

# IMPACT OF CORE-SELF EVALUATION AND JOB SATISFACTION ON TURNOVER INTENTIONS: A STUDY OF INDIAN RETAIL SECTOR

**Bindu Chhabra**

*International Management Institute, Bhubaneswar, Odisha, India*

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**Abstract.** *Attrition is the major problem in the Indian Retail Industry which experienced the attrition rate of 19.4% in FY 2016 according to KPMG Annual Compensation Trends Survey 2017-18. The focus of these organizations is to reduce turnover by focusing on the underlying factors leading to turnover intentions and actual turnover. The present study was conducted to explore the effect of job satisfaction and core self-evaluation on turnover intentions. The purpose of the study was also to see if core self-evaluation (CSE) moderates the relationship between job satisfaction and turnover intentions. The study was conducted using structured questionnaires for measuring the above-mentioned variables. The sample of the study was 347 salespersons from various retail organizations working in Delhi and NCR. Hierarchical multiple regression showed that both job satisfaction and CSE were negatively related to turnover intentions. Also, CSE was found to moderate the relationship between job satisfaction and turnover intentions such that the relationship was stronger for the employees with low core self-evaluation. The present study has important implications for policy makers in the retail sector. Managers should use strategies to increase job satisfaction in order to curb high attrition in this sector. They must be aware of the moderating role played by personality attributes in the relationship between job satisfaction and turnover intentions.*

**Key words:** *Indian retail sector, salesperson, core self-evaluation, job satisfaction, turnover intentions*

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## Introduction

The Indian Retail Industry has emerged as one of the most dynamic and fast paced industries accounting for over 10% of the country's GDP and about 8% of the employment. This industry has immense potential as India has the second largest population with an affluent middle class, rapid urbanization and solid growth of the Internet. India is the world's fifth largest country in the retail space.

\* International Management Institute, Gothapatna, PO: Malipada, Bhubaneswar – 751003, Odisha, India; Email: [bindu@imibh.edu.in](mailto:bindu@imibh.edu.in)

However, employee retention and motivation of staff has become a major concern in this sector, with the attrition rate in the Indian retail sector being 19.4% in 2016, the highest amongst all sectors. Strenuous work schedules, rising customer expectations and rapidly evolving technology create increasingly stressful challenges for employees in the retail industry (Jones, Rangarajan, & Roberts, 2007). It is a tough job to be on your feet the entire day while smiling at the customers. These stressors, along with the need to balance the conflicting demands of the customers and the company contribute to the high turnover rate among the salespersons (Nonis & Sager, 2003).

The detrimental effect of high salesforce turnover rates has extensive implications for the organization, because the salesperson is the most important link between the customer and the organization, involved in relationship building with the customer from start till the end. Thus, salesperson turnover can jeopardize customer relationship (Bendapudi & Leone, 2002) leading to customer switching; short-term unprofitable purchase behavior; and in many cases long-term unprofitable purchase behavior (Subramony & Holtom, 2012). In the event of a salesperson quitting the organization, not only are the customer relationships affected, but a concern also arises with respect to finding a suitable replacement for that person (Darmon, 2008). Major costs of salesperson replacement include the costs of recruitment and training the new hire and the time required by the new recruits to establish themselves in their respective territories and start generating revenue for the organization (DeConinck & Johnson, 2009). According to some estimates, these costs can be three to four times the salesperson's annual compensation (Hrehocik, 2007). Therefore, understanding how to curb salesforce turnover is a crucial component of organizational profitability.

According to previous research, various causes of salesperson turnover include role stress (Johnston, Parasuraman, Futrell & Black, 1990), behavior of the manager (Jaramillo & Mulki, 2008), and organizational and personal characteristics (Babakus, Cravens, Johnston & Moncrief, 1999; Jolson & Comer, 1997). The personal characteristics studied so far include salespersons' self-efficacy and attribution orientation (Krishnan, Netemeyer & Boles, 2002; Mallin & Mayo, 2006). However, no study so far has examined the interactive effect of organization characteristics and personal characteristics on the turnover intentions of salespeople. This is an important gap in the research literature since behavior is a function of a complex interplay between an individual's underlying perceptions, motivations, beliefs and environmental factors. Therefore, it becomes important to study turnover as a combined influence of these factors to gain a more complex picture of the issue.

