work locus control is positively related PsyCap (standardised regression weights = 0.71). Hence, there was a positive relationship between WLOC and PsyCap as any increase of 1 in WLOC, predicts an increase of 0.71 in PsyCap and any decrease of 1 in WLOC predicts a decrease of 0.71 in PsyCap. An  $R^2$  of 0.55 indicates that work locus of control explains (55%) of variance in PsyCap. The standardised regression weights (factor loadings) self-efficacy, hope, resilience and optimism are positively related to PsyCap. The squared multiple correlation coefficients shows that PsyCap explains 61% of the variance in self-efficacy, 43% of the variance in hope, 57% of the variance in resilience and 37% of the variance in optimism.

Table 18

*Model Fit Statistics for Time 2*

Model	$\chi^2$	df	$\chi^2/\text{df}$	RMR	GFI	AGFI	NFI	TLI	CFI	RMSEA	PClose
<b>Default Model</b>	3.856	4	0.964	0.185	0.993	0.965	0.996	1.001	1.000	0.000	0.640

$\chi^2$ - chi-square; df - degrees of freedom;  $\chi^2/\text{df}$  - chi-square/degrees of freedom; RMR - Root Mean Square Residual; GFI - Goodness to Fit Index; AGFI - Adjusted Goodness to Fit index; NFI - Normed Fit Index; TLI - Tucker-Lewis Index; RMSEA - The Root Mean Square Error of Approximation

In reference to Table 18, the chi-square test evaluates the null hypothesis that the model is a good fit for the data against the alternative hypothesis that the model is not a good fit for the data. The likelihood ratio Chi Square (CMIN) was 3.856 with 4 degrees of freedom. The ideal situation is to have a p-value greater than 0.05. The CMIN/DF was 0.964, which is less than 5. Thus, since CMIN/DF for the current model is less than 5, it means that the model is adequate. The RMR of the model was 0.185. This means that the model for Time 2 was better than the one for Time 1, which had an RMR value of 0.307. The GFI and the AGFI were 0.993 and 0.965 respectively. This shows that the model was good fit for the data. The NFI, TLI, and CFI values were 0.996, 1.000 and 1.000 respectively. This is an indication of a good model. The RMSEA value was 0.000, which is less than 0.05 as required. The PClose was 0.640, which is greater than 0.05. This is an indication that the RMSEA for the population is less than 0.05.

The regression weights indicates the following relationships; PsyCap = 0.324 Work locus of control, External Work locus of control = - 1.260 Work locus of control, Hope = 0.427 PsyCap, Resilience = 0.873 PsyCap, Optimism = 0.302 PsyCap. It should however be noted that the

regression coefficients for Internal Work locus of control, and Self-efficacy were fixed to make the model work. All the coefficients of the 5 models were significant and the p-value is an indication that the p-value is less than 0.01. The next section examined the path diagram for the various variables and the mediation.

### 5.5.2 Determining the Relationship between Variables and Job Satisfaction as a Mediator of Psychological Capital and Organisational Citizenship Behaviour Directed towards the Organisation for Time 1 and Time 2

In relation to Time 1, Figure 7 and Table 19 outlined the path diagram for the proposed relationship and model fit.

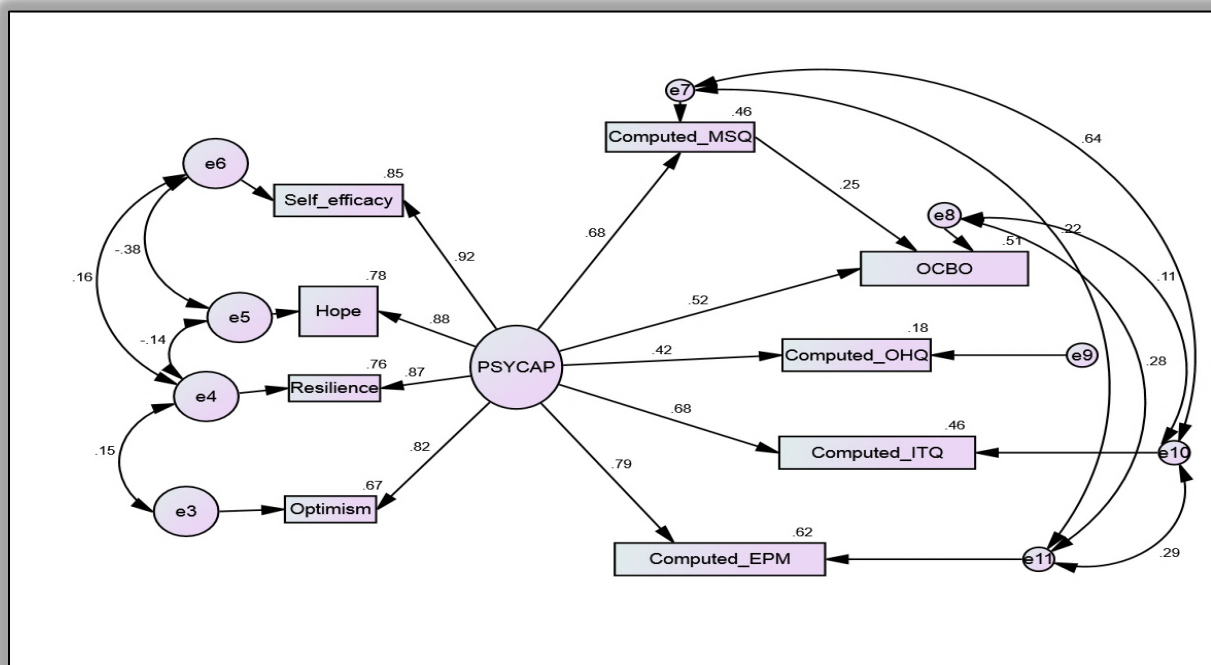


Figure 7. Path Model for Relationship between Variables & Job Satisfaction as a Mediator of PsyCap and OCBO for Time 1

The path diagram showed that standardised regression weights (factor loadings). Each variable have a squared multiple correlation coefficients ( $R^2$ ), which explains the amount of variance of the observed variable accounted for by the common factor (PsyCap in this case).

The standardised regression weights (factor loadings) for self-efficacy (0.92), hope (0.88), resilience (0.87), optimism (0.82), EPM (0.79), ITQ (0.68), OHQ (0.24), OCBO (0.52), and MSQ (0.68) were all positively related to PsyCap. This indicates that there was a positive direct relationship between PsyCap and the variables. The squared multiple correlation coefficients shows that PsyCap explains 78% of the variance in self-efficacy, 77% of the variance in hope, 76% of the variance in resilience, 68% of the variance in optimism, 62% in EPM, 46% in ITQ, 51% in OCBO and 18% variation in OHQ.

**Path 1:** In examining the mediating relationship; MSQ was a mediating variable, 48% of variation in MSQ is explained by PsyCap and MSQ in turn influences OCBO. It can be noted that 51% variation in OCBO is explained by the effect of MSQ and PsyCap. A unit increase in PsyCap would lead to a 0.68 increase in MSQ and a unit increase in MSQ would lead to a 0.25 increase in OCBO. Thus a unit increase in PsyCap would lead to an indirect increase in OBCO of  $0.68 \times 0.25 = 0.17$ . The total effect of PsyCap on OCBO is a combination of the direct effect and the indirect effect through MSQ. Thus, total effect of a unit increase in PsyCap on OCBO is  $0.52 + 0.17 = 0.69$ .

**Path 2:** With reference to attitudinal outcomes; the path diagram demonstrated that there is a positive significant correlation between PsyCap and OHQ; any increase of 1 in PsyCap predicts an increase of 0.42 in OHQ. Furthermore, any decrease of 1 in PsyCap predicts a decrease of 0.42 in OHQ.

**Path 3:** In relation to behavioural outcomes; the path diagram demonstrated that there is a positive significant correlation between PsyCap and OCBO; any increase of 1 in PsyCap predicts an increase of 0.52 in OCB. Furthermore, any decrease of 1 in PsyCap predicts a decrease of 0.52 in OCB.

**Path 4:** In the examination of behavioural intentions; the path diagram demonstrated that there is a positive significant correlation between PsyCap and ITQ (0.68). Furthermore, the conclusion based on the path diagram is there is a positive relationship between PsyCap and Behavioural Intention of ITQ; any increase of 1 in PsyCap, predicts an increase of 0.68 in ITQ, or any decrease of 1 in PsyCap predicts a decrease of 0.68 in ITQ.

**Path 5:** With reference, to in-role performance; the path diagram demonstrated that there is a positive significant correlation between PsyCap and EMP (0.79). Furthermore, the conclusion based on the path diagram is there is a positive relationship between PsyCap and In-role Performance of EPM; any increase of 1 in PsyCap, predicts an increase of 0.79 in EPM and any decrease of 1 in PsyCap predicts a decrease of 0.79 in EPM.

The regression weights indicates the following relationships; Computed MSQ = 5.950 PsyCap; Resilience = 3.015 PsyCap; Hope = 2.105 PsyCap; Self-efficacy = 4.775 PsyCap; OCBO = 0.087 Computed MSQ; OCBO = 1.570 PsyCap; Computed OHQ = 7.543 PsyCap; Computed ITQ = 1.416 PsyCap; Computed EPM = 3.667 PsyCap. It should however be noted that the regression coefficients for Optimism was fixed to make the model work. All the coefficients of the models were significant (p-values < 0.05).

The indirect effect of PsyCap on OCBO ranges from 0.237 to 0.823. This effect was significant at 5% significance level since p-value of the mediation effect was found to be  $0.004 < 0.05$ . This means that MSQ does mediate the relationship between PsyCap and OCBO in Time 1.

Table 19

*Model Fit Statistics for Time 2*

Model	$\chi^2$	df	$\chi^2/\text{df}$	RMR	GFI	AGFI	NFI	TLI	CFI	RMSEA	PClose
Default Model	26.560	17	1.562	3.911	0.983	0.955	0.989	0.991	0.996	0.041	0.674

$\chi^2$ - chi-square; df - degrees of freedom;  $\chi^2/\text{df}$  - chi-square/degrees of freedom; RMR - Root Mean Square Residual; GFI - Goodness to Fit Index; AGFI - Adjusted Goodness to Fit index; NFI - Normed Fit Index; TLI - Tucker-Lewis Index; RMSEA - The Root Mean Square Error of Approximation

The likelihood ratio Chi Square (CMIN) was 26.560 with 17 degrees of freedom. The CMIN/DF was 1.562, which is less than 5. The CMIN/DF for the current model is less than 5, implying that the model is adequate. The RMR, value was 3.911 which is good. The GFI which should be close to 1 and takes values between 0 and 1 inclusive was 0.983, which is very good. The AGFI takes into account the degrees of freedom available for testing the model. It has an upper limit of

1 (perfect fit). The AGFI for this model was 0.955, which is a good fit to data. The NFI, TLI, and CFI should be close to 1. This model had the following values 0.989, 0.991 and 0.996 respectively. This is an indication of a good model. The RMSEA value should be 0.05 or less in a good model. The RMSEA value for this model was 0.041 which is within the acceptable range. The PClose estimates the p-value for the null hypothesis that RMSEA is less than 0.05 (PClose = 0.674) in the population. In this case the PClose value was greater than 0.05 which indicates that the RMSEA is less than 0.05 in the population as required.

In reference to Time 2, Figure 8 and Table 20 outlined the path diagram for the proposed relationship and model fit.

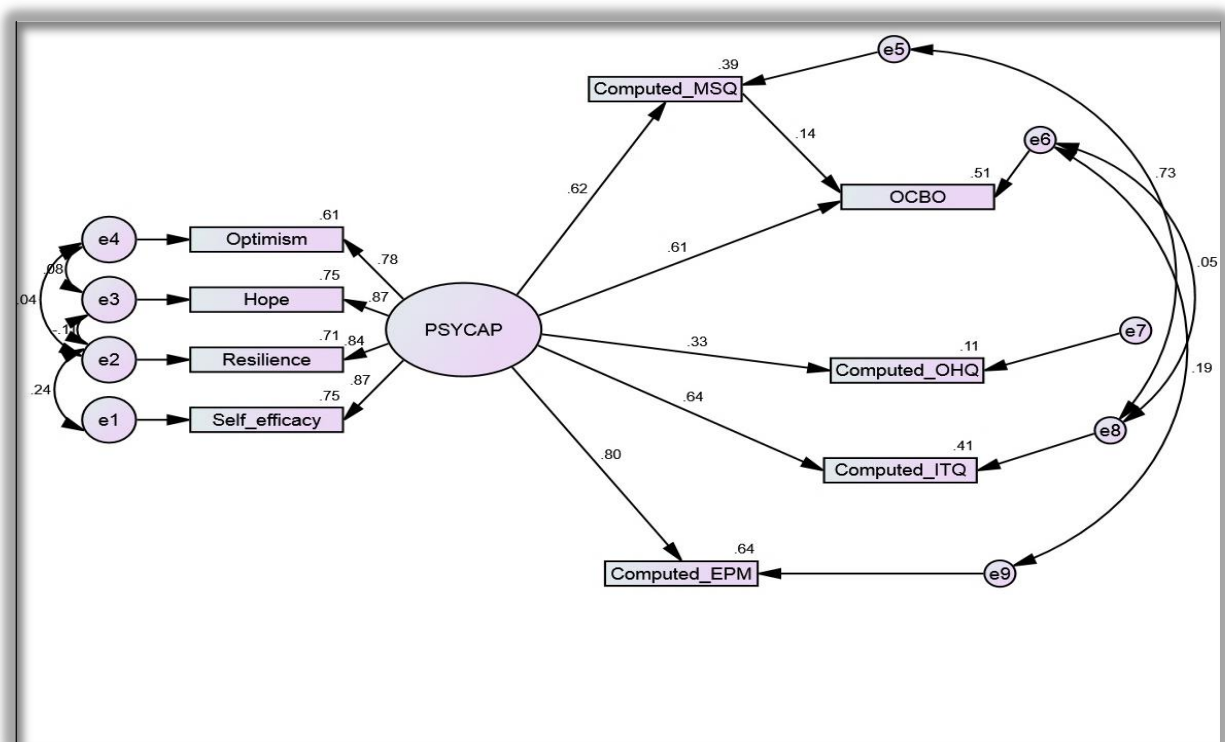


Figure 8. Path Model for Relationship between Variables & Job Satisfaction as a Mediator of PsyCap and OCBO for Time 2



The path diagram shows that standardised regression weights (factor loadings). Each variable have a squared multiple correlation coefficients ( $R^2$ ), which explains the amount of variance of the observed variable accounted for by the common factor (PsyCap in this case).

The standardised regression weights (factor loadings) for self-efficacy (0.87), hope (0.87), resilience (0.84), optimism (0.78), EPM (0.80), ITQ (0.64), OHQ (0.33), OCBO (0.61), and MSQ (0.62) were all positively related to PsyCap as was observed in time 1. This indicates that there was a positive direct relationship between PsyCap and the variables. The squared multiple correlation coefficients shows that PsyCap explains 75% of the variance in self-efficacy, 75% of the variance in hope, 71% of the variance in resilience, 61% of the variance in optimism, 64% in EPM, 41% in ITQ, 51% in OCBO and 11% variation in OHQ.

**Path 1:** In examining the mediating relationship; MSQ was a mediating variable between PsyCap and OCBO, 39% of variation in MSQ is explained by PsyCap and MSQ in turn influences OCBO. It can be noted that 51% variation in OCBO is explained by the direct effect of PsyCap and the indirect effect through MSQ. A unit increase in PsyCap would lead to a 0.62 increase in MSQ and a unit increase in MSQ would lead to a 0.14 increase in OCBO. Thus a unit increase in PsyCap would lead to an indirect increase in OBCO of  $0.62 \times 0.14 = 0.0868$ . The total effect of PsyCap on OCBO is a combination of the direct effect and the indirect effect through MSQ. Thus, total effect of a unit increase in PsyCap on OCBO is  $0.61 + 0.0868 = 0.6968$ .

**Path 2:** With reference to attitudinal outcomes; the path diagram demonstrated that there is a positive significant correlation between PsyCap and OHQ (0.33); any increase of 1 in PsyCap predicts an increase of 0.33 in OHQ. Furthermore, any decrease of 1 in PsyCap predicts a decrease of 0.33 in OHQ.

**Path 3:** In the examination of behavioural outcomes; the path diagram demonstrated that there is a positive significant correlation between PsyCap and OCBO; any increase of 1 in PsyCap predicts an increase of 0.61 in OCBO. Furthermore, any decrease of 1 in PsyCap predicts a decrease of 0.61 in OCBO.

