Effect of Core Self-Evaluation on Employee's Outcomes: The Role of Mentorship

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ABSTRACT

The study aims to examine the relationship between Core self-evaluation on employee's outcomes (Work engagement, Work Success and Intention to leave) with moderation role of mentorship. The study investigates the relationship in Pakistani environment, particularly the employees in public sector universities of twin cities (Rawalpindi & Islamabad) of Pakistan. Data was collected through the questionnaire distributed among the 440 employees of different universities in capital city (Rawalpindi and Islamabad) of Pakistan. The responses obtained, their assessment done, passed through the statistical programs by using SPSS (23 version) to obtain the findings. Descriptive statistical methods (e.g. frequency, average, standard deviation) have been utilized during the appraisal of the data. The consequences explored that CSA is intensely linked to employee's outcomes, the current research also empirically investigated that mentorship has moderating effect in the relationship between CSA and employee's outcomes. This research is amongst those rare studies conducted in Pakistani environment that have inspected effect of CSA on employee's outcome and also inspected the moderating effect of mentorship between the relationship of core self-evaluation and employee's outcomes.

INTRODUCTION

Organizations are gradually taking interest in developing their employee's personality because without getting the assistance of highly motivated employees/ workers it is very difficult and challenging to obtain the organizations required objectives/ outcomes and to fulfill the organization's needs and objectives/ goals (Dai, Hou, & Zhuang, 2019; Tran et al., 2020; Hsieh & Huang, 2017). According to the Judge, Lock & Durham, (1997) Core Self-evaluation characterizes a single high- order factor comprising of four settled variables: self-esteem, generalized self-efficacy, locus of control, and emotional stability. Core self-evaluation is particularly significant because they represent a personality trait that will be consistent over time. Moreover, the manner in which individuals assess themselves utilizing core self-evaluation can anticipate positive work results, particularly work commitment and work achievement. To satisfy the various needs (organizational outcomes/ objectives) are very challenging, and can only be achieved with extremely inspired employees (Dai, Chen, & Zhuang, 2016).

Studies in the field of organizations are occupied with the analysis that describes behaviors (trait) and attributes that can lead to many consequences i.e work engagement and success (Kammeyer-Mueller, Judge, & Scott, 2014). According to the Chang, Ferris, Johnson, Rosen, and Ta,n (2012) there is significant confident connection amongst core self-evaluation and

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employees work engagement and also with work success. Previous researchers also investigated that there is constructive relationship between core self-evaluation and work engagement and success (job satisfaction and performance) (Wu and Griffin 2012; Rode et al. 2012; Han, 2020). Employees Personality/ trait (Core self-evaluation) also influences the intention to leave. Due to this trait (core self-evaluation) employees stay engaged with their employers (Bothma and Roodt 2012, Chan, 2015). When an individual find himself in negative or difficult situation the core self-evaluated ability of such employee's provide a protective/ shielding effect to deal with this situation, high core self-evaluators overturn their mistakes and highlights encouraging beliefs and strengthen the beliefs to enhances their Job related outcomes like job engagement and work success (Bono & Judge, 2003; Dai, Chen, & Zhuang, 2018).

In the study the association amongst core self-evaluation and work success also investigated with moderation role of mentorship. In current research mentorship used as a moderation variable between the relationship of core self-evaluation and employees work outcomes like work engagement, work success and intention to leave. According to the researcher supervisor behavior (mentor) increases the employees engagement in work and help in success, On the other hand low core self-evaluation employees under bad supervision (mentors) show deviance behavior and increase the intention to leave (McKay; Frieder; Brees; & Martink, 2017; Shin & Grant, 2019). All these positive outcomes (higher work engagement and work success, and decrease the intention of leave the organization) of employee's personality/ trait (core self-evaluation) are great importance at individual level and organizational level as well. Accordingly, it can be concluded that these all outcomes are great importance for organizations in today's global business world.

LITERATURE REVIEW
Core Self-Evaluation

Core self-evaluation is "Fundamental assessments that people make about their competence, worthiness and capabilities" (Judge, Bono Erez Locke, E.A, 2005. p. 257). Researcher Judge, Locke, Durham and Kluger (1998) defined in his past investigations that core self-evaluation is "Fundamental premises that individuals about themselves and their functioning in the world" (p. 168). Core self- evaluation is a fundamental assessment that makes an individual make about them. Researchers investigated that core self-evaluation is most needed, basic assessment of one's own value, achievement and potential as a person (Hsieh & Huang, 2017).

As per the Judge & Bono (2001) Core self-assessment is a "Fundamental or primary concern assessments that people make about themselves". Progressive organizations and institutions are taking interest in personality trait. CSE is comprises of four higher-order thoughts, which are self-esteem, generalized self-efficacy, locus of control and emotional stability (Judge & Bono, JE,1998). Self-esteem is referring to how people evaluate their own strengths, and generalized self-efficacy It ensures that individuals depend and trust on their ability to perform and deal successfully in life situations (Judge et al., 1998). Locus of control, It's indicates that a person's perception, he is capable of influencing the situation to reach the preferred results. And lastly, emotional stability "it reflects a tendency to feel secure calm, and sensitive to confident emotional situations" (Ferries et al., 2011). Collectively, these personal traits enhance the predictability of work outcomes (business success, engagement, and performance). Because they reflect a wide range of measure how people see themselves. As such, Core Self-evaluation (CSA) is argued to additional and many features of an individual's self-worth. (Judge et al., 2011).