In order to fill in this gap, the present study aims to investigate the interactive effect of a personal characteristic called core self-evaluation (CSE) and an organizational factor, job satisfaction (JS), on the salespersons' turnover intentions (TI). The construct of CSE (Judge, Locke & Durham 1997) is selected for this study because in recent years, CSE has emerged as a global personality measure, providing a comprehensive theory and influencing a large number of research studies. Job satisfaction has been

investigated by several disciplines such as psychology, sociology, economics and management sciences, and is a frequently studied variable in work and organizational literature. This is mainly because many experts believe that JS can affect employment scenario and influence organizational productivity, work effort, employee absenteeism and turnover. Moreover, JS is considered a strong predictor of overall individual well-being (Diaz-Serrano & Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu & Tansel, 2002).

The article has been structured as follows. The section on the “Review of Literature” details the critical review of literature concerning core self-evaluation, job satisfaction and turnover intentions and their relationship with each other. The specific research objectives are listed in the section on “Objectives of the Study” which is followed by the section on “Methodology” wherein the sampling procedure and the research instruments are discussed. The section on “Data Analysis, Results and Discussions” explains various statistical procedures used to analyze the data, followed by subsequent results and the relevant discussion explaining the results. The section on “Managerial Implications” highlights the practical implications of the results for practitioners and policy makers in the retail sector for curbing the problem of salesperson turnover. Finally, the section on “Limitations of the study and scope for future research” pinpoints the limitations of the study and the future research which can be conducted in the field.

## **Review of Literature**

### ***Job Satisfaction and Turnover Intentions***

In the organizational context, job satisfaction is one of the most researched attitudes (Azmi & Sharma, 2015; Dorfmann & Zapf, 2001; Lease, 1998). Job satisfaction is considered to be the result of an employee’s evaluation of his or her work (e.g., Judge, Bono & Locke, 2000; Testa, 2001; Weiss, 2002). A negative evaluation of the workplace environment leads to job dissatisfaction, whereas a positive evaluation leads to job satisfaction. Theories of employee turnover have long suggested that job satisfaction plays an important role in the processes leading to turnover (Boswell, Boudreau, & Tichy, 2005; Hom & Griffeth, 1995; Steel, 2002; Steers & Mowday, 1981). In particular, central to most turnover theories is the notion that job satisfaction directly and negatively relates to employees’ intentions to quit their jobs, which in turn positively relate to actual turnover. Indeed, meta-analyses of over 100 empirical studies (Griffeth, Hom & Gaertner, 2000; Hom, Caranikas-Walker, Prussia & Griffeth, 1992; Tett & Meyer, 1993) have documented the negative relationships of job satisfaction with turnover intentions and actual turnover.

The employee who is satisfied with his or her organization in terms of the job, the intrinsic and extrinsic rewards and support provided is more likely to stay with the organization. Cognition about the job impact subsequent judgment-driven behaviors such as quitting (Fischer, 2000) means that with increasing job satisfaction disassociation

is less likely (Maertz & Griffeth, 2004; Wright & Bonett, 2007). The exception to this rule is that some individuals possess internal impulses to move from one job to another irrespective of the internal and external job conditions. This tendency is termed as “hobo syndrome” (Ghiselli, 1974). According to Judge and Watanabe (1995), “hobo syndrome” may be a dispositional characteristic, and certain personality attributes may be the reason for turnover intentions apart from the characteristics of the job.

The review of literature for this section demonstrates that job satisfaction often has a negative impact on turnover intentions. However, to further explore the relationship between job satisfaction and turnover intentions in the Indian retail sector, the following hypothesis is proposed:

H1: Job satisfaction is negatively related to Turnover Intentions.