**Path 4:** In relation to behavioural intentions; the path diagram demonstrated that there is a positive significant correlation between PsyCap and ITQ (0.64). Furthermore, the conclusion based on the path diagram is there is a positive relationship between PsyCap and Behavioural Intention of ITQ; any increase of 1 in PsyCap, predicts an increase of 0.64 in ITQ and any decrease of 1 in PsyCap predicts a decrease of 0.64 in ITQ.

**Path 5:** With reference, to in-role performance; in addition the path diagram demonstrated that there is a positive significant correlation between PsyCap and EMP (0.80). Furthermore, the conclusion based on the path diagram is there is a positive relationship between PsyCap and In-role Performance of EPM; any increase of 1 in PsyCap, predicts an increase of 0.80 in EPM, or any decrease of 1 in PsyCap predicts a decrease of 0.80 in EPM.

The regression weights indicates the following relationships; Computed MSQ = 1.173 PsyCap; Resilience = 0.583 PsyCap; Hope = 0.424 PsyCap; Optimism = 0.199 PsyCap; OCBO= 0.403 PsyCap; Computed OHQ = 1.383 PsyCap; Computed ITQ = 0.260 PsyCap; Computed EPM = 0.777 PsyCap; OCBO = 0.049 Computed MSQ. It should however be noted that the regression coefficients for self-efficacy was fixed to make the model work. All the coefficients of the models were significant except the coefficient for the relationship between OCBO and MSQ (p-value = 0.063).

The indirect effect of PsyCap on OCBO ranges from -0.002 to 0.212 which was not statistically significant since the p-value of the mediation effect was found to be  $0.104 > 0.05$ . This means that MSQ does not mediate the relationship between PsyCap and OCBO.

Table 20

*Model Fit Statistics for Time 2*

Model	$\chi^2$	df	$\chi^2/df$	RMR	GFI	AGFI	NFI	TLI	CFI	RMSEA	PClose
<b>Default Model</b>	39.68	19	2.088	3.905	0.947	0.875	0.959	0.958	0.978	0.085	0.063

$\chi^2$  - chi-square; df - degrees of freedom;  $\chi^2/df$  - chi-square/degrees of freedom; RMR - Root Mean Square Residual; GFI - Goodness to Fit Index; AGFI - Adjusted Goodness to Fit index; NFI - Normed Fit Index; TFI - Tucker-Lewis Index; RMSEA - The Root Mean Square Error of Approximation

The likelihood ratio Chi Square (CMIN) was 39.68 with 19 degrees of freedom. The CMIN/DF was 2.088, which is less than 5. The CMIN/DF for the current model is less than 5, which means that the model is adequate. The RMR was 3.905, the GFI was 0.947, AGFI was 0.875 and all these are an indication of a good model. The NFI, TLI, and CFI should be close to 1. This model had the following values 0.959, 0.958, and 0.978 respectively. This is an indication of a good

model. RMSEA value of should be 0.05 or less in a good model. The RMSEA value for this model was 0.085 which is slightly above acceptable range. The PClose estimates the p-value for the null hypothesis that RMSEA is less than 0.05 ( $PClose = 0.063$ ) in the population. In this case the PClose value was greater than 0.05 which indicates that the RMSEA is less than 0.05 in the population.

## **5.6 Summary**

This chapter has provided the results of the confirmatory factor analysis on the PCQ and OCBC scales. The analysis revealed that a four factor model best suited the PsyCap construct; and a one factor model best suited the OCBC construct. This chapter has also provided the descriptive statistics, reliability coefficients and correlation analysis of various work related outcomes pertaining to attitudinal outcomes (happiness and job satisfaction), behavioural outcomes (organisational citizenship behaviour), behavioural intentions (turnover intentions), and in-role performance measures. This chapter also provided the results from the multiple regression analysis and results on job satisfaction as a mediator of PsyCap and OCBO. The next section provides a detailed discussion of the results obtained from this research.

## **CHAPTER SIX**

### **DISCUSSION**

#### **6.1 Introduction**

This chapter provides a discussion of the research findings within the context of previous research. Each hypothesis of the study was discussed and comparisons are drawn from the relevant literature on the Work Locus of Control (WLOC), Psychological Capital (PsyCap), Organisational Citizenship Behaviour (OCB), Oxford Happiness Questionnaire (OHQ), Minnesota Job Satisfaction Questionnaire (MSQ), Intention to Quit (ITQ), and Employee Performance Measure (EPM).

#### **6.2 Discussion of Results**

Overall, the general objective of this research was to test as well as assess the hypothesised conceptual model within the recruitment industry of South Africa. The research results are examined through each hypothesis in Time 1 (T1) and then Time 2 (T2) and a discussion of research results from other comparative studies are further explained in relation to the hypothesis and the results obtained from the current study.

The first research hypothesis of the study proposed a model in which the Psychological Capital Questionnaire (PCQ) and Organisational Citizenship Behaviour Checklist (OCBC) would have acceptable psychometric properties for all ethnic groups. This research was deemed relevant considering the lack of research in establishment of valid and reliable instruments for measurement in a South African context. More specifically establishment of psychometrically

sound instruments for a South African multi-cultural group would contribute towards establishment of a consistent and valid measurement instruments which would allow for greater generalisability of results.

Firstly the results for these two hypotheses (H1 and H2) were based on the Structural Equation Model (SEM) and on confirmatory factor analysis. The results of the factor analysis revealed that a four factor model comprising of self-efficacy, hope, resilience and optimism best fit the data of the study. The SEM analysis revealed that PsyCap comprised of four factors which explained 65% variability, which is relatively good. It is also noted that studies on the PCQ confirmatory factor analysis has supported PsyCap as a second-order factor through a four factor model e.g., Avey, Patera and West (2006); Larson and Luthans (2006); Luthans, Avolio, Avey and Norman (2007); Rus, Băban, de Jesus and Andrei (2012); etcetera However, the current studies results was in contrast to several South African studies as research evidence seemingly confirmed variance in findings, in terms of the factor structure of PsyCap. A study conducted by Hansen (2012) noted that PsyCap demonstrated a one factor model. This one factor included items reflecting all four positive psychological states (self-efficacy, hope, resilience and optimism). A further study by Pillay (2012) noted that exploratory analysis of the PCQ revealed a two-factor model, namely hopeful-confidence and a positive outlook. In addition, studies by Du Plessis and Barkhuizen (2012) found that a three factor model best represented the data gathered from a South African sample. They renamed their factors hopeful-confidence, resiliency and optimism. The South African study that supported a four factor model for PsyCap was conducted by Herbert (2011). Thus the researcher noted that more studies are required in the South African context to determine the psychometric properties of PsyCap amongst different ethnic groups.

Furthermore findings of the current study indicated all the measuring instruments had a high internal consistency as all Cronbach alpha coefficient reliabilities ( $\alpha$ ) were  $> 0.70$ , and were therefore deemed to be acceptable following Nunnally and Bernstein's (1994) guidelines that the alpha reliabilities should be greater than 0.70. Hence, this implied that the questions measuring each construct could be grouped together to form a summated scale for the construct. All the reliability statistics on PsyCap indicate very good internal consistency of constructs.

The Cronbach alpha coefficient for the total PCQ was found to be (0.964). This result was relatively close to the result found by Avey, Patera and West (2006) who found a very high Cronbach alpha coefficient of 0.90 for the total PCQ. Initial research by Luthans, Avolio, Avey and Norman (2007) found the overall PCQ for all four samples were consistent with Cronbach alpha coefficient reliability of PsyCap to be (0.88, 0.89, 0.89, 0.89). In addition, studies by Luthans, Youssef and Avolio (2007) noted that the PCQ also demonstrated adequate confirmatory factor analytic structure across multiple samples as well as strong internal reliability (0.92). In a South African study Pillay (2012) conducted exploratory factor analysis and found the Cronbach alpha for the total PsyCap questionnaire was 0.88. In addition, Hansen (2011) noted based on confirmatory factor analysis a Cronbach alpha coefficient of 0.91 for the PCQ. Hence, research consistently supported a higher value for the Cronbach alpha coefficient.

Based on the results of the current study to test the internal consistency reliability for each of the 4 factors of PsyCap, Cronbach's alpha coefficients were computed. The Cronbach's alpha values for self-efficacy, hope, resilience and optimism were 0.876, 0.874, 0.891, and 0.875 respectively.

Since the Cronbach's alpha values were  $> 0.70$ , this implied that there is a very high level of internal consistency within each construct. Based on research Avey, Patera and West (2006) found Cronbach alpha coefficient reliabilities of the 4 subscales (self-efficacy, hope, resilience and optimism) to be 0.82, 0.81, 0.78, and 0.65 respectively. In a South African study Herbert (2011) found the Cronbach alpha coefficient reliabilities for self-efficacy, hope, resilience and optimism, to be 0.83, 0.81, 0.69 and 0.67, respectively. In contrast to the current study, the study conducted by Du Plessis and Barkhuizen (2012) in South Africa, noted a three factor model comprising of hopeful-confidence, optimism and resilience and found the reliability coefficients of the three subscales to be 0.86, 0.77, and 0.81 respectively. Hence, prior research support Cronbach alpha coefficient reliabilities for the four sub-constructs of the PCQ.

In addition, in determining construct biases amongst the four race groups (African, Indians, Whites and Coloureds) in South Africa, it was noted that the results demonstrated that the Tucker's phi coefficients ( $> 0.95$ ) for PsyCap was good across all race groups. In reference, to literature, a study by Combs, Milosevic, Jeung and Griffith (2012) demonstrated the role of PsyCap on ethnicity by finding the PsyCap partially mediated the relationship between ethnic identity and competence of growth aspect. However, contradictory findings were also evident in the South African study by Du Plessis and Barkhuizen (2012), who found that White respondents scored significantly higher on Hopeful-Confidence than Blacks, demonstrating ethnic differences in terms of responses to the PCQ. Furthermore, research has also noted that PsyCap when measured in different cultural groups demonstrate variances in results, e.g. studies conducted by Caza, Bagozzi, Woolley, Levy and Caza (2010); Woolley, Caza and Levy (2011); etcetera



Overall, the research results indicated that hypothesis H1 stating that ‘Psychological Capital has acceptable psychometric properties for all race groups’ is accepted.

In relation H2, the results of the study indicated that OCBC comprised of two factors, which explained only 30.873% (which is very low) variability in the items measuring OCB. The factor loadings for all the 7 items in factor 1 (OCBO) were high ( $> 50\%$ ). There was however low level factor loadings on 3 out of the 4 items in factor 2 (OCBP). There was a negative correlation between OCBO and OCBP ( $r = -0.64$ ). The Cronbach alpha coefficient for factor 1 (OCBO) was 0.800, since the Cronbach alpha coefficient value is greater than 0.70, this implied that there is a very high level of internal consistency, which implies that the questions measuring the organisational citizenship behaviour checklist factor 1 (OCBO) could be grouped together to form a summated scale for the construct. On the other hand the Cronbach’s alpha coefficient for factor 2 (OCBP) was 0.458. This value is lower than the minimum acceptable Cronbach alpha coefficient co-efficient of at least 0.5. Hence, the researcher removed the sub-construct OCBP from the study because of the weak loadings and the weak internal consistency. It appears that a one factor structure for OCBC is applicable to a South African recruitment industry context comprising of OCBO only. However, with regards to the reliability studies for the OCBC; Fox, Spector, Goh, Bruursema and Kessler (2009) reported Cronbach alpha coefficients for the 20-item version of the OCBC of 0.89 and 0.94 for two self-report samples, and 0.94 for a co-worker sample (co-workers reporting on the target employee). A study by Shih and Hsu (2012) noted that the OCBC had a Cronbach alpha coefficient coefficient of 0.70.

In addition, the current study determined biases amongst the construct of OCBC amongst the four race groups (African, Indians, Whites and Coloureds) in South Africa. However, it was noted that the construct OCBC records two unacceptable Tucker's phi for Whites (0.601) and Coloureds (0.808). The researcher must consider excluding these two groups from the sample each time the researcher integrates the OCBC in the study. This result is a confirmation that the OCBC construct need to be improved. However, this is divergent to studies conducted by various researchers such as Fox, Spector, Goh, Bruursema & Kessler (2012), whom indicated a two factor structure for OCBC. This would suggest that more research is required in a South African context to determine the factor structure for a South African population group. Further research is required on the impact that cultural context might have on organisational citizenship behaviour. Podsakoff, MacKenzie, Paine and Bachrach (2000) noted that several distinct cultural effects are possible. Hence, the H2 stating that 'Organisational Citizenship Behaviour has acceptable psychometric properties for all race groups' is partially accepted and it is noted that further studies are required to determine the psychometric properties of OCB within various race groups.

Overall, based on H1 and H2, it is noted that when PCQ and OCBC is used in other cultures than those in which it was developed, the resultant effect may result in different outcomes. Hence, more studies are encouraged to determine the factorial validity of PCQ and OCBC in different cultures. Importantly, Kim and Gelfand (2003) noted that ethnic identity influences the perception of organisational recruitment practices.

In terms of next set of hypothesis (H3a and H3b) this research proposed that an approach of using multiple work related outcomes helps in creation of increased understanding of key

relationships that can contribute to the recruitment industries growth. In addition, the current research highlighted the importance of considering a variety of variables in the recruitment and selection of candidates and the establishment of an ideal profile of a candidate that would contribute to effective work results in the recruitment industry. Furthermore, hypothesis H3a and H3b was examined through descriptive statistics, the Pearson momentum correlation, and the structural equation model.

The third research hypothesis H3a was firstly examined through descriptive statistics in which the Cronbach alpha coefficient of 0.962, demonstrated high internal consistency of items. The results of the Pearson momentum correlations of the study indicated that a positive relationship was found between PsyCap and OHQ ( $r = 0.328$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (median effect  $> 0.30$ ). This positive relationship finding indicated that as middle managers displayed higher levels of PsyCap their happiness increased. Furthermore, the path diagram for the structural equation model demonstrated that there is a statistically positive significant correlation between PsyCap and OHQ; any increase of 1 in PsyCap predicts an increase of 0.42 in OHQ. Furthermore, any decrease of 1 in PsyCap predicts a decrease of 0.42 in OHQ. The squared multiple correlation coefficients showed that PsyCap explains 18% variation in OHQ. Therefore, H3a stating that ‘PsyCap has a positive relationship with attitudinal outcomes of happiness in Time 1 is accepted.

In relation to T2 the results highlighted the Cronbach alpha coefficient for the OHQ which measured happiness was 0.979 which indicated high reliability and internal consistency amongst items. In addition a positive relationship was found between PsyCap and OHQ with a Pearson

momentum correlations ( $r = 0.262$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (small effect  $> 0.10$ ). However, it was further noted that a positive relationship was found between OHQ and Hope ( $r = 0.307$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (medium effect  $> 0.30$ ). Hence, a more significant relationship with a medium effect was that as middle manager's happiness increased hope increased, this is a slight variation in terms of the result correlation for T1.

In terms of the structural equation model path diagram the standardised regression weights indicated that OHQ (0.33) were all positively related to PsyCap as was observed in T1. The path diagram demonstrated that there is a statistically positive significant correlation between PsyCap and OHQ (0.33); any increase of 1 in PsyCap predicts an increase of 0.33 in OHQ. Furthermore, any decrease of 1 in PsyCap predicts a decrease of 0.33 in OHQ. Hence, an interesting result was once again present as there was slight variation in results between the documented variables of PsyCap and OHQ as a function of time. Therefore, H3b stating that 'PsyCap has a positive relationship with attitudinal outcomes of happiness in Time 2' is accepted.

A wealth of literature supports the positive relationship between PsyCap and happiness (e.g. Youssef & Luthans, 2007; Avey, Luthans, Smith & Palmer, 2010; Culbertson, Fullagar & Mills, 2010; Pillay, 2012; etcetera). Avey, Luthans, Smith and Palmer (2010) study analysed the relationship between two measures of psychological well-being and PsyCap over time, the results noted PsyCap demonstrated a positive relationship to both well-being measures and significantly explained additional variance, over time, in these well-being measures. Culbertson, Fullagar and Mills (2010) study sought to determine the relationship between psychological

capital and employee's eudaimonic and hedonic well-being. Overall result indicated that that the relation between psychological capital and hedonic well-being, measured two weeks later, is mediated by eudaimonic well-being and results from the daily surveys found that daily eudaimonic work well-being was significantly associated with both daily positive mood and daily life satisfaction and that variance in eudaimonic work well-being was predicted by one's psychological capital. When faced with these results the impact of PsyCap in term of improving well-being cannot be ignored.