Core self-evaluation and Employee's Outcomes (Work Engagement)

Work engagement is deliberated as "an indicators of the affective work-related well-being of employees" (Cropanzano &Wright 2001; Schaufeli et al., 2002). Work Engagement is a constructive resource that is used to increasing the interest in the fields of "organizational psychology and occupational health psychology" (Bakker & Scheufeli 2008; Suffuelli &Salanova 2007; Sonnentag, 2011). Suffuelli et al., S (2002) showed that "commitment" refers to an extra settled and pervasive affective-cognitive state that is defined as a "positive, satisfying, and practical situation characterized by passion, devotion, and understanding/absorption".

According to the researchers, people who undergo a higher self-examination (core self-evaluation) should look themselves and their environment positively. Organizations are concerned with employee personalities like basic self-assessment (core self-evaluation) because work excellence has become a model for human resource management practice and research (Guest, 2017). In the age of this knowledge-based economy, personality/traits such as basic self-assessment (core self-evaluation) and creativity are important to success (better performance) and organization survival and development (George 2007; Lee et al., 2017, Tran et al., 2020).

However some previous researcher also investigated the pessimistic and uncooperative of Core Self- evaluation on employees work results/ outcomes. According to Heller & Hambrick, (2005) high levels of CSE may occur associated with negative and suboptimal decision making, researcher has also argued that high levels of CSE might makes people ignore negative information, take undue risks, or underestimate and misjudge their capabilities. The previous researchers also argued that employees with high core self-evaluation (CSE) usually evaluate and take the situations in a positive manner, as evidenced by discovering a negative association with occupational stress (Chang, Ferris, Johnson, Rosen, & Tan, 2012). People with low core self-evaluation (CSE) have big concerns with the negative aspects of the environment whereas, Individuals with high level of CSE are less interested in the negative aspects of their work conditions (Chang At, 2012), However comprehensive research links the positive relationship between basic self-clinical (core self-evaluation) work outcomes (work engagement) (Chang et al., 2012; Perry Smith & Mannuci, 2017,).

It can be said on the bases of past researchers that this can happen when an employee (core Self- evaluated) evaluates themselves well and finds the job pleasant. Based on logical thinking and most of the researcher's assessments, it can be hypothesized that:-

H_1: *Core self-evaluation has significant positive relationship with work engagement.*

Core Self-Evaluation and Work Success

As indicated by Campbell (1990),"Job performance represents conduct of employees participates in while at work that contributes to organizational goals". One another researcher also defined the employee's job performance as "all the behavior employees participate in while at work" (Jex 2002). Job performance is also stated as the achievement of job outcomes. Rotundo, (2002) explained that employee's work performance is activities that valued to institution's objectives & goals and these are in control of employees. Employee's work outcomes, performance can be influenced by the supervisor's good and bad behaviors.

According to the researchers individuals having high core self-evaluation seeing themselves and their surrounding positively. Researchers have also investigated that personality concepts are now documented as playing an important role in organizational psychology (George, 1992; Hogan and Roberts, 2001; Staw & Cohen-Charash, 2005). Personality construct such as core self-evaluation have been related to such consequences such as satisfaction, motivation, and connection, job related behaviors such as work success (performance) (Barrick & Mount, 1991; Brown, Cooper, Kane, Levy, & Chalhoub, 2006; Brown, Ferris, Heller, & Keeping, 2007; Hogg, Eaton, Donnet, Camp & McClough, 1990; Heller & Mount 2002; Heller, Watson, & Ellis, 2004; Han, 2020; Judge, Judge and Ellis, 2002; NJ, Sorrenson, & IBE, 2006; Tait et al., 1991; Tran et al., 2020). Organizations are taking interest in employee's personalities such as core self-evaluation because excellence work has become a model for human resource management practice and research (Guest, 2017). In this regard, the HR field is increasingly focusing on the "softer" but measurable aspect of human capital as a personality/ character (Crush, 2015). Core self-evaluation play very vital role in getting organizational objective according to researchers great efforts have been finalized to detect the vital features of individual originality and visibility/ vision (George & Zhou 2001; Berry Smith & Manussi, 2017). In the period of this information-based economy, workers personality/ trait (Core Self Evaluation) and creativity are very crucial to organization's success (better performance), existence, and development (George 2007; Lee et al., 2017). Past researchers have investigated that Core self-evaluation is connected for an assortment of work/things results, for example, work achievement (success) (Debuscher et al., 2016; O'Neill et al., 2016), satisfaction (Ferris et al., 2013; Judge et al., 1998; Tran et al., 2020). Personal traits such as core self-evaluation are probably most important and playing vital role, because these trails shows better constancy than factors such as inspiration and intellectual patterns and work success such as performance etc (Betey & Furnham 2006; Perry Smith & Mannuci 2017).

This could be because when employee is core self-evaluated and feel fun to perform the job. On the basis of logical reasoning and most of the researcher's investigations, The following hypothesis has been proposed through this study:-

H2: *Core self-evaluation has significant positive relationship with work success.*

Core self-Evaluation and Intention to leave

Intention to leave is defined as an "Employee's self-assessment of the likelihood of an employee leaving the organization in the short term" (Thorne, Barkhuizen, &du Plessis, 2014). Scholars of previous studies have advised when people find itself in a difficult or unpleasant situation, core self- evaluation (CSE) provides a guiding and buffering impact to manage circumstances, and higher evaluators smother their shortcomings and reflect positive thoughts and results and outcomes of their work (Bono & Judge 2003, Perry Smith & Manucci 2017). Individuals who evaluate themselves positively, are more persistent and interested in the workplace and will have great confidence in their actions, abilities and competencies, he/she believe in their skills and consider themselves more successful, and in themselves confidence increases the performance of these people and reduces their intention to leave the organization (Judge, Locke et al., 1998). In this respect, the research examined whether employees with a high inward locus of control, when given negative input, improve or increment their exhibition, include in work to eliminate the disparities among genuine and standard execution. (Kacmar, Collins, Harris & Judge 2009, Perry Smith & Manucci, 2017). Whereas, individuals with low self-esteem use their negative input to lower their standards of performance or with

