"A Predictive Power of Core Self-Evaluation on Organizational Commitment: An Empirical Evidence from Health Practitioners"

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ABSTRACT

In the present situation, developing commitment among employees is a need to enhance the organizations' performance and profit. The present study examines the role of core self-evaluation (CSE) on organizational commitment (OC) among health practitioners or medical doctors of Sindh, Pakistan. The study is based on quantitative methods, which collected cross-sectional data through a questionnaire. The study applied a random sampling technique and successfully managed the response from 404 respondents, with a response rate of 43.6%. The study uses a structural equation model to confirm the hypothesized relationships through AMOS. The SEM results demonstrate a significant positive effect of self-esteem (SES) and self-efficacy (SE) on affective commitment (AF), continuous commitment (CC) and normative commitment (NC). Moreover, locus of control (LoC) significantly and positively effect on AC but not CC and NC. Finally, emotional stability (ES) has appeared as an effective and positive predictor of AC and insignificant of CC and NC. The study's findings would support developing commitment among the employees by improving SES, SE, LoC and ES. Besides, the results of the investigation would contribute to the literature.

Introduction

In the present era of globalization, the new communication skills, change in demographic indicators, technological advancement and working environments are the significant challenges of the organizations (Minibas-Poussard *et al.,* 2017; Krajcsák, 2018). These challenges discourage several organizations and their employees and owners, i.e., employer and managers. The researchers are anxious to enhance employee efficiency, satisfaction, and retention in this regard. Therefore, possible factors are investigated that might influence individuals' attitudes and behaviours and attachment with their work and organizational performance (Cropanzano *et al.,* 1993; Azila-Gbettor *et al.,* 2020). Among these, the commitment among employees is the significant factor for enhancing employee performance and organizational efficiency. OC points to attitude and is a psychological bond in the association between an employee and the organization. It is an extent to which the individual classifies with the objectives and standards of the organization, exercises exertion to attain organizational goals and wishes to continue in the organization (Meyer & Allen, 1991).

To develop a robust CSE (SES, SE, LoC and ES) towards OC (Krajcsák, 2018; Yoon *et al.,* 2018; Blaique *et al.,* 2022). In organizational behaviour, industrial and organizational psychological and OC aspects show the great attachment of employees with their organization. OC reduces turnover among employees (Gill *et al.,* 2011). By considering the importance, the study attempts to investigate the role of CSE (SES, SE, LoC and ES) in predicting OC (AC, CC and NC) among the health practitioners of Pakistan. The outcome may deliver the strategies for organizations to make their employees committed to enhancing organizational performance.

Literature review and conceptual framework

Currently, developing the commitment among the employees has become a dire need of every organization. Therefore, numerous scholars have conducted their studies to detect such a severe issue. According to Soomro and Shah (2019), job satisfaction (JS), OC and a favourable organizational culture are necessary for employee's performance. A literature review based analysis underlines a significant and constructive effect of corporate social responsibility on employee commitment to the organization (De Silva & De Silva-Lokuwaduge, 2021). In a similar vein, affective creative self-efficacy and personal commitment significantly forecast supervisory-rated innovative performance. These, directly and indirectly, enhance the ability of knowledge creation (Sarwat & Abbas, 2021). Among Indian IT executives, psychological empowerment positively affects AC and NC. Nevertheless, no association was observed between CC and psychological empowerment (Jha, 2011). Memon *et al.* (2019) confirm a predictive role of risk propensity, instrumental readiness, entrepreneurial experiences and entrepreneurial knowledge towards entrepreneurial SE. Besides, entrepreneurial SE is a powerful developer of entrepreneurial intention (Soomro & Shah, 2022). SE also mediates by linking team commitment and customer service behaviors (Yoon & Yoon, 2019).

In Chinese enterprises, psychological well-being has an indirect role in shaping the relationship between innovative behaviour and followers' strengths-based leadership (Ding & Yu, 2020). Similarly, OC and workplace deviance are negatively correlated in the Nigerian civil service.