Firstly the researcher noted that the current studies high internal consistency of the OHQ was supported by other studies, as Singh and Khan (2013) conducted a study to measure happiness in both the private and government sector and noted a Cronbach alpha coefficient of 0.92 for the OHQ. Hills and Argyle (2002) noted that in his research examination of the OHQ a Cronbach alpha coefficient of 0.91. Furthermore, in support of the Cronbach alpha coefficient, a study by Boroujeni, Asadi and Tabatabaie (2012) utilised the OHQ in their study and found ( $\alpha = 0.93$ ).

Furthermore, Millard (2011) noted that individuals with higher levels of psychological capital are more likely to experience greater subjective well-being in terms of their work and they are likely to have a more positive subjective interpretation of their work-life which would consequently impact their overall well-being. In addition, Youssef and Luthans (2007) study examined the impact of certain psychological states, in particular hope, optimism, and resilience in relation to desirable work-related outcomes of job satisfaction, performance, organisational commitment and work happiness. The findings of their study supported the relationship and contribution of positive psychological resource capacities accounting for unique variance in

outcomes. However, the results of Youssef and Luthans (2007) indicated that hope, and to a smaller extent, optimism and resilience, contribute differentially to the various outcomes. Furthermore, within a South African context a study by Pillay (2012) indicated that the two PsyCap factors and happiness only demonstrated a statistically significant relationship with hopeful-confidence ( $p \leq 0.05$ ), but it was found that happiness had a practically and statistically significant relationship with positive outlook ( $p \leq 0.01$ ) (medium effect). Hence, it is proposed that literature can further examine the relationship between PsyCap and Happiness over time as variances in results is evident. Overall, H3a and H3b are accepted for both T1 and T2.

In addition, hypothesis H4a and H4b was examined through descriptive statistics, the Pearson momentum correlation, and the Structural Equation Model. In the examination of H4a high Cronbach alpha coefficients was noted for the OCBO which was 0.800 was also discussed in H2. The results of the current study indicated that in T1 the Pearson momentum correlations indicated there was a positive relationship between PsyCap and OCBO ( $r = 0.697$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). This indicated that as middle managers displayed higher levels of PsyCap they are more likely to display organisational citizenship behaviour directed towards the organisation.

An analysis of the structural equation model path diagram revealed that the standardised regression weights (factor loadings) for OCBO was 0.52, and was positively related to PsyCap. This indicates that there was a positive direct relationship between PsyCap and OCBO. The squared multiple correlation coefficients showed that PsyCap explains 51% of the variance in OCBO. The path diagram demonstrated that there is a statistically positive significant correlation

between PsyCap and OCBO; any increase of 1 in PsyCap predicts an increase of 0.52 in OCBO. Furthermore, any decrease of 1 in PsyCap predicts a decrease of 0.52 in OCBO. Hence, H4a which stated ‘PsyCap has a positive relationship with behavioural outcomes of organisational citizenship behaviour in Time 1’ is accepted.

In relation to H4b for T2, the descriptive statistics indicated a Cronbach alpha coefficient of 0.734 which indicated a good reliability and internal consistency of items. Furthermore, a positive relationship was also found between PsyCap and OCBO with reference to the Pearson momentum correlations ( $r = 0.629$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). There was once again slight variation of results based on the function of time.

In terms of the structural equation model, the standardised regression weights (factor loadings) for OCBO was 0.61, and OCBO is positively related to PsyCap as was observed in T1. This indicates that there was a positive direct relationship between PsyCap and the variables. The squared multiple correlation coefficients showed that PsyCap explains 51% of variance in OCBO. The path diagram demonstrated that there is a statistically positive significant correlation between PsyCap and OCBO; any increase of 1 in PsyCap predicts an increase of 0.61 in OCBO. Furthermore, any decrease of 1 in PsyCap predicts a decrease of 0.61 in OCBO. Thus, in relation to behavioural outcomes, the results supported a significant positive relationship between PsyCap and OCBO over time. Hence, as more middle managers displayed a higher level of PsyCap they are more likely to engage in OCBO.

In the discussion of the reliability of the OCBO construct a discussion has already been presented under H2. Furthermore, the positive relationship between PsyCap and OCB is supported in literature (e.g. Avey, Luthans & Youssef, 2008; Norman, Avey, Nimmicht & Pigeon, 2010; Pillay, 2012; etcetera). Thus, H4b which stated 'PsyCap has a positive relationship with behavioural outcomes of organisational citizenship behaviour in Time 2' is accepted.

Hypothesis H5a and H5b were examined through the use of descriptive statistics, cronbach alpha coefficients, Pearson momentum correlations and the structural equation model. In relation to H5a for T1, the results firstly indicated that the Cronbach alpha coefficient was 0.899 indicating a good reliability and internal consistency of the construct. The items on the ITQ were structured negatively hence any higher or positive ratings were associated with a higher level of ITQ. The research of the Pearson momentum correlation further indicated that a positive relationship was found between PsyCap and ITQ ( $r = 0.652$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). Hence, as more middle managers display a higher level of PsyCap they are less likely to display intention to quit.

In terms of the structural equation model the standardised regression weights ITQ (0.68), was positively related to PsyCap. This indicates that there was a positive direct relationship between PsyCap and the variables. The squared multiple correlation coefficients showed that PsyCap explains 46% variance in ITQ. In addition, the path diagram demonstrated that there is a statistically positive significant correlation between PsyCap and ITQ (0.68). Furthermore, the conclusion based on the path diagram is there is a positive relationship between PsyCap and behavioural intention of ITQ; any increase of 1 in PsyCap, predicts an increase of 0.68 in ITQ or



any decrease of 1 in PsyCap predicts a decrease of 0.68 in ITQ. Thus, H5a which noted that ‘PsyCap has a positive relationship with behavioural intention of intention to quit in Time 1’ is accepted.

Furthermore, in relation to T2 and H5b, the Cronbach alpha coefficient indicated a high reliability and internal consistency of the items with  $\alpha=0.863$  thus meeting Nunnally and Bernstein’s (1994) guidelines. In addition, the Pearson momentum correlation results demonstrated that a positive relationship was found between PsyCap and ITQ ( $r = 0.546$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). This is a similar relationship observed in T1.

In terms of the structural equation model, the standardised regression weights (factor loadings) for ITQ (0.64), was positively related to PsyCap as was observed in Time 1. This indicated that there was a positive direct relationship between PsyCap and the variables. The squared multiple correlation coefficients showed that PsyCap explains 41% of variance in ITQ. Furthermore, the path diagram demonstrated that there is a statistically positive significant correlation between PsyCap and ITQ (0.64). Furthermore, the conclusion based on the path diagram is there is a positive relationship between PsyCap and Behavioural Intention of ITQ; any increase of 1 in PsyCap, predicts an increase of 0.64 in ITQ, or any decrease of 1 in PsyCap predicts a decrease of 0.64 in ITQ. Hence, slight variation in results as a function of time is noted, however positive relationship between PsyCap and ITQ was established over time. Thus, H5b which noted that ‘PsyCap has a positive relationship with behavioural intention of intention to quit in Time 2’ is accepted.

In relation to research on the Cronbach alpha coefficient a study by Yücel (2012) supported  $\alpha = 0.846$   $\alpha > 0.70$ . Further studies should be instituted to determine internal consistency of the ITQ; however the current study also supported the results of Yücel (2012) as it found the ITQ  $\alpha > 0.70$ . In addition, literature has supported significant correlation between PsyCap and intention to quit. A study by Lok (2011) revealed positive emotions and PsyCap associated indirectly with turnover intentions through the mediation of work well-being. The association between psychological capital and turnover intentions have been demonstrated in some studies (e.g. Avey, Luthans & Jensen, 2009; Avey, Luthans & Youssef, 2008). Gohel (2012) outlined that research found that PsyCap also has an interesting influence on absence from work, as it decreases absenteeism from work. Research has linked positive psychological resources to desirable outcomes, including a reduction of negative influences such as absenteeism, turnover, and counterproductive work behaviours (Walumbwa, Peterson, Avolio & Hartnell, 2010; Appollis, 2010). Based on the current study results further investigation is necessary to further examine the proposed relationship and the slight variations that has occurred over time. Thus, the hypothesis H5a and H5b are accepted. Previous research on the relationship between OCBO and PsyCap could not be traced in prior research of the constructs.

Firstly, hypothesis H6a and H6b was examined through descriptive statistics, the Pearson momentum correlation, and the Structural Equation Model. With regards to H6a the descriptive statistics indicated Cronbach alpha coefficient ( $\alpha = 0.948$ ) in relation to the measurement of in-role performance thus meeting Nunnally and Bernstein's (1994) requirements for reliability. In addition, the results of the current study Pearson momentum correlation indicated that a positive

relationship was found between PsyCap and EPM ( $r = 0.773$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). Therefore, the results suggested that as more middle managers experience higher levels of PsyCap they are more likely to display in-role performance.

In addition, based on the structural equation model the standardised regression weights (factor loadings) for EPM was 0.79 and was positively related to PsyCap. This indicates that there was a positive direct relationship between PsyCap and EPM (in-role performance). The squared multiple correlation coefficients showed that PsyCap explains 62% of variance in EPM. In addition the path diagram demonstrated that there is a statistically positive significant correlation between PsyCap and EMP (0.79). Furthermore, the conclusion based on the path diagram is there is a positive relationship between PsyCap and In-role Performance of EPM; any increase of 1 in PsyCap, predicts an increase of 0.79 in EPM and any decrease of 1 in PsyCap predicts a decrease of 0.79 in EPM. Thus, H6a which noted that ‘PsyCap has a positive relationship with in-role performance in Time 1’ is accepted.

Furthermore, in T2, a Cronbach alpha coefficient of 0.926 was noted indicating a high level of internal consistency and reliability. The Pearson momentum correlation for T2 reflected a positive relationship was found between PsyCap and EPM ( $r = 0.736$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). This result is similar results as obtained in Time 1.

In terms of the structural equation model, the standardised regression weights (factor loadings) for EPM was 0.80 which was positively related to PsyCap as was observed in T1. This indicates that there was a positive direct relationship between PsyCap and the variables. The squared multiple correlation coefficients shows that PsyCap explains, 64% of variance in EPM. Thus, H6b which noted that ‘PsyCap has a positive relationship with in-role performance in Time 2’ is accepted.

Firstly the prior research has also supported the reliability of the construct with Cronbach alpha coefficients  $> 0.70$  e.g. Hodges (2010) which also supports the current research results. Furthermore, the research results from T1 and T2 have been supported in literature, as Luthans, Avolio, Avey and Norman (2007) study indicated that the global construct of PsyCap is a better predictor of performance and satisfaction than the four individual constructs. In addition, PsyCap was consistently found to be a significant predictor of objective performance (Luthans, Avolio, Walumbwa & Li, 2005; Luthans, Avey, Clapp-Smith & Li, 2008). In this sense, several studies indicated that psychological capital as a global construct has positive impacts on employee’s performance (i.e. Avey, 2007; Luthans, Avolio, Avey & Norman, 2007; Zhong, 2007; Sweetman, Luthans, Avey & Luthans, 2011; etcetera). Studies in South Africa have also demonstrated positive relationships between PsyCap and performance e.g. Du Plessis and Barkhuizen (2012).

In addition, a review of literature has indicated the dynamic nature of job performance over time, as several studies have demonstrated that performance varied as a function of time for example, a study by Deadrick and Madigan (1990) indicated there was a decline of performance as a

function of time amongst sewing machine operators. Furthermore, a study by Sturman, Cheramie and Cashen (2001) indicated that the relationship of performance scores decreased over time. Hence, research has indicated the variability of job performance as a function of time. Previous research on the EPM and PsyCap relationship was illustrated in the study by Hodges (2010) who utilised the Employee Performance Measure, and investigated the relationship between PsyCap, employee performance as well as engagement. The results of the study revealed that in the post-hoc analysis there were significant positive correlations between PsyCap, employee performance and engagement. Thus, Hodges (2010) study supported the positive and significant correlation of the EPM to PsyCap as demonstrated by the empirical results of the current study. Thus, H6a and H6b are accepted.

The next set of research hypothesis was to determine if WLOC has predictive value for PsyCap over time. The researcher firstly conceptualised constructs of work locus of control (external and internal work locus of control) from literature and identified its relationship to psychological capital (self-efficacy, hope, resilience and optimism) in a South African sample group within the recruitment industry. This study established a standard for the recruitment industry to utilise personality traits and psychological states to improve the selection of their candidates and improve the overall recruitment process. It is also proposed that selection of individuals with these desirable traits and state would also contribute to the recruitment industry competitiveness, effectiveness and efficiency. Youssef and Luthans (2009) also stated that traits demonstrate complex interactions and relationships. They further noted that there are a limited number of studies that demonstrate their joint contribution in relation to various workplace variables. The

current study proposed to increase the knowledge base within positive organisational psychology and knowledge on the recruitment industry in South Africa.

The results of H7a and H7b were examined through the use of descriptive statistics, Cronbach alpha coefficients, Pearson momentum correlations, and the SEM analysis. Firstly in the examination of H7a in T1 the descriptive statistics for external and internal WLOC was (0.972 and 0.964), respectively and the descriptive statistics pertaining to PsyCap was 0.964, this is an indication of high Cronbach alpha coefficients demonstrating greater reliability of the constructs as well as good internal consistency of the items that were tested. Furthermore in relation to the inferential statistics of the Pearson momentum correlation, the results based on the positive relationship between the variables was supported by the results of the Pearson momentum correlation, as firstly, a negative and practically significant relationship existed between External WLOC and PsyCap ( $r = -0.645$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). In addition, a positive relationship was found between Internal WLOC and PsyCap ( $r = 0.657$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). This level of significance explained that as middle managers whom believe that their work situation is determined by their own behaviour is likely to demonstrate higher levels of PsyCap and middle managers who believe that the work situation is beyond their control displayed lower levels of PsyCap.

However, based on multiple regression analysis conducted the p-values indicates that the internal work locus of control was significant in predicting PsyCap (p-value =  $0.000 < 0.05$ ) and external

work locus of control was not significant ( $p\text{-value} = 0.084 > 0.05$ ). Hence, based on the regression analysis Internal WLOC only in T1 had significant predictive value for PsyCap.

However, the results of the structural equation modelling indicated that the first model tested displayed an overall good fit with the data. The path diagram (Chapter 5, Figure 5) showed that external work locus control has a negative factor loading (-0.97) whilst internal work locus control have a positive factor loading (0.99). Work locus of control accounts for 94% of variability in external work locus control and 97% of internal work locus. Hence, there is a positive relationship between WLOC and PsyCap; any increase of 1 in WLOC predicts an increase of 0.69 in PsyCap. Furthermore, any decrease of 1 in WLOC predicts a decrease of 0.69 in PsyCap. The model shows that work locus control is positively related to PsyCap (standardised regression weights = 0.69). An  $R^2$  of 0.48 indicates that work locus of control explains (48%) of variance in PsyCap. Thus, based on the results of the study H7a stating ‘Work Locus of Control has predictive value for PsyCap in Time 1’ is partially accepted.

In terms of the results for T2 based on H7b, the results of the descriptive statistics in particular the Cronbach alpha coefficient indicated high internal consistency and reliabilities of External WLOC, Internal WLOC and PsyCap with Cronbach alpha coefficients of 0.955, 0.954 and 0.936, respectively. In addition, an examination of the Pearson momentum correlations for T2, demonstrated that a negative and practically significant relationship was found between External WLOC and PsyCap ( $r = -0.598$ ), which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). In addition, a positive relationship was found between Internal WLOC and PsyCap ( $r = 0.590$ ), which is statistically significant ( $p \leq 0.01$ ) and practically

significant (large effect  $> 0.50$ ). This result is similar to T1 as the relationships also demonstrated a large effect and practical significance, although there was slight variation in results due to a decrease in the Pearson momentum correlations as a function of time.

In terms of the multiple regression analysis the p-values for both the internal and external work locus of control were not significant in predicting PsyCap, (p-value = 0.301 and  $0.05 > 0.05$ ), respectively. Hence, the regression analysis indicated that neither external nor internal WLOC was a significant predictor of PsyCap. This result is in contrast to the results in T1 for the regression analysis which indicated that Internal WLOC has predictive value for PsyCap.