### *Core Self-Evaluation and Job Satisfaction*

Based on extensive research, Judge, Locke, and Durham (1997) argued that the way people view the world around them is not only affected by the external factors, i.e. the attributes inherent in the object and their desire with respect to that object, but also by the internal factors like the assumptions people hold about the world, other people, and about themselves. Therefore, our personal disposition or personality plays a vital role in the process of appraisal. However, since there are a large number of personality types and the associated measures which are used in behavioral sciences, Judge and Bono (2001) felt the need to have a global personality measure. Core self-evaluation (Judge, Locke & Durham, 1997) has provided a comprehensive theory and influenced a large number of research studies (e.g., Judge & Hurst, 2008; Stumpp, Hülshager, Muck & Maier, 2009). Judge et al. (1997) defined CSE as fundamental premises that individuals hold about themselves and their self-worth. According to the authors, positive CSE included four dispositional traits: high self-esteem, high generalized self-efficacy, internal locus of control, and low neuroticism. People with high CSE appraise themselves in a positive manner in different situations, such as seeing themselves as free from anxiety, self-potent, self-worthy, and in control of their own lives (Johnson, Rosen & Levy, 2008).

In line with the dispositional perspective of personality traits, most studies have assumed that CSE is a relatively stable personality construct that influences employee outcomes such as job satisfaction, career success, job performance and work stress (see Judge, 2009, for review). Judge, Locke, Durham and Kluger (1998) confirmed that people with positive self-evaluations were more likely to have higher levels of job satisfaction than those with comparatively lower self-evaluations. These positive CSE individuals rated their work higher on the core job dimensions of identity, variety, autonomy, feedback, and significance (Hackman & Oldham, 1980) and were thus more satisfied with their jobs. Other studies often emphasize the role of self-verification motivation (Swann, Rentfrow & Guinn, 2003) to explain why CSE influences work experiences. CSE guides an individual to seek self-consistent interpretations. In order to confirm

their positive self-view, people with higher CSE are more likely to pay attention to and look for positive feedback from their environment and strive to obtain positive experiences, like better job performance and higher job satisfaction. Numerous studies have demonstrated that CSE was positively related to job satisfaction (Brown, Ferris, Heller & Keeping, 2007; Judge, Erez, Bono & Thoresen, 2003; Judge, Ilies & Zhang, 2012; Kim, Liden, Kim & Lee, 2015; Stumpp et al., 2009).

The review of literature for this section demonstrates that CSE has a positive impact on job satisfaction. However, to further explore the relationship between CSE and job satisfaction in the Indian retail sector, the following hypothesis is proposed:

H2: There exists a positive relationship between Core Self-Evaluation and Job Satisfaction.

### ***Core Self-Evaluation and Turnover Intentions***

Employees with high CSE are confident of their ability and competence and are less influenced by external or societal cues. Their thoughts, feelings and actions are less likely to be governed by workplace events and other external factors. Therefore, they are less likely to search for alternate job opportunities and are more likely to continue with their existing organizations. A negative correlation between CSE and turnover intentions was found by Harries, Harvey and Kacmar (2009). A recent meta-analysis of core self-evaluations (Chang, Ferris, Rosen & Tan, 2012) identified that core self-evaluations are negatively related to turnover intentions. According to Krishnan, Netemeyer and Boles (2002), salespeople who have high self-efficacy, one of the four traits of CSE, are better able to adjust to adversity and are more likely to remain committed to their organizations in assisting customers, making sales, and meeting quota. The results were supported by Lewin and Sager (2007), who showed that lack of self-efficacy leads to a sense of helplessness and decrease in commitment leading to turnover intentions. Negative correlation between self-efficacy and turnover intentions in the banking industry was also found in a study by Schaubroeck, Lam and Xie (2000).

The review of literature for this section demonstrates that CSE has a negative impact on turnover intentions. However, to further explore the relationship between CSE and turnover intentions in the Indian retail sector, the following hypothesis is proposed:

H3: There exists a negative relationship between Core Self-Evaluation and Turnover Intentions.

### ***Moderating Role of Core Self-evaluations in the Relationship between Job Satisfaction and Turnover Intentions***

One of the proposed influences of CSEs on employee attitudes and organizational outcomes is that CSE functions as a moderator between variables (Judge et al., 1997). Specifically, one can imagine that employees react differently to the workplace depending on the degree to which they evaluate themselves as a competent person.