the intention of withdrawing from the task or in the face of increase in intention to leave (Kacmaretal,2009; Hochwarter, Ferris, Laird, Treadway &Gallagher, 2010). As indicated by the standard of self- determination (Deki & Ryan, 2002) as well as the concept of trait activation theory (Tate & Burnett 2003; Tate & Gutman,2000), this study concluded that quitting intention would be influenced by efficiency and independence and situation cue. The greater the core self-evaluation, the greater their ability to overcome negative feedback experiences and the more resilient they are in the Fluctuating atmosphere. Consequently, they show lot confidence in dealing with the external environment or monitoring individual / personal behaviors. This perception suggests that in order to increase their efficiency and independence, those employees with strong core self-evaluations will decide to remain in his/her position and do the work that the organization has identified. Their Intention to leave the organization will be decreased and work success and performance will increment likewise. In view of the above mentioned arguments, the following hypothesis has been proposed through this examination:-

H3: *There is a significant negative relationship between core self-evaluation and intention to leave.*

Moderating Role of Mentorship between core self-evaluation (CSA) and Employees Outcome (Work Engagement)

In this rapidly changing world, mentoring is most important and essential in workplace (organizations) in today's rapidly changing business environment, which includes a large number of executive's departures, increased in the use of technology, and global competition. Firms often use mentoring/ mentorship programs as a structured solution to improve employee outcomes performance (work success) and work engagement (Lisa, 2011). Mentors provide insight and guidance, enabling them to achieve expected goals, such as work success (performance) and work engagement (Thomas, 2011). A well-structured and developed mentoring program/ mentoring can maintain good performance and improve performance of the employees as well as organization/ firms by improving employee visibility, productivity, and employee engagement (Orth, Wilkinson and Binfari, 2009). The advantages of a mentor/trainer include helping the mentee (employees/individuals) improve upkeep, build self- confidence, have a deeper understanding of the Organizational culture, and permit the trainer/mentee to identify their strengths and weaknesses so that they can learn as soon as possible and improve employee performance (Ritchie & Genoni, 2002). According few past researchers that bad mentorship/ supervision are destructively correlated to numerous of work behavior such as institutional dedication (Duffy et al., 2002; Taper, 2000) employee's work success (performance) and work engagement (Tepper et al., 2004) and confidently correlated with intention toward left (Schyns and Schilling, 2013). This creates the cause of hopeless relationship between employee's and supervisor (mentor). This disgruntled employee may not fulfill the required objectives of organization and even may quit the job. Tepper (2007), have practically inspected the influence of disgrace supervision/ mentorship on, many others people and as well as directorial consequences like work engagement and work success (job performance), organizational commitments and job satisfactions (McKay et al., 2017; Martinko et al., 2013; Tipper, 2007). According to the researchers core self-evaluated (CSE) employees may become unwelcome due to misconduct or abuse; their actions or behavior toward supervisors/mentor may lead to direct abuse (cf. Henle and Grass 2014). Dissatisfied/ unhappy workforces are more likely to adopt destructive behaviors towards individuals, organizations and as well as toward their supervisors (McKay Mac, 2016, 2017; Taylor 2012; Taylor and Cluemper 2012).

On the basis of previous researcher it can be said that the high degree of mentorship will increase the employee's outcomes like work success (job performance) and work engagement. Therefore on the basis of available literature, it is investigated that the mentorship moderates the relationship amongst core self-evaluation and employee's work engagement and work success (performance), therefor it is hypothesized that:-

H4: *Mentorship moderates the between the core self- evaluation and work engagement; The relationship will be stronger when mentorship is higher.*

Moderating Role of Mentorship between the core of self-evaluation (CSA) and Employees Outcomes (Work Success)

Mentoring is commonly characterized as "the connection between a senior or more experienced employee (mentor) and a lesser and less experienced representatives (protégé), to upgrade career growth and job consequences" (Cram, 1983). A mentor is someone who is considered to be knowledgeable and more experienced in their subject area or subject related task and directs someone with little knowledge and less experience (Murray, 2006). Mentoring or Mentorship is defined as the ability to assist people with acquiring the skills/ gain expertise necessary to accomplish their work and potentially improve their profession through inspiration, self-awareness, and individual change (Cameron, 2007). Most of the past researchers have argued that mentoring can be beneficial for core self-evaluated employees (CSE) to guide them in their ethical practices and other potential benefits for getting the better organizational outcomes. A culture of learning is created where knowledge is exchanged (Francis, 2009). Counseling/ mentoring experience creates a positive environment that increases job satisfaction. A higher level of satisfaction is associated with lower employee turnover (intention to leave the organizations), better retention, and positive patient outcomes (Zachary, 2012).