The second model tested displayed an overall good fit with the data. The path diagram (Chapter 5, Figure 6) showed that, like with Time 1, the external work locus control for T2 had a negative factor loading (-0.97) whilst internal work locus control had a positive factor loading (0.98). Work locus of control accounts for 94% of variability in external work locus control and 96% of internal work locus. The model shows that work locus control is positively related PsyCap (standardised regression weights = 0.71). An  $R^2$  of 0.55 indicates that work locus of control explains (55%) of variance in PsyCap. Hence, there was a positive relationship between WLOC and PsyCap; any increase of 1 in WLOC, predicts an increase of 0.71 in PsyCap and any decrease of 1 in WLOC predicts a decrease of 0.71 in PsyCap. It is also notable that there is slight variation in both the models based on the time gap; however, both models demonstrated similar relationship between WLOC and PsyCap. Thus, based on the results of the study H7b stating ‘Work Locus of Control has predictive value for PsyCap in Time 2’ is partially accepted.



This outcome is significant and makes one consider the interesting implications for these significant changes over time as there was no interventions that could have resulted in the differences in results. Firstly, the results have been supported by empirical research, which has indicated that the Cronbach alpha coefficient for the WLOC was  $> 0.70$  (e.g. Spector, 1988; Bosman, Buitendach & Rothman, 2005; Rothmann & Van Rensburg, 2002; Botha & Pienaar, 2006; etcetera). In addition, the researcher referred to the literature review on the relationships between WLOC and PsyCap which has consistently shown positive correlation, prediction, relationship, etcetera between these variables, for example, the importance of well-being at work in relation to the WLOC was illustrated in a study by Spector, Cooper, Sanchez, O'Driscoll, Sparks et al. (2002) which highlighted effects of perceived control on well-being are universal and was supported by the relations of work locus of control with work well-being in 24 geopolitical entities. A wealth of literature supports this relationship between traits such as WLOC and states such as PsyCap (e.g. Goldsmith, Veum & Darity, 1997; Babalola, 2009; Carifio & Rhodes, 2002; Avey, Nimnicht & Pigeon, 2010). In the South African context the study by Maram and Miller (1998) indicated that WLOC predicts positive work behaviour in relation to the WLOC although the behaviour was related to leader member exchange and organisational commitment.

These findings could possibly be explained by several theories which are further discussed. In sum, research supports the notion that internality is associated with positive well-being. In this study internality was positively associated with PsyCap and externality was negatively associated with PsyCap. Overall, H7a and H7b are partially accepted.

The results of H8a and H8b were examined through the use of descriptive statistics of Cronbach alpha coefficient's, Pearson momentum correlations, and the SEM analysis. The next research hypothesis is that Job Satisfaction mediates the relationship between PsyCap and OCBO in T1 and T2. This particular outcome may be of value to managers in understanding positive work relationships and how it can be encouraged and promoted within the organisation. In addition, the study contributed to understanding the positive role that mediation may play in positively impacting on work outcomes and potential contribution to an organisation's competitive advantage. More specifically there is a lack of research being conducted on employees within recruitment industry, a sector that plays a vital role in the development of the South African economy. The results of the present study served to contribute to the scarcity of research on the various proposed variables within a South African context more specifically having research implications for the recruitment industry in South Africa and to expand on previous findings conducted on these constructs using a South African sample.

In terms of the descriptive statistics for T1 the job satisfaction should a high overall Cronbach alpha coefficient ( $\alpha = 0.937$ ) indicating internally consistency and reliability of the construct. In addition, a positive relationship was found on the Pearson momentum correlations between MSQ and PsyCap ( $r = 0.666$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). A positive relationship was found between MSQ and OCBO ( $r = 0.622$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). This implies that as middle managers job satisfaction increases they demonstrate higher levels of PsyCap and OCBO.

Based on the multiple regressions mediation analysis for T1 the overall results indicated the indirect effect of PsyCap on OCB through MSQ was assessed and it was noted that the indirect effect was coefficient was 0.0520. The 95% confidence interval of the indirect effect using 1000 Bootstrap resamples ranged between 0.0276 and 0.0829. Since the 95% Bootstrap confidence interval of the indirect effect does not contain zero and is on the positive side of the scale, it implies that MSQ is a mediator for PsyCap and OCBO. The p-value for the Sobel Test was  $0.000 < 0.05$  (significance level). It also supports the result found from the confidence interval that the indirect effect is significant. Thus MSQ mediated the relationship between PsyCap and OCBO.

In terms of the structural equation model the mediating relationship indicated that MSQ was a mediating variable, 48% of variation in MSQ is explained by PsyCap (IV) and MSQ in turn influences OCBO (DV). It can be noted that 51% variation in OCBO is explained by the effect of MSQ and PsyCap. A unit increase in PsyCap would lead to a 0.68 increase in MSQ and a unit increase in MSQ would lead to a 0.25 increase in OCBO. The indirect effect of PsyCap on OCBO ranges from 0.237 to 0.823. This effect was significant at 5% significance level since p-value of the mediation effect was found to be  $0.004 < 0.05$ . This means that MSQ does mediate the relationship between PsyCap and OCBO in Time 1. Thus, based on the results of the study H8a stating ‘Job Satisfaction mediates the relationship between PsyCap and OCBO in Time 1’ is accepted.

Firstly, in relation to the T2 the descriptive statistics indicated the Cronbach alpha coefficient of ( $\alpha = 0.921$ ) which noted a good internal consistency of the construct. In terms of T2 a positive relationship was found on the Pearson momentum correlations between MSQ and PsyCap ( $r =$

0.561) which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). Next, a positive relationship was found between MSQ and OCBO ( $r = 0.508$ ) which is statistically significant ( $p \leq 0.01$ ) and practically significant (large effect  $> 0.50$ ). These are similar results which were found in Time 1.

In relation to the multiple regression analysis the indirect effect of PsyCap on OCBO through MSQ was assessed and it was noted that the indirect effect coefficient was 0.0342. The 95% confidence interval of the indirect effect using 1000 Bootstrap resamples ranged between 0.0079 and 0.0694. Since the 95% Bootstrap confidence interval of the indirect effect does not contain zero and is on the positive side of the scale, it implies that MSQ is a mediator for PsyCap and OCBO. The p-value for the Sobel Test was  $0.0015 < 0.05$  (significance level). It also supports the result found from the confidence interval that the indirect effect is significant.

With regards to the structural equation model for T2 the mediating relationship indicated that MSQ (job satisfaction) was a mediating variable between PsyCap and OCBO, 39% of variation in MSQ is explained by PsyCap and MSQ in turn influences OCBO. It can be noted that 51% variation in OCBO is explained by the direct effect of PsyCap and the indirect effect through MSQ. A unit increase in PsyCap would lead to a 0.62 increase in MSQ and a unit increase in MSQ would lead to a 0.14 increase in OCBO. The indirect effect of PsyCap on OCBO ranges from -0.002 to 0.212, thus this was not statistically significant since the p-value of the mediation effect was found to be  $0.104 > 0.05$ . This means that MSQ does not mediate the relationship between PsyCap and OCBO. Thus, based on the results of the study H8b stating ‘Job

Satisfaction mediates the relationship between PsyCap and OCBO in Time 2' is partially accepted

The results for hypothesis H8a and H8b demonstrated significant variation in results with the structural equation model for T2 indicating a lack of a mediating relationship of job satisfaction on PsyCap and OCBO as a function of time. This research outcome would have interesting implication for further research to be initiated to investigate possible reasons for these differential outcomes.

The literature indicated a significant Cronbach alpha coefficient for the MSQ in various studies of  $> 0.70$  e.g. Hirschfeld (2000); Labuschagne, Bosman and Buitendach (2005); etcetera In terms of an examination of literature, the researcher firstly examined job satisfaction as a correlate or predictor of PsyCap, as various research indicate this relationship, for example Luthans, Avolio, Avey and Norman (2007) noted the global PsyCap construct was a good predictor of job satisfaction. Further research which has supported the relationship between psychological capital was found to affect a variety of variables like job satisfaction (e.g. Larson & Luthans, 2006; Luthans, Norman, Avolio & Avey, 2008, etcetera).

Further investigation of literature has indicated that various researches supported the positive relationship between these constructs of job satisfaction as a mediator of PsyCap, as Nigah, Davis and Hurrell (2012) study investigated the effects of new employees' satisfaction with buddying on work engagement and explored the role of psychological capital in mediating this relationship. The results of their study indicated that job satisfaction with the buddy/work

engagement relationship was fully mediated by psychological capital. In addition, a study by Ngiam (2011) examined the mediation relationship between job satisfaction and psychological capital; and the two predicted mediators were social skills and positive relations with others. In Ngiam (2011) study, the relationship between job satisfaction and psychological capital was significant.

Next the research discussion examined relationships between job satisfaction as correlates, predictors and mediators of OCB, to demonstrate the significant support research has on the positive correlation between these constructs. Job satisfaction predicts, correlates and relates with organisational citizenship behaviours (e.g. Dubrin, 2007; Vigoda-Gadot & Angert, 2007; Van Dick, Van Knippenberg, Kerschreiter, Herterl & Wieseke, 2008). In addition, LePine, Erez and Johnson (2002) conducted a meta-analysis on OCB literature, and found strong support for a predictor relationship of job satisfaction and organisational commitment in relation to OCB measures and constructs. From a South African perspective, the results of several studies indicated the positive relationship between job satisfaction and organisational citizenship behaviour e.g. Robbins, Odendaal and Roodt (2003); Robbins (2005); Booysen (2008); etcetera

In addition, Markovits (2011) noted that a mediation relationship exists between job satisfaction and OCB. Ladebo (2008) examined the mediating influence of job satisfaction, the results of their study indicated that job satisfaction partially mediated the link between perceived supervisory support and organisational citizenship behaviours. However, research in contrast to this indicated that job satisfaction did not significantly influence OCB e.g. Moorman (1991); Schappe (1998); etcetera Nevertheless, Organ (1988) noted contradictions could be attributed to

the job satisfaction measures. Hence, it is noted that further research is required in this area as the current research results finds support for both job satisfaction mediation and non-mediation of PsyCap and OCB over time. Thus, this would suggest that there are other factors and interplay that may have resulted in these outcomes.

Furthermore, the variability of PsyCap over time was also explained by Conley (1984). Thus, it is noted that as “PsyCap is an emerging second order factor comprising each of the four components, there is still much to learn about the properties, characteristics and semantic network of the construct itself” (Avey, Nimnicht and Pigeon, 2010, p. 389). The view and research established by Conley (1984) is supportive of the current studies view that PsyCap may have some variability over time. However, because of PsyCap state like nature it is open to change and development.

Lastly, H9 proposed that the conceptual model has relevance to the recruitment industry of South Africa over time. Based on the results and discussions above it is concluded that multiple work related outcomes of attitudinal outcomes, behavioural outcomes, behavioural intentions, and in-role performance formed an integrated model for understanding positive work outcomes over time. Overall, PsyCap was found to be related to attitudinal outcomes (happiness and job satisfaction), behavioural outcomes (OCBO), behavioural intentions (intention to quit) and in-role performance over time. Partial support was found for WLOC as a mediator of PsyCap over time and for Job Satisfaction mediating the relationship between PsyCap and OCBO over time. Further studies exists that supports models of integrated work related outcomes and encourages a broadened view in relation to work related outcomes (e.g. Fleeson, 2001; Youssef & Luthans,

2007; Harrison, Newman & Roth, 2006; etcetera). It is noted that Youssef and Luthans (2009, p. 284) noted that “recent research re-examining the equivocal findings regarding the happy-productive worker hypothesis also shows an interactive relationship between psychological well-being (conceptualised in the happiness literature as a positive trait, a positive state, and an attitudinal outcome” as well as “job satisfaction in predicting performance”. Hence, although the model tends to be complex, understanding these multiple relationships would have significant benefits for improving positivity in the recruitment industry and resulting in greater positive work related outcomes. Thus, H9 stating that ‘The conceptual model has relevance to the recruitment industry of South Africa over time’ is partially accepted. The next section discusses the theoretical relationships to the results obtained.

### **6.3 Understanding the Theoretical Underpinnings based on the Research Outcomes**

Firstly, it is important to note that the above findings relates to the Broaden and Build Theory as the current research empirical results consistently demonstrated significant positive relationship between positive psychological states and positive work related outcomes. For example, the positive psychological state of PsyCap was shown to increase happiness, job satisfaction, organisational citizenship behaviour, reduced turnover as well as increase in-role performance. Thus, the Broaden and Build Theory has important implication for the examination of multiple work related outcomes as higher levels of PsyCap capacities such as hope and optimism have been shown to trigger positive emotions (Snyder, Harris, Anderson, Hollera, Irving, Sigmon et al., 1991) as an outcome of positive appraisals which is likely to enhance the probabilities of success in areas such as task completion, performance outcomes, positive work behaviour, etcetera. A further example was proposed by Tugade, Fredrickson and Barrett (2004) who noted



that positive emotions have shown to enhance the state like quality of resilience. Further example, of relevance of the Broaden and Build Theory in relation to the current empirical results is the probability that PsyCap and the Internal Work Locus of Control reinforces the potential value of utilising positive emotions due to the empirical results indicating positive and significant correlations between these constructs and a variety of positive work related outcomes. In the current study it can be noted that internals are most likely drawing from a higher level of positive emotions or resources resulting in higher levels of positive psychological resources as well as strengthening of their positive psychological resources and the result is a display of higher levels of positive psychological states such as PsyCap. In addition, generally if the Broaden and Build Theory is related to the work locus of control as internals because of their need for personal control would tend to build a broader range of positive emotions to support their success as compared to external WLOC. Thus, positive appraisals tend to encourage broader perspectives which tend to encourage more positive as well as wider range of work related outcomes. Isen and Daubman (1984) stated that positive emotions encourage OCB, the same relationship was observed in the current study as OCBO demonstrated significant positive relationships with various variables. Interestingly Avey, Luthans and Youssef (2008) stated that various research studies e.g. Wright, Cropanzano and Bonett (2007) has utilised the Broaden and Build Theory to determine the relationship with positively orientated behaviour.

Furthermore, the Broaden and Build Theory has demonstrated support for subjective well-being or happiness, this view was also reinforced by Sutton (2009) who commented that individuals reported increase in positive emotion when experiencing a favourable work environment, whereas an unfavourable work environment was related to an increase in negative emotions. This was also observed in the current study as happiness was related to positive psychological state of

PsyCap. Therefore, based on the discussion above, results obtained theoretical support the research outcomes. This theory can further investigate cultural divergence in terms of display of positive behaviour as being more dominant in certain ethnic group versus others.

Furthermore in relation to the Self-Determination Theory (SDT) supports the various positive relationships identified in the current study. It is noted that based on the SDT tenets intrinsically motivated behaviour is attributed to internal causality. Deci and Ryan (1985) noted that the behavioural cause is directed towards receiving internal reward which results in feelings of competence and self-determination, whereas the opposite is applicable for extrinsically motivated behaviour, in which the behavioural cause is motivated by external rewards. The key of causality according to SDT is derived from the environment (Deci & Ryan, 1985). Therefore, it is likely that environmental support, in the form of fulfilled basic psychological needs, affected the relationship between the various variables, for example, those with an internal WLOC would attribute any failure caused by environmental factors to be intrinsically caused and this is likely to explain higher levels of PsyCap related to higher levels of positive work outcomes, and the reverse would be applicable for externals. In conclusion, this study provided further support for SDT in the workplace, and extended the known benefits of fulfilled basic needs of employees to include increased PsyCap and other positive behaviour such as attitudinal outcomes, behavioural outcomes and in-role performance in the workplace and encourage future research in the area to further determine the relation to the SDT.

In reference to the Self-Regulation theory (SRT) further support of the relationships identified in the current study. The central premises of the SRT is that individuals externally control their

internal states, processes and responses in search for longer term goal attainment. This has significant implications for the current results, as it is likely that those that displaying higher levels of internal control regulated their internal responses resulting in greater or high psychological states e.g. higher levels of PsyCap, higher levels of Internal WLOC, other positive outcomes such as happiness, job satisfaction, organisational citizenship behaviour, in-role performance as opposed to those with an external level of control or those with higher levels of intention to quit may likely lower levels of SRT behaviour resulting in negative impacts such as higher levels of intention to quit. Hence, those characterised as actively controlling their internal states, processes, responses and focusing on longer term goal fulfilment are characterised as displaying desirable behaviour resulting in desirable work outcomes.