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Besides, CSE is also negatively associated with workplace deviance (Ugwu & Okafor, 2017). The SEM analysis of Yoon and Kim (2019) finds the most prominent effect of SE and LoC on OC and JS. In contrast, neuroticism has no substantial influence on OC and JS. Generally, CSE constructs substantially affect sales performance through JS rather than OC. In a similar domain, learning organization positively impacts OC and JS; nevertheless, it has no significant influence on employee performance. OC and JS positively affect employee performance (Hendri, 2019). Likewise, Sutanti and Sandroto (2021) claim career commitment and CSE directly affect JS. However, the stimulus of CSE on JS is not mediated by career commitment.

Consequently, the above literature confirms the association between CSE and OC in different times and contexts. However, among medical practitioners of Pakistan are not been investigated yet. Therefore, we consider the need and developed the (figure 1) model to examine among medical doctors of Sindh, Pakistan.
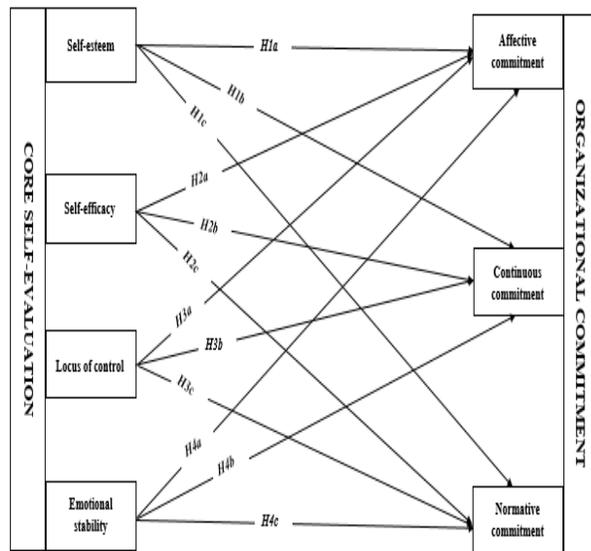

Figure 1. The model of study

Self-esteem (SES) and commitment

In Istanbul, Turkey, individuals are more committed due to a high SES. They engaged less when they felt a low perceived SES (Minibas-Poussard *et al.,* 2017). According to Krajcsák (2018), a high correlation between SES and commitment exists through SE and market culture. Similarly, the study of Azila-Gbettor *et al.* (2020) demonstrates a significant correlation between SES and university commitment in higher education setups. Applying ANOVA, SE and OC are moderately associated and negatively associated with turnover intention (Sadoughi & Ebrahimi, 2014). Similarly, SES is the significant factor that has a strong positive influence on AC and NC among civil servants of Malaysia (Johar *et al.,* 2018). Recently, Sam *et al.* (2022) claimed that organizational-based SES contributes to NC, AC and CC. Likewise, the teachers with low SES perceived a high level of occupational stress (Masoom, 2021). Therefore:

H1a. Self-esteem (SES) significantly positively predicts affective commitment (AC).
H1b. Self-esteem (SES) significantly positively predicts continuous commitment (CC).
H1c. Self-esteem (SES) significantly positively predicts normative commitment (NC).

Self-efficacy (SE) and commitment

SE is the self-confidence that individuals perceive regarding their commitment. According to Krajcsák (2018), SE and commitment are positively associated. On the other hand, the study of Yoon *et al.* (2018) did not claim a direct correlation between SE and commitment. Further, SE is a viable factor that mediates the connection between informal learning and OC. The momentous relationship between SE and OC is that these constructs positively affect career commitment. Recently, the SE robustly affected occupational commitment among women of

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industries in the Middle East and North Africa (Blaique *et al.,* 2022). As a result, the related literature highlights a significant positive effect of SE on commitment. Hence:

H2a. Self-efficacy (SE) significantly positively predicts affective commitment (AC).
H2b. Self-efficacy (SE) significantly positively predicts continuous commitment (CC).
H2c. Self-efficacy (SE) significantly positively predicts normative commitment (NC).