The interactionist perspective, which suggests that behavior is a result of the interaction between personality and situational influences, has a long history in social and personality psychology (Diener, Larsen, & Emmons, 1984; Endler & Edwards, 1985, 1986). In the current study, we extend this perspective to the interactive effects of job satisfaction and CSE on turnover intentions. As discussed above, the principle of reciprocity (Cialdini, 2001; Gouldner, 1960) and social exchange theory (Cropanzano, Howes, Grandey, & Toth, 1997) posit a negative relationship between job attitudes and turnover intentions. That is, employees who are satisfied with the job and the organization tend to be more involved with or committed to the organization and are less likely to think of leaving the organization. It is unlikely, however, that all employees who are not that satisfied with their job will exhibit the same kind of intentions and subsequent behavior with respect to their staying with the organization. As Judge, Van Vianen and De Pater (2004) state, "Individuals with positive core self-evaluations appraise themselves in a consistently positive manner across situations; such individuals see themselves as capable, worthy, and in control of their lives" (pp. 328–329). These individuals with high CSE are more confident of their ability to respond effectively to challenging circumstances, leading to lesser negative emotional and behavioral responses to negative job attitudes. Because they possess the requisite initiative and confidence and are more resilient, people with high CSE try to change the conditions at work and will be more persistent in the wake of difficulties rather than thinking of running away from the situation. Therefore, in the event of being dissatisfied with the job and the organization, people with low CSE are less likely to cope with the situation and are more prone to thinking of detaching themselves from the situation and the organization. Thus, we predict that CSE will weaken the negative relationship between job satisfaction and turnover intentions.

To further explore the moderating role of CSE in the relationship between job satisfaction and turnover intentions in the sample of Indian salespeople, the following hypothesis is proposed:

H4: Core Self-Evaluation will moderate the relationship between job satisfaction and turnover intentions such that the relationship will be stronger for employees with low CSE than the employees with high CSE.

## **Objectives of the Study**

Based on the review of literature, it can be derived that the negative impact of job satisfaction on turnover intentions can be mitigated for the employees with high core self-evaluation. The present study aims to investigate the direct influence of core self-evaluations and job satisfaction on turnover intentions. Further, the major contribution of this research is to investigate the moderating role of core self-evaluation in the relationship between job satisfaction and turnover intentions. The present study aims

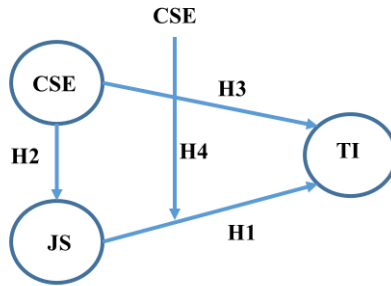


FIGURE 1: Proposed Model

to examine these effects in the Indian retail sector. These aforesaid relationships are depicted in the form of the model in Figure 1.

## Research Methodology

### Sample

Purposeful (maximum variation) sampling was employed (see Patton, 1990). The sample consisted of salespersons from the retail sector working in Delhi and the National Capital Region (NCR). All in all 450 professionals were contacted but only 347 completed questionnaires were collected (response rate 77%). Respondents ranged in age from 22 to 64 years (mean age 30.91 years and SD 9.25), 234 of them were males and 113 were females. 164 respondents were married and 183 of them were single. Table 1 shows the demographic details of the sample.

TABLE 1: Demographic Details

Variables	N	% age
<b>Age</b>		
20–29 yrs	209	60.23
30–39 yrs	83	23.92
40–49 yrs	30	8.65
50–59 yrs	21	6.05
60–64 yrs	4	1.15
<b>Gender</b>		
Males	234	67.44
Females	113	32.56

Marital Status		
Married	164	47.26
Single	183	52.74
Tenure with the organization		
1–9 yrs	280	80.69
10–19 yrs	36	10.37
20–29 yrs	22	6.34
30–39 yrs	9	2.60

### *Procedure*

The salespeople from various retail houses were contacted and were asked to fill in the questionnaire. They were informed of the academic purpose of the study, and confidentiality of their responses was ensured.

### *Research Instruments*

**Core Self Evaluation:** CSE was measured using a core self-evaluations scale developed by Judge et al. (2003). The scale consists of 12 items measuring the traits of self-esteem (e.g. “Overall I am satisfied with myself”); generalized self-efficacy (e.g. “When I try, I generally succeed”); neuroticism (e.g. “Sometimes I feel depressed”) and locus of control (e.g. “I determine what will happen in my life”). Responses to these items were on a 5-point scale (1= strongly disagree and 5 = strongly agree). However, the six items were reverse-coded. High scores signify positive core self-evaluation.