This study also identified support for the Social Learning Theory. According to Rotter's (1954) Social Learning Theory behaviour potential is equivalent to expectancy of reward and reward value of the goal. The results of the current study is explained through the Social Learning Theory as WLOC reinforces the potential value of utilising learning in a manner that can be developed positively. Hence, the research has highlighted that middle managers or leaders with a higher level of internality are more likely to utilise principles of social leaning displaying a higher level of positive work related outcomes. The overall results also draws from principles of the Expectancy Theory as it relates to a fundamental principle that seems to underlie many aspects of human learning, that is, expectancies plays an important role in determining individuals responses and results in higher levels of outcomes e.g. performance. For example, in the current study it was noted that those that were internally controlled are likely to display higher levels of performance due to a higher levels of PsyCap. Higher levels of PsyCap has

consistently been related to higher performance levels in a variety of studies (e.g. Luthans, Avolio, Walumbwa & Li, 2005; Luthans, Avey, Clapp-Smith & Li, 2008; Sridevi & Srinivasan, 2012; etcetera).

In relation to the Conservation of Resource Theory (COR) by Hobfoll (2001) as individuals use cognitive evaluations based on the availability of resources as indicators in their overall assessment of wellness. If related to the current study, the presence of employees' positive beliefs such as represented by their PsyCap or Internal WLOC, serve as cognitive resources and a reservoir from which they can draw from to influence their well-being or positive work related outcomes. Hence, based on the discussion above, results obtained theoretical support of the research hypothesis.

#### **6.4 Summary**

This chapter outlined the research hypothesis and thereafter, a summary of the results for Time 1 and then Time 2 followed. In addition, a discussion of related research has been outlined and the relevant theoretical relationships have been discussed. The next chapter provided conclusions of the empirical results, limitations of the research study as well as recommendations.

## **CHAPTER SEVEN**

### **CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS**

#### **7.1. Introduction**

In this chapter, conclusions about the research study findings are made. Limitations of the present study are discussed and possible recommendations for the organisation as well as future research are presented. Specifically the researcher provide research conclusions on the various research variables of individual antecedents, psychological capacities, attitudinal outcomes, behavioural outcomes, behavioural intentions and in-role performance.

#### **7.2. Conclusions**

The following conclusions are made in accordance with the specific literature underlying each of the various variables; the research objectives and research hypothesis; and the empirical findings obtained in the present research study.

#### **7.3 Conclusion in Relation to the Specific Hypothesis**

The next section conclude and reflect on each of the current studies research constructs, namely individual antecedents of Work Locus of Control (WLOC), psychological capacities of Psychological Capital (PsyCap), attitudinal outcomes of happiness and job satisfaction, behavioural outcomes of Organisational Citizenship Behaviour (OCB), behavioural intentions of turnover and in-role performance. The researcher firstly begins with the construct of work locus of control.

### **7.3.1 Individual Antecedent of Work Locus of Control**

For the purpose of this study WLOC was conceptualised as containing two sub-constructs, namely internal and external WLOC. Internal locus of control was conceptualised as individuals who are inclined to be more action orientated, take responsibility for the behaviour, take personal control for their actions, as well as motivated by internal reinforcements such as success at a task, achievement, etcetera. Hence, these individuals were conceptualised as having greater success and their internal orientation as well as subsequent behaviour patterns are likely to result in greater amount of positive work related outcomes. In contrast, in the current study external WLOC was conceptualised as individuals displaying behaviour that was orientated towards their external environment, with these types of individuals the reinforcement value is external, such as attribute outcomes to luck, chance, others, hence they do not take personal control of the outcomes. These conceptualisations that the researcher has presented have been supported by numerous literature reviews on these constructs e.g. Bonne, van Olffen and van Witteloostuijn (2005); Luthans, Avey, Avolio, Norman and Combs (2006); Youssef and Luthans (2009); etcetera

In addition, WLOC has been presented as a personality trait with a key feature of having stability over time (Conley, 1984). Avey, Luthans and Mhatre (2008) has emphasised the importance of longitudinal research in deriving information pertaining to the stability of constructs over time and suggested that it would improve the knowledge base on the distinction of the traits versus states debate. Hence, because the WLOC has been conceptualised as comprising of two opposing constructs and being trait like personality construct, its relative stability over time would have

the potentiality of managers engaging in selection of individuals who demonstrate desirable traits such as internal WLOC due to its higher association with positive work behaviour.

In concluding, those that are highly internally orientated exert higher or more effective control of their behaviour have higher levels of positive states and tend to demonstrate great amount of behaviour to influence control to ensure successful outcomes, in comparison to externals. Their success at task is also characterised by certain behaviours such as active information-seeking and knowledge to influence or control situations.

### **7.3.2 Psychological Capacities of Psychological Capital**

For the purposes of the current research study Psychological Capital (PsyCap) has been construed as comprising of four positive psychological capacities which comprised of self-efficacy, hope, resilience and optimism. Psychological capital also has been conceptualised as having a nature which is state-like and as such open to development. The developmental nature of PsyCap's conceptualisation is relatively important as the combination of the four positive psychological resources can be developed and strengthen to ensure maximal work performance.

In the conceptualisation of PsyCap the researcher was interested in viewing how the entire construct impacted on work behaviour and specifically conceptualised PsyCap with the notion of the 'whole is greater than sum of its part'. Research has indicated that PsyCap as a global construct has had positive relationship on work outcomes e.g. Luthans, Avolio, Avey and Norman (2007, p. 550) noted when "combined with each other, the cognitive and motivational processes are expected to be enhanced...theoretically considering and operationalising each

construct as facets of overall PsyCap (i.e., a latent factor with four facets as indicators) allows for broader and potentially more impactful cognitive and motivational processes to be engaged in work performance....”. The current research conceptualisation of PsyCap is based on the view by Luthans, Luthans and Luthans (2004, p. 45) whom commented by “removing the pre-occupation with personal shortcomings and dysfunctions and focusing instead on personal strengths and good qualities, today’s leaders and their associates can develop confidence, hope, optimism, and resilience, thereby improving both individual and organisational performance”. The next section provides clarity on the researcher’s conceptualisation of attitudinal outcomes.

### **7.3.3 Attitudinal Outcomes**

The researcher outlined the conceptualisation of two attitudinal outcomes of happiness and job satisfaction.

#### **7.3.3.1 Happiness**

In the conceptualisation of happiness the researcher firstly noted that happiness has derived from positive organisational behaviour and its association with positivity has been demonstrated in the literature and various studies e.g. research by Lyubomirsky, Schkade and Sheldon (2005); Tkach and Lyubomirsky (2006); Delle Fave, Brdar, Freire, Vella-Brodrick and Wissing, 2010; Van Zyl, Deacon and Rothmann (2010); etcetera. Furthermore, it is noted an important aspect of happiness which the researcher also considered in the definition of happiness is subjective well-being as more frequent experience of positive emotions leads to greater well-being or happiness. Ryan and Deci (2001, p. 142) defined well-being as “optimal psychological functioning and experience”. The researcher in terms of the current research has conceptualised happiness as



comprising of positivity and related to an increase in well-being which would increase positive work outcomes. Omzete (2011) importantly highlighted that individuals can experience happiness or well-being even if they are satisfied only with particular aspects of their lives e.g. their work life, and not necessarily all aspects of their lives.

Importantly the researcher conceptualised happiness in terms of SWB and not only in terms of its relationship to life satisfaction. Pillay (2012, p. 90) noted that “SWB is therefore often referred to as happiness and whilst happiness is commonly measured in terms of life satisfaction”. Seligman (2011, p. 13), argued that “life satisfaction holds too privileged a place in the measurement of happiness”. Pillay (2012, p. 90) noted that life satisfaction “does not take into account how much meaning we have or how engaged we are in our work or with people we care about”. Thus the attitudinal outcome of happiness as subjective well-being was examined to determine its relationships between variables based on the Oxford Happiness Questionnaire.

### **7.3.3.2 Job Satisfaction**

For the purposes of this research the second attitudinal outcome is job satisfaction. Firstly, the research conceptualised job satisfaction as an attitudinal outcome and related to affectivity. This conceptualisation is reflected in the following definition by Locke (1993, p. 1300) noted “job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences”. The current study examined job satisfaction in relation to intrinsic and extrinsic job satisfaction. Historically over the years researchers classed job satisfaction into intrinsic factors comprising of supervision and the job itself and extrinsic factors included pay and promotions (e.g. Herzberg, 1967; Smith, Kendall & Hulin, 1969). In addition, various

researchers have highlighted that intrinsic job satisfaction tend to be associated with internal factors as well as motivation derived from themselves and associated with positive affectivity, whereas extrinsic job satisfaction due to the satisfaction being derived from external motivators individuals are more likely to be dissatisfied (e.g. Carrell, Grobler, Elbert, Marx, Hatfield & Van der Schyf, 1998; Buitendach & De Witte, 2005; Booysen, 2008; etcetera).

Job satisfaction was further conceptualised by noting that higher levels of intrinsic job satisfaction would be related with positive or desirable work related outcomes. To further elaborate it can be noted that because employees would either like or dislike their jobs, the intrinsic nature of this attitudinal outcome would result in positive work outcomes. The next section focused on the conceptualisation of behavioural outcomes.

### **7.3.4 Behavioural Outcome**

The next section outlined the manner in which the behavioural outcome of OCB was conceptualised

#### **7.3.4.1 Organisational Citizenship Behaviour**

The behavioural outcome of OCB was conceptualised as an extra-role behaviour which does not relate to the job requirement, but which the individuals perform on their own initiative. The “extra-role, ‘above-and-beyond’ nature of OCBs is particularly relevant to positivity”. (Avey, Luthans & Youssef, 2008, p. 19). The researcher further highlighted that OCB in the current study was conceptualised as comprising of two sub-construct based on Fox, Spector, Goh, Bruursema & Kessler (2009, 2012) definition of OCB. These OCB’s comprised of acts directed

toward the organisation (OCBO) and acts directed towards peers or co-workers (OCBP). The current study conceptualised OCB as comprising of OCBO and OCBP. Farahbod, Azadehdel, Rezaiei-Dizgah and Nezhadi-Jirdehi (2012) noted that the import role of OCB at work in encouraging increased employee performance and organisational success. Pillay (2012) noted that OCB can be considered to be a positive organisational outcome. Various literature supports the current research conceptualisation of OCB as a positive work related outcome e.g. Niranjana and Biswajeet (2005); Avey, Wernsing and Luthans (2008); Kasemsap (2012); etcetera The researcher further elaborated on the conceptualisation of the behavioural intention of the Intention to Quit (ITQ).

### **7.3.5 Behavioural Intention**

The proceeding discussion conceptualised the behavioural intention of intention to quit or turnover intention.

#### **7.3.5.1 Turnover Intention**

For the purposes of this research the behavioural intention of intention to quit was conceptualised as a voluntary behaviour of the employee to exit the organisation. Vandenberg and Nelson (1999, p. 1315) defined intention to quit as an “individual’s own estimated probability (subjective) that they are permanently leaving the organisation at some point in the near future”. Based on the negative association between turnover and organisational performance, the researcher further conceptualised intention to quit as related to negative work outcomes. For example, research has demonstrated that turnover intention increases the organisational cost due to having to ensure recruitment of replacement candidates (e.g. Gerhardt, 2009). Intention to quit has also been

associated with various negative work outcomes as Appollis (2010, p. 36) noted that “intention to quit is largely influenced by job dissatisfaction, lack of commitment to the organisation and feelings of stress”. Hence, given the negative association of turnover the researcher focused the conceptualisation of intention to quit on the voluntary nature of the quitting behaviour. In the next section the researcher discussed the conceptualised in-role performance.

### **7.3.6 In-Role Performance**

For the purposes of this research in-role performance was conceptualised as an individual’s proficiency to competently complete tasks assigned to them based on the job requirement otherwise also referred to as task performance. In-role performance refers to those behaviour and outcomes which are in direct servitude of the organisational goals (Motowidlo & Van Scatter, 1994). It is further noted that most theoretical framework mention the importance of in-role or task performance as a critical element of the job function e.g. Murphy (1989); Campbell (1990); Sonnentag and Frese (2002); etcetera In addition research has consistently linked in-role performance to positive work outcomes e.g. Luthans, Norman, Avolio and Avey (2008). Hence, the conceptualisation of in-role performance focused on efficient and effective task performance aligned to established requirements of the job and this variable was measured through the Employee Performance Measure (EPM).

## **7.4 Conclusions in Accordance to the Empirical Results of the Study**

The empirical findings of the present research study are summarised below in terms of the research hypothesis of the study. The results are discussed by comparison of Time 1 (T1) and Time 2 (T2) results and highlighting any variation in results.

#### **7.4.1 H1: Psychological Capital has acceptable psychometric properties for all race groups.**

According to the empirical results of this study it was concluded that PsyCap was found to demonstrate psychometric properties for all race groups with a Tucker's phi coefficients above 0.95 for all race groups. In addition the PCQ and its sub-constructs (self-efficacy, hope, optimism and resilience) all demonstrated high internal consistency with Cronbach alpha coefficients  $> 0.70$ . Hence, the results conclude that PsyCap is a higher order construct which has psychometric relevance for all race groups within the recruitment industry of South Africa. Empirical research has supported the psychometric properties of the PCQ with has four positive psychological states of self-efficacy, hope, optimism and resilience e.g. Avey, Patera and West (2006); Larson and Luthans (2006); Luthans, Avolio, Avey and Norman (2007); Rus, Băban, de Jesus and Andrei (2012); etcetera In addition, Choubisa (2009) highlighted that the PCQ demonstrates good reliability with the Cronbach alpha coefficient from 0.89 to 0.91, e.g. studies by Luthans, Norman, Avolio and Avey (2008).

#### **7.4.2 H2: Organisational Citizenship Behaviour has acceptable psychometric properties for all race groups.**

The empirical results of this study indicated that Organisational Citizenship Behaviour Checklist (OCBC) which comprised of two sub-constructs Organisational Citizenship Behaviour directed towards the Organisation (OCBO) and Organisational Citizenship Behaviour directed towards the Peers (OCBP) was problematic and it was concluded that the construct needs to be further improved. Firstly, it was concluded based on the empirical results of this study the construct

OCBC recorded two unacceptable Tucker's phi for Whites (0.601) and Coloureds (0.808). The researcher excluded these two groups from the sample each time the researcher integrated the OCBC in the study. In addition, it was concluded that the OCBP construct consistently demonstrated poor internal consistency and in contrast the OCBO construct consistently demonstrated high reliability with Cronbach alphas  $> 0.70$ . This would lead the researcher to conclude that in terms of the OCBC the OCBO construct is applicable to the recruitment industry of South Africa. However, in contrast empirical research literature has supported a two factor construct for the OCBC with OCBO and OCBP as indicators of extra-role behaviour e.g. Fox, Spector, Goh, Bruursema and Kessler (2009); Cicei (2012); etcetera this may not necessarily be in contradiction to the current research results but may simply suggest that there was inter-play of cross-cultural factors that influenced the research results as Whites and Coloureds demonstrated unacceptable Tucker phi's. Furthermore, other studies which utilised the OCBC measured it as a global construct which demonstrated overall significance of the construct (e.g. Manju & Manikandan, 2013).

#### **7.4.3 H3a and H3b: PsyCap has a positive relationship with attitudinal outcomes of happiness**

The empirical results of the study indicated that in both T1 and T2 PsyCap, had a statistically and practically significant relationship with happiness as measured by the Oxford Happiness Questionnaire (OHQ). In T1 PsyCap was significant ( $p \leq 0.01$ ) and had a median effect on happiness. It was also noted that significantly there was slight variation of results over time with Hope having a median effect on happiness in T2 than the global construct of PsyCap which demonstrated a small effect and significant ( $p \leq 0.01$ ). However, overall the empirical results

suggested that when PsyCap increased happiness also increased and individuals would experience more frequent positive emotions with a higher level of PsyCap. In addition, these findings were also supported by the Structural Equation Model (SEM) for both T1 and T2 both models demonstrated good fit to data and any increase of 1 in PsyCap predicted an increase (T1 of 0.42 and T2 of 0.33), in happiness as well as any decrease of 1 in PsyCap predicts a decrease (T1 of 0.42 and T2 of 0.33), of in happiness. Thus it can be concluded that there is a practical and statistically significant relationship between PsyCap and happiness over time.

Empirical research findings by other researchers have consistently noted the significant positive relationships between PsyCap and happiness or well-being e.g. Cole, Daly and Mak (2009); Avey, Luthans, Smith and Palmer (2010); Culbertson, Fullagar and Mills (2010); Millard (2011); Hansen (2012); etcetera Thus, the proposed relationship has demonstrated empirical support for PsyCap's association with positive work outcomes such as happiness.