On the basis of previous researcher it can be said that the high degree of mentorship will increase the employee's outcomes like work success (job performance) and work engagement. Therefore on the basis of available literature, it is investigated that the mentorship moderates the relationship among core self-assessment and employee's work engagement and work success (performance), therefor it is hypothesized that:-

H5: *Mentorship moderates the relationship between core self-evaluation and and work success; The relationship will be stronger when mentorship is higher.*

Moderating Role of Mentorship between CSA and Intention to Leave

Organizations often use mentorship programs as an organized solution to improve employee performance and make it more beneficial to retain employees. (Lisa, 2011). Mentors provide insights and guidance to achieve expected goals such as performance and participation, mentoring is also useful to hold employees with organizations (Thomas, 2011). A well-established and well-managed mentorship program can improve performance of employees by improving staff attendance (Orth, Wilkinson & Binfari, 2009). Few researchers agreed to the main role that mentors are responsible for retaining employees and supervisors who work on employee development morale raises interest rates and lowers exchange rates (Jayarante & Chess, 1984; Rycraft, 1994; Ritchie & Genoni, 2002; Samantri, 1992). According few past researchers that bad mentorship/ supervision are destructively correlated to numerous of work behavior such as institutional dedication (Duffy et al., 2002. Taper, 2000) employee's work success (performance) and work engagement (Tepper et al., 2004) and

confidently correlated with intention toward left (Schyns and Schilling, 2013). According to the researchers core self-evaluated (CSE) employees may become unwelcome due to misconduct or abuse; their actions or behavior toward supervisors/mentor may lead to coordinate mistreatment (cf. Henle and Gross, 2014). Dissatisfied/ unhappy employees are more likely to adopt adverse behaviors towards persons, organizations and similarly as toward their bosses (Taylor et al., 2012; Taylor and Kluemper 2012; McKay Ma,. 2016, 2017). This creates the cause of hopeless relationship between employee's and supervisor (mentor). This disgruntled employee may not fulfill the required objectives of organization and even may quit the job. Tepper, (2007) have practically inspected the influence of disgrace supervision/ mentorship on, many others people and as well as directorial consequences like work engagement and work success (job performance), organizational commitments and job satisfactions (Tipper, 2007; Martinko et al., 2013; Mackey 2017).

On the basis of earlier investigators it can be believed that the high degree of mentorship will weaker the effect of core self-evaluation and intention to leave the organization. Therefore on the basis of majority existing literature, it is suggested that the mentorship moderates the relationship between core self-evaluation and aim to leave the organizations, thus it is hypothesized that:-

H6: *Mentorship moderates the relationship core self- evaluation and intention to leave. The relationship will be weaker when mentorship is higher.*
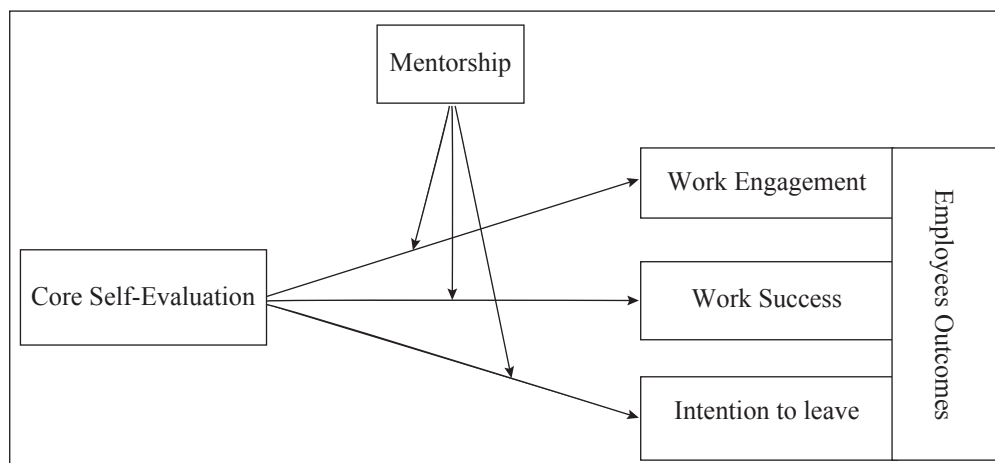

Figure 1: *Proposed Research Model*

RESEARCH METHODOLOGIES

Research Design

The current investigation is empirical and quantitative based examination. Information was gathered by convenience sampling techniques and information was gathered from public sectors universities of capital city (Rawalpindi and Islamabad) of Pakistan. Confidentiality was confirmed and participation was voluntary. Data was conducted on questionnaire, distributed among different levels of universities employees. 440 questionnaires were distributed among the respondent however 355 were completed, 85 questionnaires were return incomplete (having missing value, outliers & unactioned and rough used) which were not able to use. The response rate of the respondents was 81% response rate.

Population

The targets population/ contestants of this study were the different levels of employees of public sector universities of capital city (Rawalpindi and Islamabad) of Pakistan.

Sampling Technique and Sample Size

A total of 440 questionnaires were distributed to the contestants to collect data. convenience sampling technique will be used to collect the data. Individual contacts and an introductory letter were utilized to get the information easily. Confidentiality was guaranteed, and participation was voluntarily participated.

Data Collection Procedure

Major source of collection of data was questionnaire. A cover letter was utilized to guarantee voluntary participation and confidentiality along-with the importance of responses for the investigation attempt. Information was gathered from various public sector universities and diverse level of employees of universities.

Sample Characteristics and Demographics

Data was collected from employees of different universities of twin cities (Rawalpindi and Islamabad) of Pakistan at different hierarchical levels. Both male and female were included. Gender, Age, Marital Status, Designation's Level, Qualification, and experience were inquired in Demographics.

Measures

All variables were measured on a 5-point Likert scale, with "1" strongly disagrees and "5" strongly agree.

Core Self-Evaluation

Core Self-Evaluation has been estimated by utilizing a 12-thing scale created by Judge at el. (2003).
One Sample Item is "I am confident I get the success I deserve in life". Cronbach alpha was (.87).

Work Engagement

Work Engagement has been estimated by utilizing 9 things scale set up by Schaufeli, W.B. Bakker, A.B., and Salanova, M. (2006). One Sample Item "At my work, I feel bursting with energy". Cronbach alpha was (.90).

Work Success (Performance)

Work success (performance) has been measured by using a 5 items scale settled by Cedwyn Fernandes, and Raed Awamleh, (2006). One Sample Item is "I always reach my performance targets". Cronbach alpha was (.87).