Locus of control (LoC) and commitment

LoC is about the control of individuals towards its commitment to their organization. LoC also works as a moderator between wellbeing and OC among the employees (Jain *et al.,* 2009). In this way, a regression analysis of Aubé *et al.* (2007) finds a substantial effect of LoC on AC. In the same domain, Nasution and Östermark (2012) claim an effect of LoC on the multidimensionality of professional commitment. CFA validates and confirms the highest scores of a positive association between LoC and commitment (Al-Zu'bi, 2016). In the view of Singh *et al.* (2021), LoC and student engagement are definitely associated and develop the OC among the students. Likewise, an empirical study by Joo *et al.* (2012) demonstrates a positive connection between OC and core self-evaluations and transformational leadership. Based on the existence of the positive association between LoC and commitment, we suggest:

H3a. Locus of control (LoC) significantly positively predicts affective commitment (AC).
H3b. Locus of control (LoC) significantly positively predicts continuous commitment (CC).
H3c. Locus of control (LoC) significantly positively predicts normative commitment (NC).

Emotional stability (ES) and commitment

As an active construct of the big five personality model, ES is a robust forecaster of commitment and career resilience among Indian managers (Arora & Rangnekar, 2016). On the contrary, Farrukh *et al.* (2017) underline an adverse effect of openness and neuroticism on AC and NC rather than CC. There is a negative correlation between neuroticism, OC and JS (Irshad & Naz, 2011). Anari (2012) reveals that an emotionally intelligent individual is more committed than an individual satisfied with their job. Consumer personality traits are favorable for developing commitment (Bove & Mitzifiris, 2007). Similarly, β values of the study of Khiavi *et al.* (2016) demonstrate a positive association between neuroticism, AF, CC and NC. More recently, in Pakistan, ES is not positively associated with bankers' OC (Pasha, 2022). Based on the above findings, we project:

H4a. Emotional stability (ES) significantly positively predicts affective commitment (AC).
H4b. Emotional stability (ES) significantly positively predicts continuous commitment (CC).
H4c. Emotional stability (ES) significantly positively predicts normative commitment (NC).

Methods
Approach and survey tools

A practical and transparent selection of plan and approach requires a valid exploration (Saunders *et al.,* 2007) to achieve the study's objective. Therefore, we applied a quantitative approach to practical social science and management sciences (Saunders *et al.,* 2007). The procedure is fundamental in scientifically apprehending the universal realities. We designated a survey approach to collect data (Kline, 2010). It consumes a short time and decreases investigation's outflow. We adopted the items of the scale from previous existing studies. Earlier gathering the large

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scale data, we checked validity and reliability of survey instrument. After minor modifications, we launched a reliable and valid survey in the field.

Respondents and data collection

We targeted medical doctors performing their duties at the governmental hospital of Sindh province of Pakistan. We collected the data from May 2014 to August 2014 by distributing the questionnaire through personal visits and postal services. We used a random sampling method to hunt the doctors. We visited the sites throughout the Sindh province and reached rural and urban areas. Before gaining a response, we assert their willingness for contributing to the study voluntarily. Afterwards, achieving the consent, we handed over a set of survey questionnaires that contained the covering letter and guidelines about filling the surveys. We gave four reminders keeping into account their nature of jobs. We correctly followed the ethical protocols of a good study. We confirmed the respondents' privacy and utilization of their reactions only for study purposes. Besides, the researchers were also given options/choices as they could withdraw their participation at any stage without mentioning any specific reason. Consequently, we succeeded in gaining 436 responses in a raw data with a response rate of 43.6%. Subsequently data cleaning, we utilized 404 valid samples to get the study's outcomes.

Measures

Core self-evaluation (CSE) - We measured CSE on four sub-constructs, i.e. SES, SE, LoC and ES. The SES is measured on ten items, SE on eight items, LoC on eight items and ES on twelve items. These items are adopted from the studies of well-known scholars like Eysenck and Eysenck (1968), Judge *et al*. (1998), Levenson (1981) and Rosenberg (1965).

Organizational commitment (OC) - We measured three dimensions of commitment, i.e. AC, CC and NC. These constructs are evaluated on six items each. The items are adopted from Meyer *et al.* (1993) as utilized by Chen and Francesco (2003), Joo *et al.* (2012) and Panaccio and Vandenberghe, 2012). All the scale items are estimated with a five-point Likert scale (1= strongly disagree, and 5=strongly agree).