#### **7.4.4 H4a and H4b: PsyCap has a positive relationship with behavioural outcomes of organisational citizenship behaviour**

The empirical results indicated that PsyCap demonstrated a statistically and practically significant relationship with OCBO as measured by the OCBC in both T1 and T2. Once again slight variation in results was noted based on the time gap that occurred. In T1 and T2, ( $p \leq 0.01$ ) with large effects demonstrated. The empirical results importantly suggest that as the middle managers experience higher levels of PsyCap they are more likely to demonstrate higher levels of extra role behaviour directed towards the organisation. Furthermore, these findings were also supported by the structural equation model for both T1 and T2 as both models demonstrated

good fit to data and any increase of 1 in PsyCap predicted an increase (T1 of 0.52 and T2 of 0.61), in OCBO as well as any decrease of 1 in PsyCap predicts a decrease (T1 of 0.52 and T2 of 0.61), of in OCBO. Thus it can be concluded that there is a practical and statistically significant relationship between PsyCap and OCBO exist over time. Various researchers have demonstrated the positive correlation between PsyCap and OCB e.g. Avey, Luthans and Youssef (2008); Shahnawaz and Jafri (2009); Norman, Avey, Nimmicht and Pigeon (2010); etcetera Thus, literature has consistently demonstrated the benefits of PsyCap but also suggests a positive association with extra-role behaviours.

#### **7.4.5 H5a and H5b: PsyCap has a positive relationship with behavioural intention of intention to quit**

The empirical results indicated that PsyCap demonstrated a statistically and practically significant relationship with intention to quit as measured by the Intention to Quit questionnaire (ITQ) in both T1 and T2. It is noted that the ITQ posed question negatively orientated hence higher scoring on the ITQ would be indicative of higher intention to quit levels, vice-versa. Once again slight variation in results was noted based on the longitudinal nature of the study. However, consistently in T1 and T2 empirical results indicated ( $p \leq 0.01$ ) and demonstrated large effects. The empirical results importantly suggest that higher levels of PsyCap in middle managers are related to a lower indication of ITQ levels. Furthermore, these findings were also supported by the structural equation model for both T1 and T2 both models demonstrated good fit to data and any increase of 1 in PsyCap predicted an increase (T1 of 0.68 and T2 of 0.64), in ITQ as well as any decrease of 1 in PsyCap predicts a decrease (T1 of 0.68 and T2 of 0.64), of in ITQ. Thus, it can be concluded that results derived from the current study provide evidence that



PsyCap is accountable for the intention to quit. In addition, empirical support for the relationship of PsyCap and turnover intentions has been demonstrated through numerous research studies, e.g. Avey, Luthans and Youssef (2008); Avey, Luthans and Jensen (2009); Appollis (2010); Lok (2011); Gohel (2012); etcetera. Thus, there is sufficient empirical support for the empirical results of the current study.

#### **7.4.6 H6a and H6b: PsyCap has a positive relationship with in-role performance**

In reference to the empirical results of the current study it is noted that PsyCap was found to have a practical and statistical significant relationship with in-role performance as measured by the Employee Performance Measure (EPM). In this instance, the results indicated for both T1 and T2 the empirical results indicated that ( $p \leq 0.01$ ) and there was a large effect although there were slight variations with regards to the correlation over time. In terms of the SEM path diagram it is noted that there existed a positive path between PsyCap and in-role performance in T1 and T2, with both models demonstrating good data fit. Furthermore, the results indicated that any increase of 1 in PsyCap predicted an increase (T1 of 0.79 and T2 of 0.80), in in-role performance as well as any decrease of 1 in PsyCap predicts a decrease (T1 of 0.79 and T2 of 0.80), in in-role performance. Hence, it can be concluded empirical results derived from this study firstly suggested that middle managers with higher PsyCap levels are more likely to demonstrate higher levels of performance and PsyCap accounted for a positive relationship with in-role performance. In relation to empirical research support for the current empirical results it is noted that research literature is saturated with studies demonstrating a positive and significant relationship between PsyCap and performance e.g. Luthans, Avolio, Walumbwa and Li (2005); Avey (2007); Zhong (2007); Luthans, Avey, Clapp-Smith and Li (2008); Du Plessis &

Barkhuizen (2012); etcetera Hence, there is empirical research support for the proposed relationship between PsyCap and in-role performance.

#### **7.4.7 H7a and H7b: Work Locus of Control has Predictive Value for PsyCap**

The empirical results of the study clearly indicated that firstly in both T1 and T2 that WLOC was found to have a statistically and practically significant relationship with PsyCap. Firstly, in both T1 and T2 external WLOC was found to have a statistical and practical significant negative relationship with PsyCap with ( $p \leq 0.01$ ) and a large effect. In relation to the internal WLOC both T1 and T2 indicated that internal WLOC was found to have a statistical and practical significant positive relationship with PsyCap with ( $p \leq 0.01$ ) and a large effect. This implied that as internal WLOC increased middle managers were more likely to demonstrate a higher level of PsyCap due to their internal orientation whilst middle managers with an external orientation who tend to attribute situations to external factors are more likely to experience lower levels of PsyCap. However, it is noted that there were variations in terms of a decrease of the Pearson correlation in T2.

In addition, these positive correlations was also reinforced through positive empirical results in both T1 and T2 for the structural equation model indicating that WLOC was a significant predictor of PsyCap. Once again it was noted that there were variation in results as a function of time, although both models of T1 and T2 demonstrated good fit to data and the path diagram indicated that any increase of 1 in WLOC (T1 of 0.69 and T2 of 0.71), predicted an increase in PsyCap as well as any decrease of 1 in WLOC (T1 of 0.69 and T2 of 0.71), predicts a decrease

of in PsyCap. In terms of the SEM analysis both T1 and T2 ( $p \leq 0.01$ ) indicating WLOC as a significant predictor of PsyCap.

Nevertheless, the results demonstrated significant and interesting relationships based on the regression analysis of both T1 and T2. T1 indicated that internal WLOC was a significant predictor of PsyCap (p-value  $< 0.05$ ;  $\beta = 0.462$ ) whereas external was not a significant predictor of PsyCap (p-value  $> 0.05$ ;  $\beta = -0.205$ ). However, these results were not reflected in T2 as the regression analysis noted that the p-values  $> 0.05$ , for both the internal ( $\beta = 0.209$ ) and external ( $\beta = -0.397$ ) work locus of control which were not significant in predicting PsyCap. This would have interesting research implication as to the variance of empirical results due to time and further research should be instituted to investigate the variances in research findings based on time differences. However, based on the empirical results of the study it can be concluded that Work Locus of Control was a predictor of PsyCap but did not do so consistently over time. In relation to other empirical studies conducted there has been significant support for the positive relationship between WLOC and PsyCap e.g. Carifio and Rhodes (2002); Babalola (2009); Avey, Nimnicht and Pigeon (2010); etcetera Thus, further empirical research can specifically examine the predictive value of WLOC on PsyCap to give clarity to certain variances found in the current empirical results.

#### **7.4.8 H8a and H8b: Job Satisfaction mediates the relationship between PsyCap and OCBO**

In relation to the empirical results of the current study research results suggests that in both T1 and T2 ( $p \leq 0.01$ ; large effect) PsyCap was found to have a statistically and practically significant relationship with Job Satisfaction as measured by the Minnesota Job Satisfaction

Questionnaire (MSQ). As previously discussed in H4a and H4b in both T1 and T2,  $p \leq 0.01$  and had large effects for the relationship between PsyCap and OCBO, suggesting higher PsyCap levels is associated with middle manager's displaying greater job satisfactions pertaining to their jobs and the internal aspects of their jobs as well as displaying a greater demonstration of extra-role behaviour by middle managers.

In relation to the empirical results of the regression analysis is noted that Baron and Kenny (1986) 3 steps were met to determine the mediation relationship for T1 and T2. In T1 and T2 it was noted that the p-value for the sobel test was 0.000 and  $0.002 < 0.05$  (significance level), respectively. This indicated a mediation relationship of Job Satisfaction on PsyCap and OCBO was consistently present in both T1 and T2.

In terms of the mediating effect of Jobs Satisfaction on PsyCap and OCBO the SEM path diagram clearly indicated that in T1 and T2 job satisfaction was a mediating variable between PsyCap and OCBO. However, in T1 the p-value of the mediation effect was found to be  $0.004 < 0.05$  which indicates a significant mediation relationship, but this relationship was not present in Time 2 there was no statistically significant relationship since the p-value of the mediation effect was found to be  $0.104 > 0.05$ . Hence, In T2 Job Satisfaction did not mediate the relationship between PsyCap and OCBO. Thus, it can be concluded that the results have interesting implication for future research as it is noted that although positive and statistically significant correlations as well as regression analysis was established between the variables over time, the SEM indicated that the mediation effect was not present in T2.

The results obtained in the current study have shown empirical support for the significant positive relationship between PsyCap and job satisfaction e.g. Luthans, Avolio, Avey and Norman (2007). In addition significant and positive relationships have been established between job satisfaction and organisational citizenship behaviour e.g. Robbins, Odendaal and Roodt (2003); Dubrin (2007); Robbins (2005); Booysen (2008); etcetera Empirical result also supports the notion of job satisfaction as a mediator of PsyCap e.g. Ngiam (2011); Nigah, Davis and Hurrell (2012); etcetera In addition there is empirical research support for job satisfaction as a mediator of OCB e.g. Ladebo (2008); Markovits (2011); etcetera Thus, it is suggested that although there is empirical research support for the relationships amongst the various variables, further research can further examine the specified relationship of job satisfaction as a mediator of PsyCap and OCBO.

#### **7.4.9 H9: The conceptual model has relevance to the recruitment industry of South Africa over time**

The various results e.g. the positive and significant correlations over time between PsyCap and attitudinal outcomes (happiness), behavioural outcomes (OCBO), behavioural intention (intention to quit) and in-role performance was supported in H3a and H3b, H4a and H4b, H5a and H5b, H6a and H6b and H8a and H8b also demonstrated the positive and significant correlation of PsyCap with job satisfaction. In addition, H7a and H7b, was partially supported in relation to WLOC having predictive value for PsyCap over time and H8a and H8b were also partially supported in relation to Job Satisfaction mediating the relationship between PsyCap and OCBO over time. Various research literatures have illustrated the importance of conceptual work related models and their relevance to work related outcomes e.g. Youseff and Luthans (2007).

Thus, the proposed conceptual model revealed that there are several potential areas of strength that the recruitment industry can focus on to ensure its viability and sustainability. The industry can promote positive interactions between the various proposed relationships e.g. PsyCap to ensure increased happiness, job satisfaction, OCBO's, performance, and reduce turnover, to draw maximum benefits from this research. Thus, the conceptual model supports the notion of developing the principles of strength based approach by further identifying strategies that can link the conceptual model to key work related outcomes e.g. incorporating the relationships that were evident in a wellness strategy, training program, in-house development program of PsyCap, etcetera The next section examined the theoretical conclusions based on the empirical results obtained.

### **7.5 Theoretical Possibilities of the Empirical Results to the Theoretical Framework of the Study**

Fredrickson's Broaden and Build theory highlighted the importance of utilising a range of skills to encourage positive emotions and thus positive work behaviour and the positive role. Thus, building positive emotions can positively influence multiple work related outcomes by resulting in an increase of positive work outcomes contributing to an organisation's competitive advantage. For example, by utilising a wide range of skills and broadening their skills middle managers are likely to experience more frequent engagement in positive work behaviour such as displaying internal WLOC, higher levels of PsyCap, increase in attitudinal outcomes, behavioural outcomes, in-role performance and a decrease of negative work related outcomes such as the intention to quit.

Furthermore, the researcher utilised the concept of the Self-Determination Theory by exploring how it can assist to create increased positive work related outcomes. The current study proposed that utilisation of the Self-Determination Theory in the recruitment industry would assist to better understand how to achieve organisational goals. For examples, these principles of self-determination can be associated to positivity like Internal WLOC and PsyCap due to stronger focus on intrinsic aspects as an internally orientated person is more likely to control outcomes to ensure success and an individual with higher levels of PsyCap would utilise the combinatory aspect of self-efficacy, hope, resilience and optimism which can be trained in employees to ensure that they assign values to principles of this theory (need for competence, autonomy, and relatedness) ensuring greater organisational success.

The Self-Regulation Theory (SRT) would have important implications based on the empirical results of the study. Overall, it is noted that the SRT encourages positive orientation to increase the focus on attainment of longer term goals rather than immediate or shorter term goal, hence the principles of ‘delaying gratification’ and ‘staying focused’ is applicable. The current research study was also based on the principles of positive psychology and the empirical results of the study suggests that overall that there is positive relationships with work related outcomes e.g. positive traits and states increases attitudinal outcomes, behavioural outcomes, in-role performance. Thus, the researcher alludes to the notion that if organisations introduces and places emphasis as well as encourage activities that are directed towards empirical results of these studies then individuals would self-regulate to achieve desirable or positive work outcomes.

In relation to the Social Learning Theory and the Expectancy Theory when applied to the recruitment environment the principles of the Social Learning Theory can be significant by relating the theory into reward policies by linking positive reinforcement to behaviour and ultimately rewarding positive behaviour to create increased motivation towards achieving organisational objectives. For example, management can create a direct link between in-role performance and desired rewards; so that the expectancy is created that higher performance levels is reinforced with rewards. The same principles of the other work related outcomes can also be applicable such as job satisfaction, OCBO, etcetera

The Conservation of Resource (COR) theory indicates that personal resources are dynamic and changeable over time, thus the centrality of the theory is the 'loss and gain cycle' of the sources (Hobfoll, 2002). Thus, based on the current empirical results the COR theory organisations could place emphasis on the importance of personal resources such as positive traits such as internal work locus of control, positive work-related states such as PsyCap, positive work related outcomes such as happiness, job satisfaction, organisational citizenship behaviour directed towards the organisation, in-role performance which can be cultivated and enhanced to ensure desirable work related outcomes.

Overall, this research supports the critical role of positive traits, positive states, and positive work related outcomes would lead to increase effectiveness in the workplace due to broadening and building of positive emotions, intrinsic determination, linking of expectancies and reinforcements to positive work outcomes, regulating the work environment by focusing on longer term desirable and attainable work goals as well as utilising resources to ensure



gainfulness rather than losses. Based on the empirical research results obtained the researcher in the next section presents the limitations of the current study.

## **7.6 Limitations**

The researcher identified several limitations to the study which firstly relates to the sample distribution, as the sample was not equally representative of all race groups and there appears to be a dominance of the African race groups. This could imply that the results could have been biased towards the views of the dominant cultural group. In addition, due to low reliability levels of the OCBC Whites and Coloureds were removed from the sample group. This also implied that the sample group did not represent a culturally diverse group and questions the generalisability of the results to a South African population group. Furthermore, the sample group was limited to the recruitment industry only, which questions the generalisability of the results to other industries. It is proposed that the current research be duplicated or extended to examining the proposed variables in different industries to provide comparability of the results on different categories of employment. In addition, the sample lacks generalisability to other recruitment industries in South Africa considering that the nature of work conducted by employees in other sectors of the recruitment industry may differ or vary. In addition, only one company was used in this research, which raises the possibility of a specific organisational culture bias influencing responses. It is suggested that the study be replicated in several organisations simultaneously to obtain more reliable results.

The next research limitation pertains to the data collection method used in this study, as it was a survey design and therefore the data collected was a result of self-reported questionnaires. The

major disadvantage of this type of research design is that causal inferences cannot be made from the data and the use of self-reported questionnaires means that participants may have answered the questionnaires in a socially desirable manner and may not have given accurate responses that reflected their real opinions and feelings. This limitation could have been exacerbated in this study because the study procedure involved the distribution of questionnaires to the staff by a central human resource personnel as well as through electronic mail in the organisation. Schaufeli, Enzmann and Giratult (1993) noted that in the utilisation of self report measures the limitation that occurs is that it increases the likelihood that method variances can account for at least part of the shared variances between measures. In this regard, the researcher, once again reflects on the important limitation that the majority of the participants were black and when testing the psychometric properties of the questionnaire amongst different ethnic groups it is noted that it is impossible to determine cultural equivalence of the measuring instrument which is critical within a South African context.

All data in this research was collected by means of paper-and-pencil questionnaires. Only quantitative data was therefore obtained and the collection of qualitative information in future research would certainly add value to the understanding of the effects of the variables in the organisation evaluated in this research. Qualitative research would personalise the meaning of the psychological resource capacities of self-efficacy, hope, resilience and optimism across the culturally diverse South African population which would be rewarding.