Intention to Leave

Intention to leave has been measured by using a 4 items scale established by Bluedorn, A. C. (1982). One Sample Item is "I often think about quitting". Cronbach alpha was (.92).

Mentorship

Mentorship has been measured by using a 14 items scale established by D'Abate, C. P., Eddy, E. R., & Tannenbaum, S. I. (2003). One Sample Item is "Provided me with opportunities to network and increase my visibility". Cronbach alpha was (.73).

RESULTS AND ANALYSIS
Descriptive Statistics

Table 1:
Descriptive Statistics for main variables of interest in the study

	N	Minimum	Maximum	Mean	Std. Error	Std. Deviation	Kurtosis	skewness
CSA	355	1.00	5.00	2.3484	.04797	.90389	.4150	.8680
WE	355	1.00	5.00	4.2654	.04459	.84021	1.785	-1.441
MS	355	1.00	5.00	1.9602	.05081	.95738	.725	1.047
WS	355	1.00	5.00	2.2997	.06861	1.29269	-.5678	.8270
ILT	355	1.00	5.00	3.4676	.05634	1.06150	-.6754	-.3950
Valid N (listwise)	355							

Table 1, depicted the descriptive statistics of the main variables of the study. The SPSS version 23 was used for the analysis of the data. The mean of core self-evaluation (CSA) is 2.34 (SD = 0.903). The work engagement (WE) has 4.26 mean (SD = 0.840). Moreover, the mean value of mentorship (MS) is

1.96 with (SD = 0.957). In addition, the mean scores of work success (WS) is 2.29 with (SD = 1.292). Intention to leave (ITL) has 3.46 mean with (SD = 1.061). The WE has higher mean stands at 'Agree' position. Following table skewness and kurtosis value at the range of ±1.96 which is acceptable that's means our data is reliable.

Bi-Variate Correlation Analysis

Table 2:
Correlation analysis for main variables of interest in the study.

		CSA	WE	MS	WS
WE	Pearson Cao -relationship	-0.050			
	Sig. (2-tailed)	0.345			
	N	355			
MS	Pearson Co -relationship	0.625	-0.026		
	Sig. (2-tailed)	0.000	0.626		
	N	355	355		
WS	Pearson Co -relationship	0.161	0.043	0.242	
	Sig. (2-tailed)	0.002	0.417	0.000	
	N	355	355	355	
ITL	Pearson Co -relationship	-0.247	0.029	-0.185	0.143
	Sig. (2-tailed)	0.000	0.589	0.000	0.000
	N	355	355	355	355

**. Correlation is significant at the 0.01 level (2 tailed).
CSA= Core self-evaluation WE= Work Engagement, MS= Mentorship, WS= Work Success, ITL= Intention to Leave

The table 2 showed the zero order bi-variate Pearson correlations between constructs. The most of the results found significant in expected directions. The correlation between core self-evaluation and work engagement found negative non-significant (r = 0.050, p = 0.345). The mentorship and core self- evaluation has positive significant relationship (r = 0.625, p = 0.000). Mentorship and work engagement has negative non-significant relationship (r = 0.026, p = 0.626). Moreover, core self-evaluation and work success has positive significant relationship (r = 0.161, p = 0.002). Correlation found negative non- significant between work success and work engagement (r = 0.043, p = 0.417). In contrast, work success with mentorship has positive significant relationship (r = 0.242, p = 0.000). In addition, the correlation found negative significant of Intention to leave with core self-evaluation (r = -0.247, p = 0.000); Intention to leave with mentorship (r = -0.185, p = 0.000) and Intention to leave with work success (r = -0.143, p = 0.000). But the correlation found positive non-significant between Intention to leave with work engagement (r = 0.029, p = 0.589).

Regression Analysis

Regression analysis was used to test the main effects as well as the moderation effects of the variables.

Table 3:

Predictors	Work Engagement			Work Success			Intention to leave		
	Beta Value β	R Square R^2	Adjacent R Square ΔR^2	Beta Value β	R Square R^2	Adjacent R Square ΔR^2	Beta Value β	R Square R^2	Adjacent R Square ΔR^2
CSA	-0.047	0.003	0.000	0.231**	0.026	0.023	-0.29**	0.061	0.058

The advance technique for analysis has been used in the current study. The proposed moderated model that included direct links, moderation links along with hypotheses respectively in the preceding chapter. The moderation regression analysis has been used to test the proposed hypotheses.

Moderation Analysis

In regression analysis hypothesis 1 is rejected that performance CSA has insignificant relationship with WE. (β = -0.047, p = 0.345). Hypothesis 2 is accepted that CSA has insignificant relationship with WE (β = 0.231, p<=0.001). Hypothesis 3 has also accepted that CSA has negative and significant relationship with Intention to leave (β = 0.023, p<=0.001).

Table 4:
Moderation Analysis Table with Work Engagement Predicted by Core Self-Evaluation Moderated by Mentorship

Predictors	B	SE	t	p-value	LLCI	ULCI
Step 1: Simple Effects Model (Intercept)	0.0737	0.7081		0.5907		
Step 2: Non-Interaction Model						
Core self-evaluation	-0.0578	0.0637	-0.9082	0.3644	-0.183	0.067
Mentorship	-0.0212	0.0665	-0.3183	0.7504	-0.152	0.109
Step 3: Interaction Model (Intercept) Core Self- Evaluation: Mentorship	0.412	0.0411	1.0026	0.3167	-0.039	0.122