Data analysis and findings
Demography

We analyzed the data of 404 total respondents and observed demographic constructs to ensure the distribution and demographic trends of the respondents. We noticed a majority of males participants (n=293 or 75.5%) than females (n=111 or 27.5%) (Table 1). Concerning the age of the respondents, we found a significant number (n-232 or 57.43%) between 21-30 years of age, against the minimum number (n=03 or 00.74%) as less than 21 years of age (Table 1).Similarly, n=315 (77. 97%) were married while n=77 (19.06) were single and n=12 (02.97%) respondents were divorced/widowed (Table 1). Further, a majority of doctors were MBBS (n=332 or 82.18%), n=38 (09.41%) were FCPS, while the lowest number of MDs (n=05 or 01.24%) have participated in the study (Table 1). Finally, n=176 (43.56%) were more experienced, having 1-5 years of job experience, and 29 (07.18) doctors were most seniors with 21 and more years of job experience (Table 1).

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Table 1. Respondents' profile

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Constructs	Category	Frequency	Percent
Gender	Male	293	72.50
	Female	111	27.50
	Total	*404*	*100.0*
Age	< 21 years	03	00.74
	21-30	232	57.43
	31-40	119	29.45
	41-50	32	07.92
	51-60	18	04.46
	Total	*404*	*100.0*
Marital status	Married	315	77.97
	Single	77	19.06
	Divorced/ Widowed	12	02.97
	Total	*404*	*100.0*
Education level	MBBS	332	82.18
	FCPS	38	09.41
	FRCS	08	01.98
	MD	05	01.24
	MS	14	03.46
	Other	07	01.73
	Total	*404*	*100.0*
Job experience (years)	< 1	59	14.60
	1-5	176	43.56
	6.10	67	16.58
	11-15	37	09.17
	16-20	36	08.91
	21 and more	29	07.18
	Total	*404*	*100.0*

Measurement model

We utilized the structural equation model (SEM) to confirm the assumed path due to a robust multivariate statistical framework (McDonald and Ho, 2002). Initially, we demonstrate the internal items' consistency by observing loading scores (> 0.70) (Hair *et al.,* 2017). As a result, most items have appeared with suitable loading scores by qualifying loading scores greater than 0.70 as suggested by Hair *et al.* (2017). However, some items were found as less than 0.70 loadings scores and deleted by pursuing the suggestions of renowned scholars like Hair *et al.* (2017). The average range of the loading scores has remained between 0.733 (ses7) and 0.867(cc6) (Table 2). Moreover, we ensured composite reliability on construct level for assuring total variance among the scores. We found the values of CR between 0.807(NC) and 0.889 (ES) (Table 2). These values are good because their level is more significant than > 0.70 (Kline, 2010). Likewise, concerning average variance extracted (AVE) indicator of measurement model ensures the values between 0.793(LoC) to 0.878(SE) (Table 2) and

ensured adequate merging with the above values of 0.5 (Hair *et al.,* 2019). Lastly, Cronbach's alpha (α) among all the constructs (α=0.750=LoC to 0.903=SE) (> 0.70) (Hair *et al.,* 2019) (Table 2).

Table 2. Measurement model
Structural model

Factor	Item's code	Loadings	CR	AVE	α
SES	ses10	0.796	0.871	0.846	0.836
	ses3	0.772			
	ses1	0.767			
	ses7	0.733			
SE	se4	0.840	0.839	0.878	0.903
	se8	0.836			
	se2	0.821			
	se1	0.818			
	se5	0.797			
	se7	0.763			
LoC	loc2	0.814	0.850	0.793	0.750
	loc1	0.782			
	loc7	0.778			
	loc5	0.763			
	loc3	0.761			
ES	es6	0.814	0.889	0.854	0.867
	es9	0.808			
	es3	0.789			
	es2	0.777			
	es7	0.757			
AC	ac5	0.831	0.866	0.837	0.866
	ac3	0.812			
	ac4	0.807			
	ac1	0.783			
CC	cc6	0.867	0.823	0.798	0.875
	cc4	0.840			
	cc2	0.797			
	cc1	0.789			
NC	nc2	0.829	0.807	0.822	0.857
	nc5	0.825			
	nc6	0.818			
	nc4	0.789			