Another limitation is in terms of the research design, future studies that employ longitudinal research design could explore the population group over a period of a few years, rather than the

short time gap of six months utilised in the current study. This would help to establish more reliable cause and effect relationship. A better response rate could have contributed to better results with regards to the reliability of the individual scales, better conclusions from research results could have been made with a greater amount of certainty which would enable the researcher to give feedback to management of the organisation with greater amount of certainty. In the next section the research provided recommendations for the current study.

## **7.7 Recommendations**

The recommendations focused on recommendations towards the organisation as well as recommendations for future research.

### **7.7.1 Recommendations for the Organisation**

The current results have significant implication for organisational processes due to the positive relationships that was established with PsyCap and work related outcomes. For example, managers could utilise psychometric profiling of PsyCap to ensure easier identification and targeted selection of potential employees who demonstrates higher levels of PsyCap, knowing that these individuals overall work functioning could be enhanced through development of their state like psychological capacity of PsyCap. Additionally, this source of information could assist the organisation with risk management and can reduce the intake of individuals with lowered levels of positivity which may most likely be associated with negative work outcomes.

In addition, improved psychometrics, particularly in relation to the current study establishing the construct validity of the PCQ and OCBC, would ensure greater accuracy and confidence by

managers as well as the organisation in their assessment of individuals displaying PsyCap as well as OCB. The resultant effect would be well-informed and rigorous selection of employees and development of positivity in the workplace, as well as encouraging further development through focused interventions directed towards improvement of positivity in the workplace.

In terms of the current study objective the researcher attempted to bring attention to psychological capital in an effort to also raise increased awareness of the four psychological resource capacities (i.e., self-efficacy, hope, resilience, and optimism). Since psychological capital is a state like psychological capacity there is evidence that it is open to development (e.g. Luthans, Avolio, Norman & Combs, 2006), “investing in and developing employees’ psychological capital may be an example of the new thinking and new approaches that are needed for today’s organisations and their leaders” (Luthans, Norman, Avolio & Avey, 2008, p. 235).

The researcher makes reference, once again to Luthans, Luthans and Luthans (2004) commented that removal of the pre-occupation on weaknesses and shifting focus towards human strengths would result in improvement of individual as well as organisational performance. The current study demonstrated this notion expressed by Luthans et al. (2004) through determining the influence of the personality trait of WLOC in relation to psychological states of PsyCap in an attempt to increase awareness of the positive benefits of traits and states to organisational and employee growth. Therefore, the current research has important implication for further utilisation of the trait and state approach in understanding how to effectively select personnel that would contribute towards organisational successes.

One major practical implication of this study is that numerous other positive psychological states may be predicted by WLOC; as a result improvement of managerial effectiveness would occur due to an increased understanding of employees control beliefs. These control beliefs can be further examined through workplace interactions and surveys. Furthermore, a lack of internal WLOC shows a positive association with negative work outcomes as illustrated in the current study. Therefore, managers may want to pay special attention to further developing employees with an external locus. Notably managers should reach the realisation that promotion of positive attitudes in the workplace can be achieved by raising awareness amongst employees of the advantage as well as feasibility of the internal work locus of control. The researcher proposes other suggestions for achieving these objectives should be inclusive of activities such as mentoring, coaching, encouraging positive work relations, this would result in enhancing of internal orientation as well as a strategic method of external orientated individuals drawing from outside resources such as mentors and coaches to assist in improving their work outcomes and enhancing control in the work environment. Hence, once the WLOC of control is promoted it is likely that these employees would display higher levels of PsyCap and would be open to further development. Therefore, the current research also has implications for encouraging traits to be incorporated into the selection process, whereas positive states can be developed in existing and future managers and employees. This chapter demonstrated that an understanding of multiple work related outcomes is likely to contribute to higher levels of happiness, job satisfaction, higher organisational citizenship behaviour levels, greater levels of job performance and reduced levels of turnover intentions.

Because of the relative developmental nature of PsyCap the researcher proposed a practical intervention based on the study results. The recruitment industry could consider introducing training interventions on PsyCap in order to potentially enhance positive work related outcome of employees. The investment in PsyCap can be hugely beneficial considering the unstable nature of the recruitment industry and the South African economy. Thus, this research provides contributory evidence that multiple work related outcomes such as PsyCap, WLOC, etcetera may be positive resources used to enhance or increase employees positive work related outcomes and reduce negative work related outcomes.

In addition, management should focus on the development and implementation of initiatives aimed at enhancing the components of PsyCap, as research evidence has shown that the enhancement of the positive resources may improve well-being (e.g. Avey, Wernsing & Luthans, 2008).

Furthermore, research has shown causal relationships amongst various work related outcomes. The rationale to execute the current study is to ascertain whether personality trait which is relatively stable can predict a psychological state which can be further developed as well as determine the effects of the interaction of multiple work related outcomes. By understanding the rationale the recruitment and retention of employees becomes easier to manage as individuals who possess the desirable trait and state can be selected to contribute to the organisational growth. This would also see cost reduction in terms of recruiting, training and retraining employees as it avoids errors such as recruitment mismatch of individuals who are likely to exit the organisation. In addition, application of this approach would enable the recruitment industry to remain competitive and increase client satisfaction. Furthermore, the

quality of service rendered by recruitment agents would increase contributing to the industries success. The next section examined recommendations for future research.

### **7.7.2 Recommendations for Future Research**

This article has provided a critical investigation of positive psychological construct, such as PsyCap and OCB. The current results indicates that cultural biases may have negatively impacted on the results as Whites and Coloureds had to be excluded in terms of the OCBC questionnaire due to unacceptable Tucker's phi for Whites and Coloureds. Ruan (2010, p. 215) noted that "although culture is not used interchangeably with race, racial divides are still present in South Africa to the extent that cultural differences often become synonymous with race". This important comment by Ruan (2010) is noted in the current study and the impact of culture warrants further investigation. It is also concluded that despite numerous research which argues the prospect of a one to three factor model of PsyCap for a South African context, the possibility of a four factor model of PsyCap (as indicated by the current study) which is evident in Western society may also be applicable for a South African context and this warrants further investigation.

The research was deemed to be relevant considering the lack of research conducted on the psychometric properties of the PCQ and OCBC in the recruitment industry within the South African context. This research played attempted to provide a vital role in the development of the South African standardised measurement considering cultural or ethnic variations. The results of the present study served to contribute to the scarcity of research in these areas in South Africa and to expand on previous findings conducted on these constructs using a South African sample.

Fons, van de Vijver and Phalet (2004, p. 215) argued that “standard procedures are to be developed to deal with the multicultural composition of today’s societies, in which clients come from various cultural backgrounds and do not have the familiarity with the language and culture of the psychological and educational tests that is implicitly assumed in the assessment procedure”. As the current research has highlighted the role of acculturation in assessment in multicultural groups is an important consideration. Looking forward, future research in the area of multiple work related outcomes would benefit from considering these variables in multicultural societies.

Results reflecting the psychometric properties of the PCQ and OCBC should be seen as preliminary as they currently reflect a very robust measurement of the construct in the South African context, but much more explorative research could be done. In addition, future research should make provision for contextual circumstances which may moderate the relationships among the study variables which may include the age, gender, socio-economic background, etcetera

Although other research which used similar scales for the OCBC measure obtained adequate reliability, some of the scales mentioned reflected poor reliability in this research. The majority of respondents used English as a second language. This might have influenced the data due to a lack of understanding of some concepts and words used in the measuring instruments. Further research is necessary to validate the questionnaires for multilingual South African populations in the work place and can increase the reliability of scales by including more items, rephrasing the items to improve understanding, etcetera Future studies could also focus on data evaluation as



reflected by specific cultural groups to test the understanding of the questionnaires as reflected by these groups.

Furthermore, a larger randomised sample must be evaluated to test the consistency of sub-scale dimensions. Future studies must look at different organisational industries as well as categories of employees to determine a universal psychometrically sound instrument applicable to different organisational and employee categories in South Africa. Ultimately, research of this type would eventually help the various sectors of the industry to plan, modify and execute clear strategy decisions in different settings. It is also suggested that replication and reconfirmation studies especially with Whites and Coloureds.

Future research can elaborate on the current research findings if deemed necessary expand the findings of this research, which is necessary to determine further associations amongst the various work related outcomes. It seems imperative to understand the fundamental role of work related outcomes, which should help enhance the explanatory and predictive power of the construct. In addition, future research should also focus on other personality variables in relation to PsyCap, for example examining traits such as, extraversion, sense of coherence, neuroticism, etcetera as predictors of psychological states can have varying and interesting implications for organisational processes.

In addition, it would be useful to determine if WLOC can be trained in order to encourage PsyCap within a workplace. Although “locus of control is usually considered a trait and therefore relatively stable, clinical psychology has had a great deal of success with teaching coping skills”

(O'Brien, 2004, p. 34). They noted further that “this type of intervention might encourage a pattern of internal attributions, leading to a more internal locus of control” (O'Brien, 2004, p. 34). Overall, the researcher encourages future research to examine the roles of WLOC within the organisational sciences.

Even though the critical role of the personality trait of WLOC and developable states of PsyCap has been previously suggested, the current study plays a contributory role in demonstrating empirically that WLOC and PsyCap can be related to a broad range of work outcomes. Overall, it appears that the personality trait of WLOC and the psychological state of PsyCap provides important theoretical knowledge in the enhancement and prediction of employees' behaviours and further investigation of this construct is warranted to further understand its relationship to work related outcomes. Hence, future research should be extended to other organisations to generalise the results and the results should also be replicated in different organisations and sectors of the South African industry

Future research also needs to provide an examination of WLOC negatively impacting work due to its relation to certain variables and the nature of the construct, for example Avtgis (1998) found in a meta-analysis a negative association between the internal WLOC with susceptibility to persuasion. Burger (1989) noted that the determination by internally orientated individuals to control a situation which is uncontrollable is likely to result in psychological conflict which can be associated with negative attitudinal or behavioural outcomes. Therefore, another stimulating research path is to examine the circumstances under which internal WLOC tend to negatively affect employees' adequate organisational functioning.

In addition, more research should be conducted in a South African context to establish a strong research base for cross-cultural and positive psychology. Kubokawa and Ottaway (2009, p. 130) highlighted “within the field of psychology, it is imperative for professionals to be knowledgeable of individuals’ cultural backgrounds in order to fully understand the sources of people’s behaviours and worldviews” and “the lack of understanding of others’ backgrounds may lead to misconceptions about the causes of their behaviours”. Christopher and Hickinbottom (2008) scrutinised positive psychology, stating it was founded on ‘ethnocentric ideals’ and an ‘individualistic framework’. Hence, they concluded that the individualistic view of positive psychology can be perceived as limiting and may have negative implication in terms of cultural differences. Thus, it is anticipated that negative cultural interpretation of the questionnaire (Foxcroft, 2004; van de Vijver & Tanzer, 2004; Fontaine & Jackson, 2013) needs further investigation.

The presence of a relationship between state-like, developable PsyCap and happiness, job satisfaction, organisational citizenship behaviour, and turnover intention provides an example of how global malleable capacities can be utilised to foster positive work related outcomes in the workplace and which can further be developed. For example, Luthans, Avey and Patera (2008) demonstrated that PsyCap can be developed in short training interventions, this is significant as such interventions can be further utilised to enhance PsyCap.

Although a positive relation between the various variables in this research, the research did not focus on the reasons for the reported outcomes and variations of results as a function of time.

Future research could benefit by determining the exact reasons, for these outcomes. In addition, the researcher recognised the fact that many other variables which have not been accounted for in this research could have had an influence on the results and more research is therefore necessary to verify the results. Research has shown that organisational commitment is an important outcome variable as it can be an important predictor in areas such as productivity, work locus of control, satisfaction, organisational citizenship behaviour, etcetera (e.g. Coleman, Irving & Cooper, 1999; Redfern, 2005; Shahnawaz & Jafri, 2009; etcetera). Thus, the interaction of various other variables could have influenced the overall results and may account for the variances that occurred over time which warrants further research investigation. The next section focused on the potential value of the current study.

## **7.8 Potential Value-Add**

The first significant value that the research has contributed to research literature is its significant value in testing Youssef and Luthans (2009) 'Integrated Model of Psychological Capital in the Workplace', this is the first study within the South African context that has tested the model. Thus, the potential value-add is that this research would stimulate thinking and thoughts of different models of research which utilises multiple research variables and how it relates to positive work related outcomes. The possibility is tremendous as the possibly relationships explored can be duplicated in other industries and relationships which were not explored can be further explored by future research. Furthermore, this research was deemed to be relevant considering the lack of research conducted on the psychometric properties of the PCQ and OCBC in the recruitment industry within the South African context. This research plays a vital role in the development of the South African standardised measurement considering cultural or

ethnic variations. The results of the present study served to contribute to the scarcity of research on these areas in South Africa and to expand on previous findings conducted on these constructs using a South African sample.

In addition, the research provided contribution to the increasing evidence that orientation towards positivity can assist the organisation from the initial induction phase of the new employees, as emphasis can be placed on development of the new employees personal psychological resource capacities. The role of psychologist could also change towards positive psychological agents whom focus on strength based approaches instead of human dysfunction. This would stimulate a trend towards embracing psychologist as role models who encourage and focus on positive work behaviour. In addition, there could also be a change of curriculum in the training of psychologists with an increased focus of psychologist training dedicated towards principles of human flourishing so that these psychologist can be better equipped to encourage positive work behaviour.

Thus, in concluding the implication of a positive psychological movement within the recruitment industry could have implications for strengthening the industry through focusing on strengthening employees psychological capabilities as well as ensuring development of these capacities. The value of studying multiple work related outcomes is tremendous. In addition, the study focused on issues relevant to the South African workplace creating increased understanding of the impact of multiple work related outcomes in a multicultural society. The study also identified the relationship between the different variables that encouraged positive work relationships and would have implications for further exploring these relationships in

different industries, context, demographics, etcetera. Ultimately, the study contributed to understanding the positive role that multiple work related outcomes may play in positively impacting on work outcomes and potential contribution to an organisation's competitive advantage.

### **7.9 Significance of the Research and Research Contributions**

Undoubtedly this research study has significance for the recruitment industry in particular and other industries in understanding the implication of positivity in the workplace and its strong association to positive work related outcomes. The practicality of the study is evident as it has implication for development of practical approaches directed towards enhancing of desirable work related behaviours through targeted interventions designed by the organisation. It would further refine the recruitment process for the organisation as it will ensure selection of better calibre individuals through the usage of the psychometrically sound Psychological Capital Questionnaire for various race groups in South Africa.

In addition, the organisation can introduce several approaches designed towards promoting of personality traits and psychological states through reinforcing the value of positive work behaviour and creating the association or expectancy that positive work behaviour would be rewarded (Social Learning Theory), thus these principles can be linked to the organisations reward systems, change management strategy, training interventions, etcetera. Furthermore, the trait and state approach can be linked to a strength based approach as the current empirical results indicated that individuals who demonstrated higher levels of the Internal Work Locus of Control and Psychological Capital are more inclined towards demonstrating higher levels of

positive work related outcomes. Based on this statement the organisation can utilise the trait and state approach in combination rather than opposition of each other to further ensure strategic alignment of organisational goals. For example, increasing the probability of job success through redefining the recruitment and selection process to be inclusive of assessing the traits and states of potential candidates to avoid job mismatch, reduce turnover, and increase the probability of job success.

With regards to promoting of the various positive work related outcomes the researcher suggests a very practical intervention through strategic alignment to a competency based framework derived from positive psychology. For example, middle managers competency framework could encompass happiness, job satisfaction, organisational citizenship behaviour as well as traditional competencies of job performance. This would align the organisations competency framework to a positive competency framework which could influence various organisational processes such as retention planning, talent management, employee wellness, etcetera For example, promoting a higher amount of positive work related outcomes is likely to reduce negative work outcomes such as intention to quit.

In addition, Appollis (2010, p. 154) noted that employees who display higher levels of PsyCap “may be prone to ‘weather the storm’ of the kind of dynamic, global environmental contexts confronting a good number of organisations better than their counterparts with lower PsyCap”. Furthermore, this study has demonstrated the contributory effects of the Internal WLOC in relation to its association to positive work related outcomes. This study has also illustrated the benefits of utilising a combination of work related outcomes in understanding work behaviour

and its resultant implication for enhancing organisational success. Thus, the researcher noted that continued investment in not only human, social and economic capital, but also psychological capital, personality traits and a combination of work related outcomes could provide substantial returns to the organisation if there is investment in developing, understanding and applying these principles to the organisation in its ultimate goal of developing ‘a competitive edge’. The researcher concludes with Chambel and Oliveria-Cruz comment that “organisations should provide a working environment that is not only prepared for handling stress but that offers the basic conditions for promoting motivation and positive functioning”.