The simple mediator investigation was performed utilizing PROCESS. The outcome variable for examination was work engagement. The predictor variable for the examination was core self-evaluation. The moderator variable for the investigation was mentorship. The non-interaction model found statically non-significant. Moreover, the interaction model failed to explained variance of work engagement, thus, the moderation is not supported ($\beta = 0.412$, p = 0.3167, CI = -0.03 to 0.12). This suggests that mentorship did not moderate the relationship between core self-evaluation and work engagement. The relationship found stronger when mentorship is weaker.
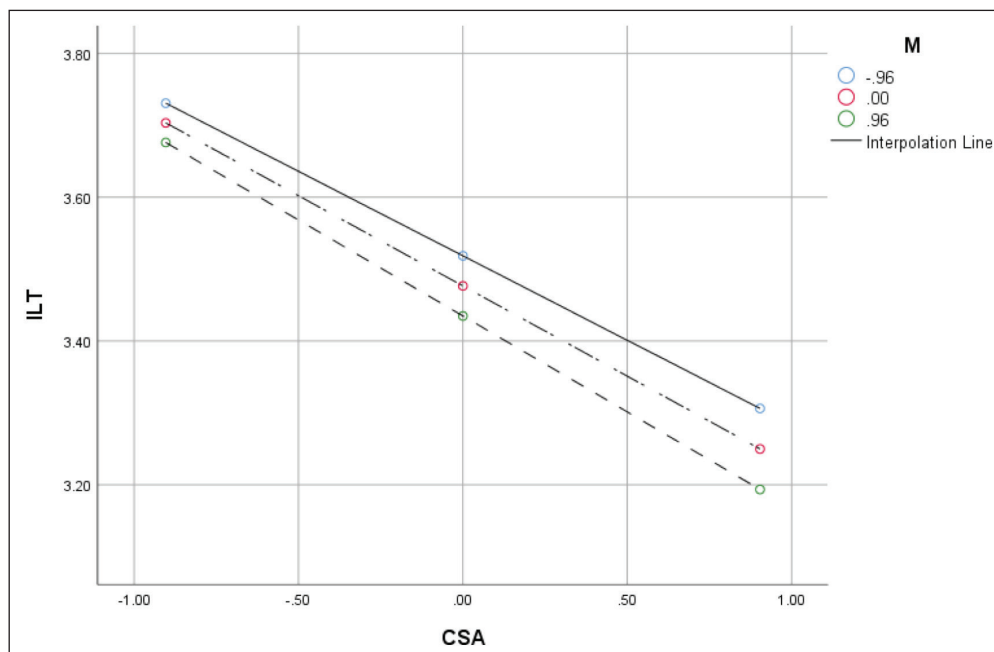

Table 5:
Moderation Analysis Table with Work Success Predicted by Core Self-Evaluation Moderated by Mentorship

Predictors	B	SE	t	p-value	LLCI	ULCI
Step 1: Simple Effects Model (Intercept)	0.2660	1.5661		0.000		
Step 2: Non-Interaction Model						
Core self-evaluation	0.0051	0.947	0.544	0.9567	-0.181	0.191
Mentorship	0.2216	0.990	2.2394	0.0258	0.027	0.416
Self- Evaluation: Mentorship	-0.1188	0.1157	-1.0268	0.3052	-0.346	0.108
Core self-evaluation	0.0051	0.0947	0.0544	0.9567	-0.181	0.191
Mentorship	0.1291	0.1067	1.2108	0.2268	-0.080	0.338
Core self-evaluation: Mentorship	0.1295	0.0611	2.1199	0.0347	0.0094	0.2497

The simple mediator investigation was performed utilizing PROCESS. The outcome variable for examination was work engagement. The predictor variable for the examination was core self- evaluation. The moderator variable for the investigation was mentorship. The non-interaction model of core self-evaluation found statically non-significant. Moreover, the interaction model explained significantly more variance of work engagement then the non-interaction model, thus, the moderation is supported (β = 0.1295, p = 0.0347, CI = 0.00 to 0.24). This suggests that mentorship moderate the relationship between core self-evaluation and work success. The relationship found stronger when mentorship is higher.
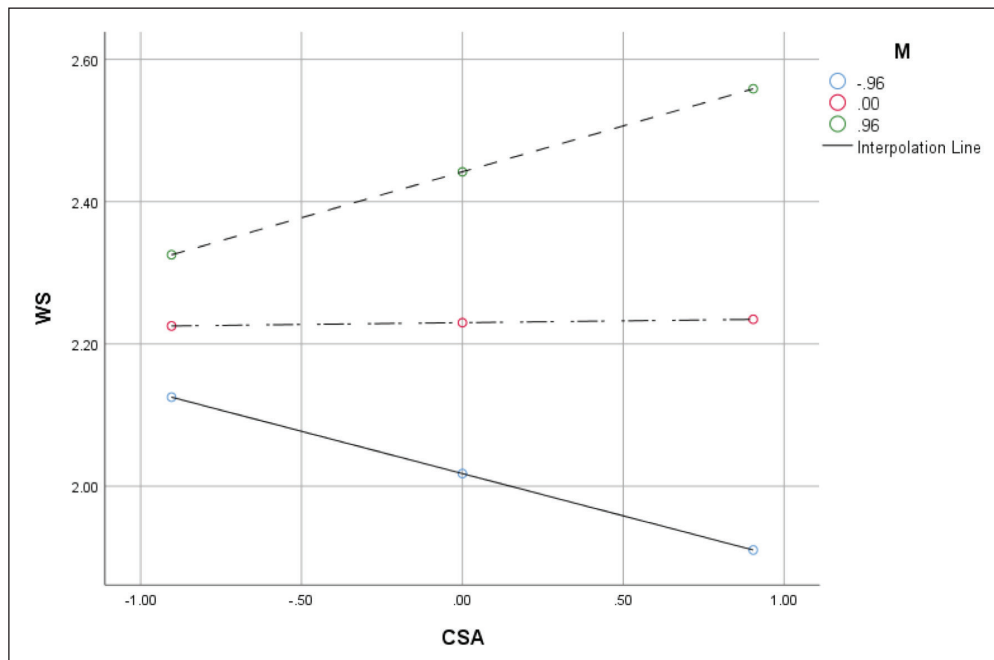