Note(s): CR=Composite reliability; AVE= Average variance extracted; (α) = Cronbach's alpha reliability

With regard to structural model, initially, we ensured Chi-square statistic ($\chi2$=CMIN/df= 2.889; > p 0.005= non-significant) to observe early model fitness (Hair *et al.,* 2019). Along with $\chi2$, we also found further model fit indices, i.e. GFI, AGFI, NFI, CFI and RMSEA within acceptable ranges as 0.932, 0.922, 0.929, 0.918, and 0.036, correspondingly (> cutoff value 0.08) (Hair *et al.,* 2019) and ensure excellent fitness of data with model (Figure 2 and Table 3).

Table 3. Model fit indicators

	CMIN/df	GFI	AGFI	NFI	CFI	RMSEA
Fit indices of model	2.889	0.932	0.922	0.929	0.918	0.036
Suggested values	< 3	> 0.90	> 0.90	> 0.90	> 0.90	< 0.05

Note: CMIN= χ^2/Chi-square/df; df= degree of freedom; GFI=goodness of fit index; AGFI=adjusted goodness of fit index; NFI= normed fit index; CFI=

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comparative fit index; RMSEA=root mean square error of approximation

Lastly, used "maximum likelihood estimates" to confirm developed hypothesized paths with β and critical ratio (CR) values grounded on significance level at p<0.01***. By employing the SEM analysis, we found a significant positive influence of SES on AC, CC and NC (H1a=β=0.238; CR=5.775***; H1b= β=0.335; CR=6.023***; H1c=β=0.342; CR=7.029*** p< 0.001). Therefore, H1a, H1b and H1c are accepted. Likewise, the scores suggested a predictive power of SE on AC, CC and NC (H2a=β=0.290; CR=6.401***; H2b=β=0.422; CR=5.222***; H2c=β=0.285; CR=7.881***; p< 0.001). These values accepted H2a, H2b and H2c. We noticed a significant positive effect of LoC on AC H3a=β=0.377; CR=6.750***; p< 0.001), which accepted H3a. On the other hand, the significant positive association is not supported by the analysis (H3b=β=0.068; CR=0.059; H3c=β=0.050; CR=0.043; p> 0.001). Henceforth, H3b and H3c are not accepted. Finally, we found the values of SEM as per our expectation (H4a=β=0.229;

CR=6.874***; p< 0.001), as H4a is accepted. In contrast, the relationship of ES with CC and NC are not significant and positive (H4b=β=0.070; CR=0.015; H4c=β=0.074; CR=0.028; p> 0.001 (Figure 2 and Table 4). As a result, H4b and H4c are not supported by the analysis.

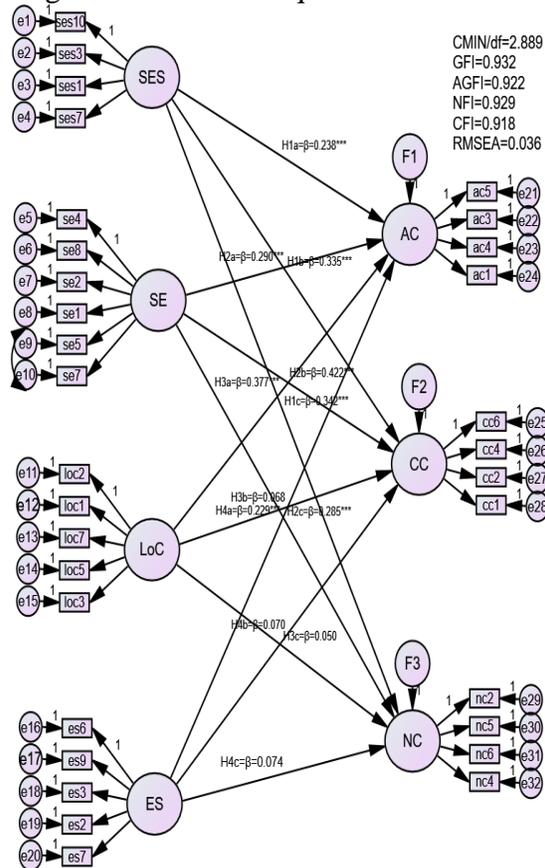Table 4. SEM path estimates

Figure 2. Structural equation model

Note: *p*=significance level ***p<0.05
Note: SE=standard error; CR=critical ratio; *p*=significance level ***p<0.05