### **7.10 Summary**

This chapter addressed the research objectives formulated for the study. It presented the limitations of the present study, put forward recommendations for the organisation as well as future research and outlined the potential value of the study. This chapter concluded with the research significance and contributions in the category of Positive Organisational Psychology within a South African context which may have appeal within an international context.



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## **APPENDIX 1**

### **LETTER OF PARTICIPATION AND INFORMED CONSENT**

#### **To: The Head of the Organisation and Research Participant**

My name is Zurayda Shaik, I am a Doctorate student at the University of KwaZulu-Natal preparing for a Doctorate's degree in Industrial Psychology. The topic of my study is 'Developing a Competitive Edge through Work Locus of Control, Psychological Capital, and Work Related Outcomes in the Recruitment Industry of South Africa'. I have undertaken the research with the objective of considering the unique needs within a South African context and contributing to research by placing emphasis on employee well-being as a key motivator to increasing organisational outputs. Additionally, the research contributed to creating increased self-awareness amongst employees that is fundamental to leadership development and influence. Hence, developing psychological capital in employees is not only beneficial for an organisation but also difficult to replicate by the organisations contenders resulting in the organisation developing a competitive edge and sustainability over the longer term in response to changes that may be taking place. This research served as a catalyst for assisting the organisation in maintaining a competitive edge against its competitors through the use of the proposed constructs of work locus of control, psychological capital and the examination of multiple work related outcomes of happiness, job satisfaction, organisational citizenship behaviour, intention to quit and in-role performance.

A large part of the study involved collection of data from employees at a supervisory level and specialist amongst middle managers. I believe the study would have a valuable impact on your organisation and I would appreciate access to your employees as my sample institution, and voluntary participation of employees at middle management at both supervisory and specialist levels. Please also note that I will maintain confidentiality of all information received and follow all ethical practices in reaching the research objectives. A brief outline of the research process is outlined below:

- If granted access to your employees, focus group discussions will be held with selected employees;
- Should employees, agree to participation, the research will occur through the administration of research questionnaires, in two phases which will occur within a time lag of six months after the first test administration;
- Participants will be assured at all time of the voluntary nature of participation and informed of the confidentiality of information and anonymity of participation.

Please note that I will make myself available at your earliest convenience to provide clarity on any areas that you may have concerns. I would further sincerely request that you give due consideration to my request to partake in my study, as there would be immense benefits for organisational and employee development.

Looking forward to a favourable response, should you have any questions pertaining to my study or if you would like to verify the validity of my proposed study, please feel free to contact me or my study leader.

Kindest Regards

Zurayda Shaik (Doctorate Student)

Tel: 011-0245641 and Email: zurayda.shaik@gmail.com

## **LETTER OF INFORMED CONSENT**

Thank you for agreeing to participate in the research study; however prior to providing consent, you need to be aware of the following information:

- 1) Your participation in this study is voluntary and will seek to understand work locus of control, psychological capital and work related outcomes.
- 2) To guarantee anonymity and confidentiality, you do not have to write your name or other identifying marks on the questionnaires.
- 3) The information you provide will be treated in the strictest of confidence and the information will be safeguarded against unauthorised access.
- 4) There are no risks associated with this study and you may choose to withdraw at any time from the study.
- 5) No financial benefits are associated with this study. By participating in the study you will be increasing knowledge related to the research objectives.
- 6) The cost for participating in this study is the time it takes for you to respond to the questionnaires. You do not pay anything to participate in the study.
- 7) The returned questionnaires are not identified by number or name and your identity will not be known or revealed. The results of this study will be shared with others researchers and may be published in a journal.
- 8) Before signing this consent form, you have had the opportunity to discuss your participation with the researcher.

- 9) Before you decide whether to accept this invitation to take part in this study, please ask any questions that might come to mind. You can contact the researcher Ms. Zurayda Shaik by calling 011-0245641 or by e-mail at zurayda.shaik@gmail.com
- 10) If you have any questions regarding the ethical procedures of this research, please feel free to contact Ms. Phumelele Ximba, Research Office, UKZN, Tel no: 031-2603587.

### **Consent**

I have read this consent form and I voluntarily consent to participate in this study.

.....

Participant Signature Date

.....

Participant's Printed Name

**APPENDIX 2**  
**BIOGRAPHICAL QUESTIONNAIRE**

**Date:** \_\_\_\_\_

**Instruction to the Respondent:**

Please note the following information is required for research purposes. Please mark the relevant block with an X.

**Age:**

- Less than 25 ☐
- 25 – 35 ☐
- 36 – 45 ☐
- 46 – 55 ☐
- 56 years and older ☐

**Gender**

- Male ☐
- Female ☐

**Highest Level of Qualification**

- Matric ☐
- Diploma ☐

➤ Undergraduate Degree

➤ Postgraduate Degree

### **Race**

➤ African

➤ Indian

➤ White

➤ Coloured

### **Tenure**

• 1 – 5 years

• 6 – 10 years



### APPENDIX 3

#### WORK LOCUS OF CONTROL (WLOC) QUESTIONNAIRE

**Instructions:** Below are statements that ask you to evaluate your work locus of control. Use the scale provided to answer each question and mark the answer you select with an X. The following questions concern your beliefs about jobs in general. They do not refer only to your present job.

	Disagree very	Disagree	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1. A job is what you make of it.	1	2	3	4	5	6
2. On most jobs, people can pretty much accomplish whatever they set out to accomplish	1	2	3	4	5	6
3. If you know what you want out of a job, you can find a job that gives it to you	1	2	3	4	5	6
4. If employees are unhappy with a decision made by their boss, they should do something about it	1	2	3	4	5	6
5. Getting the job you want is mostly a matter of luck	1	2	3	4	5	6
6. Making money is primarily a matter of good fortune	1	2	3	4	5	6
7. Most people are capable of doing their jobs well if they make the effort	1	2	3	4	5	6
8. In order to get a really good job, you need to have family members or friends in high places	1	2	3	4	5	6
9. Promotions are usually a matter of good fortune	1	2	3	4	5	6

10. When it comes to landing a really good job, who you know is more important than what you know	1	2	3	4	5	6
11. Promotions are given to employees who perform well on the job	1	2	3	4	5	6
12. To make a lot of money you have to know the right people	1	2	3	4	5	6
13. It takes a lot of luck to be an outstanding employee on most jobs	1	2	3	4	5	6
14. People who perform their jobs well generally get rewarded	1	2	3	4	5	6
15. Most employees have more influence on their supervisors than they think they do	1	2	3	4	5	6
16. The main difference between people who make a lot of money and people who make a little money is luck	1	2	3	4	5	6

## APPENDIX 4

### PSYCHOLOGICAL CAPITAL QUESTIONNAIRE (PCQ) 24

**Instruction:** Below are statements that describe how you may think about yourself right now. Use the following scale to indicate your level of agreement or disagreement with each statement by an X, (1=strongly disagree, 2=disagree, 3=somewhat disagree, 4=somewhat agree, 5=agree, 6=agree).

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. I feel confident analysing a long-term problem to find a solution	1	2	3	4	5	6
2. I feel confident representing my work area in meetings with management	1	2	3	4	5	6
3. I feel confident contributing to discussions about the company's strategy.	1	2	3	4	5	6
4. I feel confident helping to set targets/goals in my work area.	1	2	3	4	5	6

5. I feel confident contacting people outside the company (e.g. suppliers, customers) to discuss problems.	1	2	3	4	5	6
6. I feel confident presenting information to groups of colleagues.	1	2	3	4	5	6
7. If I should find myself in a jam, I could think of ways to get out of it.	1	2	3	4	5	6
8. At the present time, I am energetically pursuing my goals	1	2	3	4	5	6
9. There are lots of ways around any problem that I am facing now	1	2	3	4	5	6
10. Right now, I see myself as being pretty successful	1	2	3	4	5	6
11. I can think of many ways to reach my current goals.	1	2	3	4	5	6
12. At this time, I am meeting the goals that I have set for myself.	1	2	3	4	5	6

13. When I have a setback at work, I have trouble recovering from it, moving on.	1	2	3	4	5	6
14. I usually manage difficulties one way or another at work.	1	2	3	4	5	6
15. I can be “on my own”, so to speak, at work if I have to.	1	2	3	4	5	6
16. I usually take stressful things at work in stride.	1	2	3	4	5	6
17. I can get through difficult times at work because I’ve experienced difficulty before.	1	2	3	4	5	6
18. I feel I can handle many things at a time at this job.	1	2	3	4	5	6
19. When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5	6
20. If something can go wrong for me work-wise, it will.	1	2	3	4	5	6
21. I always look on the bright side of things regarding my job.	1	2	3	4	5	6

22. I'm optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5	6
23. In this job, things never work out the way I want them to.	1	2	3	4	5	6
24. I approach this job as if 'every cloud has a silver lining'.	1	2	3	4	5	6

## APPENDIX 5

### THE OXFORD HAPPINESS QUESTIONNAIRE (OHQ)

**Instructions:**

Below are a number of statements about happiness. Rate how much you agree or disagree with each by clicking on the appropriate circle. You will need to read the statements carefully because some are phrased positively and others negatively. Don't take too long over individual questions; there are no 'right' or 'wrong' answers and no trick questions. The first answer that comes into your head is probably the right one for you. If you find some of the questions difficult, please give the answer that is true for you in general or for most of the time. Evaluate the following statements by marking with an X on the relevant circle

	<b>Strongly Disagree</b>	<b>Moderately Disagree</b>	<b>Slightly Disagree</b>	<b>Slightly Agree</b>	<b>Moderately Agree</b>	<b>Strongly Agree</b>
1. I don't feel particularly pleased with the way I am.	1	2	3	4	5	6
2. I am intensely interested in other people.	1	2	3	4	5	6
3. I feel that life is very rewarding.	1	2	3	4	5	6
4. I have very warm feelings towards almost everyone.	1	2	3	4	5	6
5. I rarely wake up feeling rested.	1	2	3	4	5	6
6. I am not particularly optimistic about the future.	1	2	3	4	5	6

7. I find most things amusing.	1	2	3	4	5	6
8. I am always committed and involved.	1	2	3	4	5	6
9. Life is good.	1	2	3	4	5	6
10. I don't think that the world is a good place.	1	2	3	4	5	6
11. I laugh a lot.	1	2	3	4	5	6
12. I am well satisfied about everything in my life.	1	2	3	4	5	6
13. I don't think I look attractive.	1	2	3	4	5	6
14. There is a gap between what I would like to do and what I have done.	1	2	3	4	5	6
15. I am very happy.	1	2	3	4	5	6
16. I find beauty in some things.	1	2	3	4	5	6
17. I always have a cheerful effect on others.	1	2	3	4	5	6
18. I can fit in everything I want to.	1	2	3	4	5	6
19. I feel that I am not especially in control of my life.	1	2	3	4	5	6
20. I feel able to take anything on.	1	2	3	4	5	6
21. I feel fully mentally alert.	1	2	3	4	5	6
22. I often experience joy and elation.	1	2	3	4	5	6
23. I do not find it easy to make decisions.	1	2	3	4	5	6
24. I do not have a particular sense of	1	2	3	4	5	6



meaning and purpose in my life.						
25. I feel I have a great deal of energy.	1	2	3	4	5	6
26. I usually have a good influence on events.	1	2	3	4	5	6
27. I do not have fun with other people.	1	2	3	4	5	6
28. I don't feel particularly healthy.	1	2	3	4	5	6
29. I do not have particularly happy memories of the past.	1	2	3	4	5	6

## APPENDIX 6

### THE MINNESOTA JOB SATISFACTION QUESTIONNAIRE (MSQ)

#### Instructions

Please rate the extent to which you feel satisfied or dissatisfied with the following statements by marking the appropriate number on the 1 to 5 point scale supplied below with an X:

	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very Satisfied
1. Being able to keep busy all the time.	1	2	3	4	5
2. The chance to work alone on the job.	1	2	3	4	5
3. The chance to do different things from time to time.	1	2	3	4	5
4. The chance to be “somebody” in the community.	1	2	3	4	5
5. The way my boss handles his/her workers.	1	2	3	4	5
6. The competence of my supervisor in making decisions.	1	2	3	4	5
7. Being able to do things that don’t go against my conscience.	1	2	3	4	5
8. The way my job provides for steady employment.	1	2	3	4	5
9. The chance to do things for other people.	1	2	3	4	5
10. The chances to tell people what to do.	1	2	3	4	5
11. The chance to do something that makes use of my abilities.	1	2	3	4	5

12. The way company policies are put into practice.	1	2	3	4	5
13. My pay and the amount of the work I do.	1	2	3	4	5
14. The chances for advancement on this job.	1	2	3	4	5
15. The freedom to use my own judgment.	1	2	3	4	5
16. The chance to try my own methods of doing the job.	1	2	3	4	5
17. The working conditions.	1	2	3	4	5
18. The way my co-workers get along with each other.	1	2	3	4	5
19. The praise I get for doing a good job.	1	2	3	4	5
20. The feeling of accomplishment I get from my job.	1	2	3	4	5

## APPENDIX 7

### THE ORGANISATIONAL BEHAVIOUR CHECKLIST (OCBC)

**Instruction:** Please answer the following questions by circling the response that applies to you.

Use the scale provided answers to each questions listed below:

How often have you each of the following things on your present job?	Never Once or twice Once or twice per month Once or twice per week Every day
1. Picked up meal for others at work.	1 2 3 4 5
2. Took time to advise, coach, or mentor a co-worker.	1 2 3 4 5
3. Helped co-worker learn new skills or shared job knowledge.	1 2 3 4 5
4. Helped new employees get oriented to the job.	1 2 3 4 5
5. Lent a compassionate ear when someone had a work problem.	1 2 3 4 5
6. Lent a compassionate ear when someone had a personal problem.	1 2 3 4 5
7. Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.	1 2 3 4 5
8. Offered suggestions to improve how work is done.	1 2 3 4 5
9. Offered suggestions for improving the work environment.	1 2 3 4 5
10. Finished something for co-worker who had to leave early.	1 2 3 4 5
11. Helped a less capable co-worker lift a heavy box or other object.	1 2 3 4 5

12. Helped a co-worker who had too much to do.	1 2 3 4 5
13. Volunteered for extra work assignments.	1 2 3 4 5
14. Took phone messages for absent or busy co-worker. OCBP	1 2 3 4 5
15. Said good things about your employer in front of others.	1 2 3 4 5
16. Gave up meal and other breaks to complete work.	1 2 3 4 5
17. Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	1 2 3 4 5
18. Went out of the way to give co-worker encouragement or express appreciation.	1 2 3 4 5
19. Decorated, straightened up, or otherwise beautified common work space.	1 2 3 4 5
20. Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.	1 2 3 4 5

## APPENDIX 8

### INTENTION TO QUIT QUESTIONNAIRE (ITQ)

**Instruction:** How much do you *agree* or *disagree* with each of the following statements about your job? Mark your answers with and X for each item.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I intend to leave the organisation	1	2	3	4	5
2. I intent to make a genuine effort to find another job over the next few months	1	2	3	4	5
3. I often think about quitting	1	2	3	4	5

## APPENDIX 9

### EMPLOYEE PERFORMANCE MEASURE (EPM) SELF REPORT VERSION

**Instructions:** Below are statements that ask you to evaluate your work performance right below.

Use the scale provided to answer each question, my marking your choices with an X.

	Not at all competent	Not competent	Sometimes not competent	Now and then not competent	Not competent, neither incompetent	Now and then competent	Sometimes competent	Competent	Very competent
1. All in all, how competent do you perform your job?	1	2	3	4	5	6	7	8	9
	Not at all competent	Not competent	Sometimes not competent	Now and then not competent	Not competent, neither incompetent	Now and then competent	Sometimes competent	Competent	Very competent
2. In your estimation, how effectively do you get your work done?	1	2	3	4	5	6	7	8	9

3. How would you judge the overall quality of your work?	1	2	3	4	5	6	7	8	9
4. How would you judge overall perceived competence?	1	2	3	4	5	6	7	8	9
5. How would you judge the overall quantity of your work?	1	2	3	4	5	6	7	8	9