**Job Satisfaction:** Facets of job satisfaction were measured using nine items chosen from the Cellucci and DeVries (1978) questionnaire. There were two items for satisfaction with pay, three items for satisfaction with coworkers, two items for satisfaction with the supervisor and two items for satisfaction with the work itself. The sample items for measuring these four facets respectively are, “My organization pays better than competitors”, “When I ask people to do things the job gets done”, “The managers I work for back me up”, and “My job is interesting”. These nine items were rated on a five-point Likert scale (1= strongly disagree and 5 = strongly agree). High scores imply satisfaction with the facets of job satisfaction and low scores imply dissatisfaction with the facets of job satisfaction.

**Turnover Intentions:** A 3-item scale originally developed by Vigoda and Kapun (2005) was used. The sample item is ‘I will probably not stay with this organization for much longer’. The scale ranges from 1 (strongly disagree) to 5 (strongly agree). A higher score meant higher intentions to leave the organization or department.



### Control variables

Control variables in this study included gender, age, marital status and organizational tenure. Gender was assessed using a dichotomous scale: male (1) and female (2). Marital Status was also assessed using a dichotomous scale: married (1) and single (2). Age and organizational tenure were measured in years using a continuous scale. Prior research has found some gender and age differences in job attitudes (Ng & Feldman, 2010). They found that older workers have more favorable attitudes than younger workers, and this attitude between age and job attitudes was moderated by tenure with the organization. Tabak and Koprak (2007) have shown that employees higher in seniority experience higher job satisfaction. To rule out that the job attitudes and their relationship might vary with demographic variables, gender, age, marital status, and organizational tenure were controlled for all regression analysis in order to minimize their influence on the focal variables in the study.

## Results Data Analysis, Results and Discussion

### Data analysis overview

Hierarchical multiple regression analysis was used to examine the potential main effects of job satisfaction and core self-evaluation on turnover intentions. Turnover intention was regressed on the antecedent sets in four steps. Control variables were entered on Step 1, job satisfaction on Step 2, core self-evaluation on Step 3, and interaction term (i.e. job satisfaction x core self-evaluation) on Step 4. The magnitude of  $R^2$  change at each step of hierarchical regression analysis was used to determine the variance explained by each set of antecedents. The beta values reported were used to determine the effect of each variable in the antecedent sets on employee outcomes.

**Preliminary data analyses and overview of analyses.** Descriptive data (means and standard deviations), correlations, and Cronbach (1951) alpha coefficients are displayed in Table 2. As can be seen, all scales demonstrated good internal consistency.

TABLE 2: Descriptive Statistics and Correlations for Focal Variables

	Variables	Mean	SD	1	2	3	4	5
1	CSE	3.44	.98	(.78)				
2	Job satisfaction	3.44	.95	.49**	(.81)			
3	TI	2.69	1.14	-.41**	-.51**	(.87)		
4	Age	30.91	9.25	.11*	.14**	-.21**		
5	Tenure	6.41	7.39	.102	.14**	-.22**	.88**	

Note: Cronbach's (1951) alpha reliability coefficients appear in the diagonal \* $p < .05$ ; \*\* $p < .01$

**Job Satisfaction and Turnover Intentions.** It was predicted that job satisfaction will be negatively related to turnover intentions (H1). As can be seen from Table 3, entry of job satisfaction in step 2 accounted for a significant increment in variance on job satisfaction,  $R^2$  ch. = .23,  $F = 26.73$ ,  $p < .01$  (supporting H1). The analyses revealed that job satisfaction was negatively related to turnover intentions ( $\beta = -.274$ ,  $p < .01$ ).