Table 6:
Moderation Analysis Table with Intention to Leave Predicted by Core Self-Evaluation Moderated by Mentorship

Predictors	B	SE	t	p-value	LLCI	ULCI
Step 1: Simple Effects Model (Intercept)	0.2506	1.0650		0.000		
Step 2: Non-Interaction Model						
Core self-evaluation	-0.2509	0.0781	-3.2134	0.0014	-0.404	-0.097
Mentorship	-0.0437	0.0816	-0.5352	0.5929	-0.115	0.082
Step 3: Interaction Model (Intercept) Core self- evaluation: Mentorship	-0.0167	0.0504	-0.3323	0.7399	-0.115	0.082

The simple mediator investigation was performed utilizing PROCESS. The outcome variable for examination was work engagement. The predictor variable for the examination was core self-evaluation. The moderator variable for the investigation was mentorship. The

non-interaction model of core self-evaluation found statically significant. Moreover, the interaction model explained non- significant variance of work engagement then the non-interaction model, thus, the moderation is not supported (β = -0.0167, p = 0.7399, CI = -0.11 to 0.08). This suggests that mentorship didn't moderate the relationship between Core self-evaluation and Intention to leave. The relationship found stronger when mentorship is weaker.
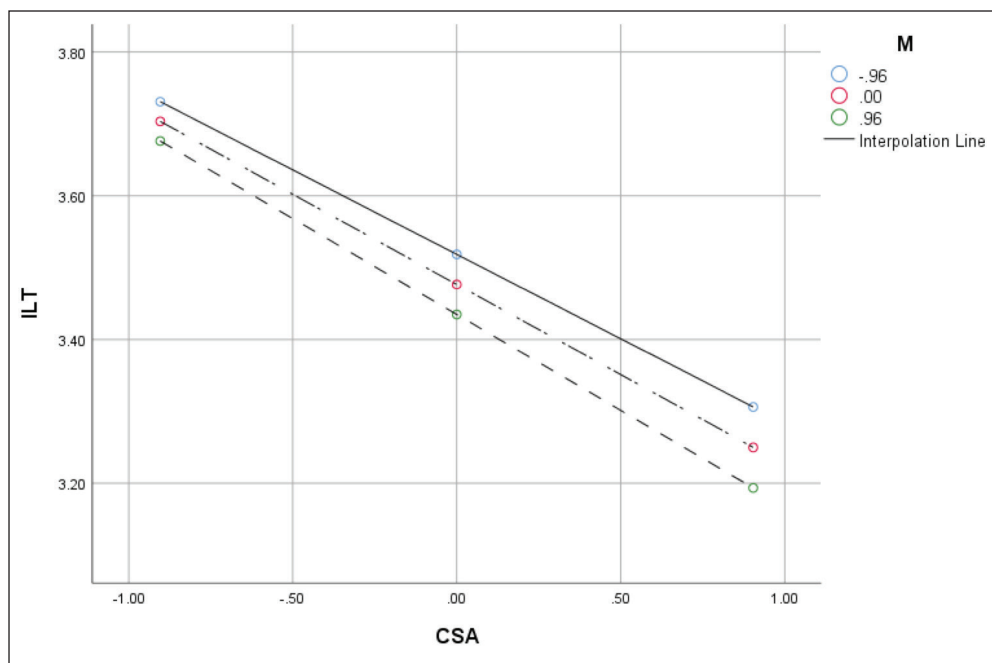
DISCUSSION

In this study trait activation theory was used to explain the whole mechanism, i.e how employees tend to increase their outcomes by using Core self-evaluation trait.

The study investigated that Core self-evaluation have adverse association with work engagement (H1) which is not supported. Most of the prior research/ studies have analyzed the positive connotation between Core self-assessment and work engagement (Hsieh & Huang, 2017). However there are few studies in previous literature in which researchers have also investigated the negative association of Core self-evaluation, i.e. according to Heller and Hambrick (2005) significant levels of Core self-evaluation may be related to sub-modern/ suboptimal and negative decision making. The researchers have also argued that higher levels of core self- evaluation (CSE) can lead people to disregard negative data/information, face unapproved challenge, as well as overestimate/err their abilities. The results of this study coincide with previous studies on similar relationships.

The study investigated that core self-evaluation have significant and encouraging connotation with work success (H2) which is supported. The examination are predictable/comparative with the consequences of past investigations conducted on the similar relationship, i.e to satisfy the various needs (organizational outcomes/objectives) are very challenging, and can only be

achieved with extremely inspired employees individuals with advanced/high Core Self-Evaluation tend to be highly themselves, and also have confidence in their capacity to satisfy the ideal work/task/objective, and have strong control over personal life. (Dai, Chen, & Zhuang, 2016). Individuals/ peoples having high core self-evaluation are generally positive and self-assured/confident in their abilities and also satisfied with their jobs and do very well. (Judge, Timothy A, 2009).

The current study also investigated that core self-evaluation have adverse association with intention to leave (H3) which is supported. Most of the previous studies have examined the destructive/ negative connotation among core self-evaluation and intention to leave the organizations. According to the scholars of previous studies have advised that when somebody winds up in a troublesome or undesirable circumstance, the trait (Core self-evaluation) provide a protective/defensive effect to cope/ handle with the situation, high level of evaluators defeat their shortcomings and highlight positive thoughts and qualities that influence their occupation applicable results. (Bone &Judge, 2003; Perry-Sith & Manushi 2017), this confidence increases the level of performance of these individuals and decrease their intention to leave the organization (Judgeet al., 1998).