Table 4. SEM path estimates

H.No.	Independent variables	Path	Dependent variable	Estimate (β)	SE	CR	P	Decision
H1a	SES	→	AC	0.238	0.039	5.775	***	Supported
H1b	SES	→	CC	0.335	0.089	6.023	***	Supported
H1c	SES	→	NC	0.342	0.079	7.029	***	Supported
H2a	SE	→	AC	0.290	0.043	6.401	***	Supported
H2b	SE	→	CC	0.422	0.077	5.222	***	Supported
H2c	SE	→	NC	0.285	0.094	7.881	***	Supported
H3a	LoC	→	AC	0.377	0.059	6.750	***	Supported
H3b	LoC	→	CC	0.068	0.001	0.059	0.783	Not supported
H3c	LoC	→	NC	0.050	0.019	0.043	0.243	Not supported
H4a	ES	→	AC	0.229	0.068	6.874	***	Supported
H4b	ES	→	CC	0.070	0.037	0.015	0.319	Not supported
H4c	ES	→	NC	0.074	0.021	0.028	0.213	Not supported

Note: SE=standard error; CR=critical ratio; *p*=significance level ***p<0.05

Discussion and conclusion

The current study aimed to analyze the influence of CSE of OC among the medical doctors of Sindh, Pakistan. The study claimed a positive predictive power of SES

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on AC, CC and NC. These findings are in line with several scholars, Minibas-Poussard *et al.* (2017), Johar *et al.* (2018), Azila-Gbettor *et al.* (2020) and Masoom (2021), who confirmed the same associations in the different contexts. These findings reflect that medical doctors are more committed due to high SES. Moreover, the findings demonstrate a positive predictive power of SE on all the components of commitment (AC, CC and NC). These positive findings may be due to the doctors being more confident and working with efficiency for fulfilling the organizational goals. Likewise, the appeared positive association are accorded with several researchers, i.e., Krajcsák (2018) and Blaique *et al.* (2022), who earlier claimed the vital role of SE towards commitment. In contrast, these findings are not reinforced by Yoon *et al.* (2018), who did not find a predictive power of SE on commitment.

Concerning LoC, the study confirmed a positive and significant role in shaping the AC and did not support the positive association between LoC and CC and NC (H3a supported and H3b and H3c are not accepted). In the literature, these findings are accorded by Jain *et al.* (2009), Nasution and Östermark (2012), Singh *et al.* (2021) and Joo *et al.* (2012), who claimed the mixed associations between LoC and commitment. Finally, the SEM analysis supported the positive association between ES and AC. It did not support the positive connection of ES with CC and NC (H4a is supported, and H4b and H4c are not supported). The existed outcomes are reinforced by prior investigations like Bove and Mitzifiris (2007), Arora and Rangnekar (2016) and Pasha (2022), who revealed the positive and negative association between ES, AC, CC and NC.

In conclusion, the study highlighted the significant positive effect of SES SE on AC, CC and NC. LoC did not find as the robust predictor of AC but not of CC and NC. Besides, ES was a meaningful analyst of AC but not CC and NC. The study is limited to the quantitative approach rather than mixed methods. We focused only on medical doctors as the respondents of the survey. Contextually, the study is limited to Sindh province only. Finally, we utilized the data of 404 respondents to infer the results. About the study's implication, the study would offer significant road maps in developing the policies regarding the creation of commitment among the employees. By pursuing the findings, the managers and government agents may improve the commitment by considering the roles of SE, SES, LoC and ES towards commitment. In future, other longitudinal explorations are suggested to inspect the commitment among doctors. Future studies must extend their area of study to all provinces of Pakistan. Finally, future studies should also utilize a large sample size to generalize and validate the results.

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