**Core Self Evaluation and Turnover Intentions.** The hierarchical multiple regression analyses were continued to assess the effect of core self-evaluation (CSE) on turnover intentions (H3). CSE was entered on Step 3 (see Table 3) after the control variables (Step 1) and job satisfaction (Step 2). Entry of CSE on Step 3 accounted for the significant increment of explained variance in turnover intentions,  $R^2$  ch. = .03,  $F = 25.64$ ,  $p < .01$  (supporting H3). As expected, the analyses revealed that CSE was negatively related to turnover intentions,  $\beta = -.095$ ,  $p < .01$ . In order to see if there was a problem of multicollinearity between two independent variables, viz. job satisfaction and core self-evaluation, the variance inflation factor (VIF) was calculated. The VIF was found to be 1.31, which was well within the acceptable limit of 4 (Pan & Jackson, 2008).

TABLE 3: Hierarchical Multiple Regression Analysis on Turnover Intentions

Variables \ Independent	Step 1 $\beta$ s	Step 2 $\beta$ s	Step 3 $\beta$ s	Step 4 $\beta$ s
Gender	-.30	.085	-.019	.000
Age	-.012	-.022	-.017	-.018
Marital Status	-.022	-.304	-.254	-.259
Tenure with Organization	-.070	-.046	-.048	-.047
Job Satisfaction	-	-.274**	-.218**	-.146
CSE	-		-.095**	-.04
Job Satisfaction $\times$ CSE	-			-.083**
Adjusted $R^2$	.041	.271	.299	.319
$R^2$ change		.230**	.030**	.021**
F change (p-value)	4.69**	26.73**	25.64**	21.99**

\*  $p < .05$ ; \*\*  $p < .01$

TABLE 4: Model Summary of Regression Analysis

R	RSquare	Adjusted RSquare	Std. Error of the Estimate
.488	.238	.236	4.76

TABLE 5: Result of Bivariate Regression Model<sup>a</sup>

Variable	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
(Constant)	13.707	1.68	8.159	.000
CSE	.418	.040	10.39	.000

<sup>a</sup> Dependent Variable: Job Satisfaction

**Core Self-Evaluation and Turnover Intentions.** As the positive correlation between CSE and job satisfaction had already been established (Table 2), regression analysis was applied to capture the explaining power of CSE on job satisfaction. The results of the same are summarized in Tables 4 and 5.

Table 4 shows that almost 24% of the variation in job satisfaction can be explained by the variation in CSE. Hence, it can be concluded that job satisfaction of a person is significantly impacted by his Core Self-Evaluation. Table 5 also indicates that the impact of CSE on job satisfaction is significantly positive, i.e. employees having high CSE are more satisfied with their jobs than employees having low CSE, thus supporting H2.

**CSE and job satisfaction-turnover intentions relationship.** The multiple regression analysis was continued in order to investigate the potential impact of CSE on the job satisfaction-turnover intentions relationship. As can be seen in Table 3, the job sat-

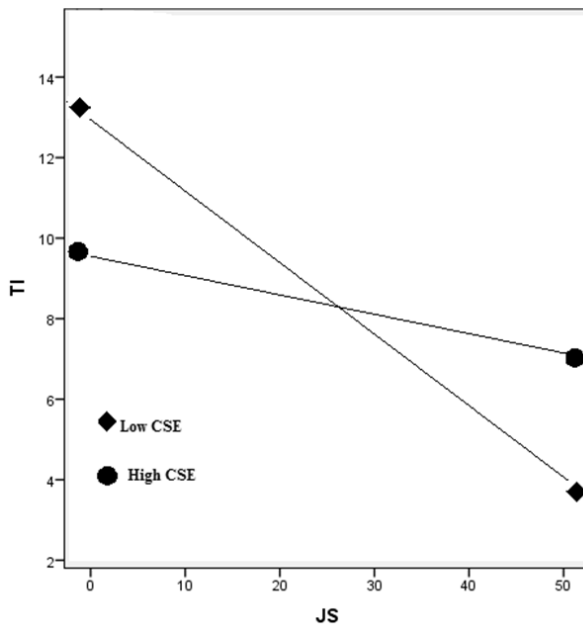


FIGURE 2: Two-way Interaction of Job Satisfaction and CSE on Turnover Intentions

isfaction  $\times$  CSE interaction was entered on Step 4. Entry of the interaction in the fourth step revealed that the interaction was significant, and so this two-way interaction was plotted according to the procedure outlined by Jaccard et al. (1990).