Proposed hypothesis has been tested by using the moderation regression analysis. The results shows that mentorship didn't moderate the connection between core self-evaluation and work engagement ($\beta = 0.412$, $p = 0.3167$, CI = -0.03 to 0.12) (H4). The relationship found stronger when mentorship is weaker. The findings of this examination are not accordance with the results/ consequences of majority studies examined on this relationship however there are few studies in previous research which have also not found significant relationship. When individuals experience harmful treatment (abused mentorship or bad supervision), they might respond with negative, unhelpful and damaging actions not only of their supervisor/leaders or mentors, but also to other members of the organization or to the organization itself, but other organizational members or the organization itself (e.g., Penney & Spector 2005, Shin & Grant 2019, McKay et al., 2017). Hence, we expect people with low core self-evaluation (abused by mentor/supervisor) levels to feel more arbitrary control over participating and to engage in a range of divergent activities/behaviors. Abused employees are known to react negatively (McKay et al. 2017). Some past investigations have indicated that mentoring/coaching regularly upset by large numbers of issues, for example, dread of retirement, dread of the obscure, dread of losing control, dread of death, and premiums outside of work, absence of a solid feeling of individual connection to the organization (Ibrahim, Safani, &Lam, 2001 Handler & Karam, 1988).

Projected hypothesis "Mentorship moderates the relationship between the core self- evaluation and work success; the relationship will be stronger when mentorship is higher" has been tested by using the moderation regression analysis. The results shows that mentorship moderate the connection between the core self-evaluation and work success ($\beta = 0.1295$, $p = 0.0347$, CI = 0.00 to 0.24) (H5). The relationship found stronger when mentorship is stronger. According to the literatures mentor provides understanding and direction to help the employees to achieve their desired goals such as work success/performance (Thomas, 2011).

In the study mentorship as a moderate also tested in the relationship between the core self-evaluation and intention to leave, the organizations. The result shows that mentorship didn't

moderate the connection between the center self-assessment and intention to leave (β = - 0.0167, p = 0.7399, CI = - 0.11 to 0.08) (H6) which is not supported. The relationship found stronger when mentorship is weaker. The results are not same with the previous studies showed on the similar relationship. These conclusions are not accordance with the results of majority studies examined on this relationship however there are few literatures is available in previous studies which have also not found significant relationship. According to the few of past researchers when lower core self-evaluation (CSA) subordinates/ employees will experience abusive mentors/supervisor, which leads to a large number of workplaces deviation and intention to leave the organizations (cf. Wei & Si 2013). The research supports the association between core self-evaluation (CSE) and thug behavior, suggesting that individuals in low CSE are demonstrating sad practices at work, the researchers also investigated that divergent responses to insulting supervision (mentorship) by employees are risky not only for supervisors/ mentors also for organization (Thau & Mitchell 2010).

IMPLICATIONS

The consequences of this research have numerous of implications for implementation. The leading and most understandable implication is that destructive supervision/ mentorship is associated to low level of employee outcomes (Schat, Frone, & Kelloway, 2006) entirely drives required making to overcome the destructive mentors and supervisors in all type of organization. All the available resources of organization are required to utilize for the welfare of the employees, unfair utilization of resources leads the employees to negative behavior toward the work outcomes and increase the employees intention to leave the organizations (Hobfoll, 1989), these resources are also required use for educating the supervisors and hiring of quality mentors and also for employees. Organizational resources are also utilized to observer/ check the behavior and conduct of supervisors/mentors and core self-evaluated employees to make sure that supervisors/mentors are involve in suitable, useful and strong actions while performing work through their subordinates. Furthermore, HR/ managers should check the mentorship style according to the perception of organization's employee for the attaining the maximum organizational objectives.

As per the trait activation theory (Tett & Burnett 2003; Tett & Guterman 2000), in some cases, personality traits i.e (core self-evaluation) are more likely to be activated in employees, researchers said that employees are more active in their work behaviors under certain conditions, which leads the employee for the beneficial of organization. Individual characteristics depend on the symptoms of the situation

LIMITATION OF THE STUDY AND FUTURE DIRECTIONS

Despite of applied and theoretical implications of this study, it is not the research without limitations. First this study was conducted on limited sample size; data for the study were collected from public sector universities in Rawalpindi and Islamabad. Furthermore research depended on very limited areas of Rawalpindi/Islamabad. Third most of the sample size was comprised of male participant that comprised the generalizability of findings.

This study provides some important insights for future researchers. First, future researchers are advised to do the same in other areas such as banks, telecommunications companies and hospitals etc. In this research convenience sampling technique was used. To ensure research generalizability, it is recommended that future researchers use larger and more diverse sample

sizes. To avoid general methodological bias, future studies should also consider the use of multi-source data collection and vertical design, probability or sample random sampling techniques. The model of this study can be replicated in other culture and country. In this study Mentorship used as moderator variable between core self-evaluation and employees outcomes and employee's intentions to leave the organization, future researchers may examine the appraisal system and distributive justice mediator and moderator in the relationship used in this study. The future researchers may also use salary as a moderation variable in the relation used in this study.

Conclusion

In this study trait activation theory was used to clarify the whole mechanism, i.e how employees of any organizations increase their outcomes by using core self-evaluation trait and how it put impact on organization's performance and profitability in presence of moderator mentorship. This study will contribute effectively in the available literature by focusing its positive outcomes with strong empirical evidence. Most of the results provided support to proposed hypothesis, through moderating mechanism. This study attempted to open new bits of knowledge for future examination. The current investigation contributed to existence body of knowledge both empirically and theoretically.

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