The interaction of job satisfaction  $\times$  CSE on turnover intentions was found to be significant,  $\beta = -.083$ ,  $p < .01$ . In line with H4 and evident from Fig. 2, employees having low CSE exhibit a stronger negative relationship between job satisfaction and turnover intentions. However, for the employees high on CSE this negative relationship between job satisfaction and turnover intentions is mitigated.

## *Discussion*

The present study attempted to contribute to the existing research literature by studying the moderating role of core self-evaluation (CSE) in the relationship between job satisfaction and turnover intentions, apart from studying the main effects. Based on the extensive review of the literature, it was hypothesized that job satisfaction would be negatively related to turnover intentions. Additionally, the high CSE was predicted to impact job satisfaction positively and turnover intentions negatively. Further, CSE was expected to act as a buffer and weaken the negative relationship between job satisfaction and turnover intentions.

The findings based on the sample of salespersons working in retail sector show that job satisfaction was negatively related to turnover intentions, thus supporting H1. This is in line with the previous research (e.g., Griffeth et al., 2000; Hom et al., 1992), demonstrating that salespersons who are satisfied with their jobs are less likely to think of leaving the job.

In line with the existing literature (e.g., Bowling et al., 2012; Harries et al., 2009; Judge et al., 2012) the results revealed that CSE was significantly related to positive employee outcomes. CSE was found to be positively related to job satisfaction but negatively related to turnover intentions. This supports H2 and H3 respectively. These results indicate that salespersons high on CSE are expected to be more satisfied with their job and organization and tend to remain with the organization for a longer period. While further research is needed in different contexts and organizations, the results of the study provide support for the fact that salespersons with high CSE are more likely to pay attention to and look for positive feedback from their environment and strive to obtain positive experiences like higher job satisfaction. These people are less likely to search for alternate job opportunities and more likely to continue with the organization even when they are less satisfied with their job. This is because of the fact that salespersons high on CSE are confident of their ability and competence and their actions are less likely to be governed by external factors and events at the workplace. Therefore, CSE is an important dispositional factor determining positive work attitudes by the salespersons and leading to overall organizational effectiveness.

Several discussion points arise from the results revealing the moderating role of core self-evaluation. Overall, a significant two-way interaction between job satisfaction and

CSE was found in prediction of turnover intentions, thus supporting H4. This interaction shows the moderating role of CSE in the relation between job satisfaction and turnover intentions such that the relation is stronger for salespersons low on CSE than those high on CSE. This shows that employees with low CSE who are not satisfied with their job are more likely to think of leaving their jobs than employees with high CSE. Since the salespersons with high CSE possess more initiative and confidence, they are more likely to consider themselves to be in control of their situation and circumstances than the ones with low CSE. Hence in the wake of unfavorable job conditions and their dissatisfaction with the job, they are more likely to persist and change the conditions at work than harbor the thoughts of leaving the job and running away from these challenges at workplace.

### **Managerial Implications**

Given the huge costs associated with salespersons' turnover, most organizations in the retail sector will benefit from the findings of this study. The study shows that both the work environment features and dispositional factors play an important role in workplace attitudes and behaviors. Organizations that are able to modify the work environment to enhance perceptions of organizational membership and have employees with positive core self-evaluation are more likely to have satisfied employees, who are less likely to think of leaving the organization.

The present study highlights the importance of formulating various HR policies and practices which nurture job satisfaction among salespeople. As the market continues to evolve towards strategic buyer-seller relationships stressing novel customized solutions (Vargo, Wieland & Akaka, 2015), organizations will be required to provide their salespersons with greater autonomy to respond to the unique needs of the customers. The changing nature of sales role makes it important for the supervisors to provide more frequent and regular feedback to the salespeople in order to increase their understanding and knowledge about how to succeed in the dynamic environment. Thus, the role of supervisors becomes extremely important as the salespeople perceive many of the critical organizational variables through the lens of their interactions with supervisors. This is especially true in the case of the retail sector where the salesperson is the key link between the customer and the organization. Salespersons working in such an environment will be more satisfied with their job and committed towards the organizations. These satisfied employees are less likely to think of leaving the organization, which results in reduced attrition rates with all the associated benefits of cost and time efficiency.

The present study can also have important implications for personnel selection and development. Broadly speaking, it is of paramount importance to acquire a pool of employees with positive core self-evaluation. As the organizations are becoming less hierarchical and more flexible, there is a stronger need to seek employees who are confident

in their abilities and who believe that they are in control. In addition, as validated by our study, because employees with low CSE have higher intentions to quit, managers should pay special attention to these specific cases. This can be achieved through ongoing mentoring and coaching of these employees with low CSE in order for them to react more favorably to the organizational efforts aimed at demonstrating care and support, thus increasing employee retention.

Further, as proved by Wu and Griffin (2012), the relationship between CSE and work experiences is not static but dynamic. They found that the individuals' CSE influenced their work experiences, which in turn shaped their CSE. Since CSE has been proven to be an important resource to mitigate the negative impact of workplace factors, the employees' CSE can be cultivated by enhancing their positive work experiences (e.g., job satisfaction). Research in job design suggests that the tasks that are intrinsically meaningful not only contribute to higher job satisfaction (Hackman & Oldham, 1976) but also increase employees' self-efficacy (Parker, 1998). Therefore, providing intrinsically meaningful tasks can enhance an employee's positive job experiences, which in turn can cultivate an employee's CSE.

Since salespeople with low CSE are less capable of dealing with negative outcomes in the workplace, it is recommended that managers and supervisors should help boost employees' CSE. Self-efficacy can be increased through validated self-efficacy trainings, for example, by means of communicating support and reassurance (McNatt & Judge, 2008). According to Kim et al. (2015), employees low on CSE can possibly perform better under high transformational leader through which they receive individual care and gain encouragement to focus on inspirational goals. Thus, for the salespersons low on CSE, transformational leadership can act as a compensating factor. In order to help these salespersons perform better, the managers and supervisors may need to provide them with extra support and guidance. Since leadership plays an important role in enhancing the CSE of the employees, the organizations should work towards providing leadership training to the supervisors, particularly coaching them to act as transformational leaders. This kind of leadership can also be developed by a comprehensive educational process to alter deeply embedded values and beliefs of leaders and by training the supervisors to focus on specific behavioral skills (Bass & Bass, 2008).

### **Limitations and Scope for Future Research**

As the design of the present study was cross-sectional, causal conclusions concerning the impact of job satisfaction and CSE on turnover intentions cannot be drawn. For example, the present study suggested that salespersons who are not satisfied with their job have high turnover intentions. However, it may be possible that the alternate job opportunities are the cause for high turnover intentions but the employee reasons it out by perceiving it to be the lack of job satisfaction. With the cross-sectional design there is no way of testing out the relative contribution of these effects. A longitudinal study

where job satisfaction is related to turnover intentions at a later point in time would provide a more rigorous test of relationships.

This study uses self-report measures to assess job satisfaction, CSE and turnover intentions. Although the measures used were reliable, the very fact that the independent, dependent and moderating variables were assessed using self-report measures could lead to the problems of common method variance. Further, with self-report measures, social desirability bias can become a cause of concern. Future studies could also employ qualitative techniques to identify emergent themes in this area.

The sample of the study was only limited to the Indian salespersons working in the retail sector in Delhi and NCR. There might be some culture specific issues which were overlooked. Future studies may benefit from an exploration of a wider range of employees at different organizational levels, cultures, and sectors.

Other organizational and individual factors like supervisor support, subjective fit with the organization and job, organizational commitment etc. that were not included in the study may also act as the moderators in the relationship between job satisfaction and turnover intentions. Future studies could focus on such variables to get more comprehensive explanation of the results.

## Conclusion

In the changing business scenario and with the emergence of the retail sector as one of the most dynamic and fast paced sector in the Indian sub-continent, there is a need to understand the factors leading to the salespeople turnover, as this is one of the most serious problems faced by this sector. The present study contributed to this area by studying the impact of job satisfaction and core self-evaluation on the turnover intentions of the salespeople and whether the relationship between job satisfaction and turnover intentions is different for the salespeople varying in their core self-evaluation. The study highlights the importance of selecting and acquiring a pool of salespeople high on CSE as they are more confident of their ability and are less likely to leave the organization even when they are not satisfied with their job.

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