

**A positive mind at work: State work autonomy and state mindfulness as
predictors for state core self-evaluations**

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Abstract

Current research calls for the investigation of within-person variations regarding one's personality at work. Based on the personality states approach (Fleeson, 2001, 2012) which treats personality as patterns that include between-person differences as well as intra-individual fluctuations, this study examined a person's state core self-evaluations (CSE) depending on state work autonomy as an external work characteristic and state mindfulness as an internal resource of a person. Additionally, state CSE's mediating role for the state work autonomy-state job satisfaction-relationship as well as buffering (moderator) effects of high state mindfulness and high trait CSE were examined. Using a diary study design, a sample of 79 jobholders from different branches participated in an online study including a baseline and eight state measurements. Results from multilevel-analysis revealed significant relations of state work autonomy and state mindfulness with state CSE, as well as a partial mediation of state CSE for the relationship between state work autonomy and state job satisfaction. However, no buffering effects of state mindfulness and trait CSE on the state autonomy-state CSE-relationship were found. Future research should extend the findings by using longitudinal study designs and investigating additional external and internal resources that may lead to positive state self-evaluations at work.

Keywords: personality states, core self-evaluations, work autonomy, mindfulness, job satisfaction, diary study design

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1. Introduction

“Personality appears to make a difference in people’s lives” (Fleeson, 2012, p. 34). This statement is an essential insight resulting from decades of research in the field of personality psychology. Since the 1990s, one’s personality has also been of great interest for research within the work context (Barrick & Ryan, 2003). In this, particularly stable personality trait concepts which focus on differences between people and predict work-related outcomes have been in the spotlight. Nevertheless, research has also started to examine personality as a fluctuating construct influenced by current experiences at the workplace (Huang & Ryan, 2011; Judge, Simon, Hurst, & Kelley, 2014). This idea is based on the concept of personality states (Fleeson, 2001, 2012; Michel & Schoda, 1998) which refers to personality as patterns that still include between-person differences, but also - and more important for this study - include fluctuating components and current states regarding one’s personality. One personality construct with increasing popularity particularly emphasizing work- and career-related aspects are Core Self-Evaluations (CSE), introduced by Judge, Locke, and Durham (1997). CSE refers to self-assessments of one’s appraisal and generally acts as a powerful predictor for work outcome criteria such as job satisfaction (Judge & Bono, 2001).

Considering that people in the 21st century spend numerous hours at work every day (Landy & Conte, 2013), daily experiences at work may be responsible for fluctuations regarding the CSE concept. In this, a work characteristic which is highlighted for generating self-evaluative information is work autonomy (Schwalbe, 1985). Work autonomy refers to freedom in terms of a person’s work task and thus potentially allows for a higher congruence between one’s personality and work situation, generally concerning a person-environment-fit. In addition, compelling meta-analytic evidence emphasizes the role of job autonomy for several work outcome criteria, saliently job satisfaction (Humphrey, Nahrgang, & Morgeson, 2007). Adapting this to a state perspective, the focus on autonomy as a fluctuating work characteristic (Daniels, 2006; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009, 2012) could be a valuable resource in order to understand variations in the CSE concept and momentary work-related outcome criteria such as job satisfaction.

While state work autonomy refers to an external characteristic of the workplace, mindfulness may be an internal personal resource influencing a person’s self-evaluations. Glomb, Duffy, Bono, and Yang (2011) note that mindfulness can play an essential role for an employee’s functioning and well-being at work. Being mindful describes a person’s state of high awareness of the present moment without reacting to it and helps to create acceptance

(Brown & Ryan, 2003; Hülshager, Alberts, Feinholdt, & Lang, 2013). In this, it may help establishing congruence with the environment from a person's inner self, particularly when perceiving momentary negative experiences at work such as having low autonomy. Hülshager et al. (2013) note that people can differ from moment to moment in how mindful they are. Hence, this fluctuating internal resource of a person could also act as an alternative route for a person's state of self-evaluations. Taken together, state mindfulness might have a powerful impact on one's self-evaluations at work, as well as on negative relations of unsatisfactory working conditions and one's personality state.

To the author's best knowledge, no published work has yet investigated the relationship between autonomy as a work characteristic, CSE and mindfulness as personality concepts, and job satisfaction as a work outcome criteria. Thus - based on the personality states approach - the present study examined the role of state CSE depending on state work autonomy and state mindfulness, as well as the mediating role of state CSE for state job satisfaction. Additionally, the study investigated whether trait CSE and state mindfulness buffer the relationship between state work autonomy and state CSE. Taken together, this comprehensive investigation extends the knowledge regarding the CSE state concept, particularly concerning research in the field. On top, it provides valuable career-related information for employees and contributes to a better organizational understanding of the relationship between work autonomy, employee's personality, and job satisfaction on a state level.

2. Theory and hypotheses

2.1 Personality states

In the history of personality and social psychology, researchers have long argued about different views on personality which is also known as the person-situation-debate (Funder, 2006; Kenrick & Funder, 1988). The person-part refers to structured approaches which describe the personality of an individual as general, broad, and stable across different situations as well as between people. The situation-part concerns processing approaches that explain a person's different reactions depending on the underlying situation (Fleeson, 2001, 2012; Michel & Schoda, 1995, 1998). However, Funder (2006) notes that "Nowadays, everybody is an interactionist" (p. 22). This perspective calls for the consideration of person and situation factors as well as their interaction in order to understand a person's behavior (Chatman, 1989; Pervin, 1989). Several theories integrate these interactionist aspects such as the Density Distributions Approach (Fleeson, 2001) and the Whole Trait Theory (Fleeson, 2012). Fleeson (2001, 2012) suggests to treat personality as stable *and* dynamic at the same time. In this,

stability refers to individual differences in central personality tendencies which can be seen as general descriptions of a person. In addition, the dynamic component involves a within-person variability of personality (Fleeson, 2001, 2007; Funder, 2006; Judge et al., 2014).

The latter point is linked to the concept of personality states (Fleeson, 2001, 2012; Michel & Schoda, 1998) which entail the same behavioral, cognitive, and affective aspects as personality traits but emerge in a shorter period (Fleeson, 2012). Thus, a state does not exclude the trait content but can be seen as a temporary fluctuation in a personality construct (Judge et al., 2014). In order to answer the questions what influencing factors manifest the trait pattern within a person's state and what causes the extent of the within-person-variability, research has focused on a person's internal and external events (Fleeson, 2001, 2007; Funder, 2006; Judge et al., 2014). In regard to the work context, Judge et al. (2014) argue that "people are constantly shifting in response to events in their work lives" (p. 200) which in turn could alter one's recent behavioral state. In general, this kind of situation-personality-relation proposed by interactionist approaches (Fleeson, 2001, 2012; Funder, 2006) has already been investigated and supported in studies by Fleeson (2001, 2007), Huang and Ryan (2011), and Judge et al. (2014). Within work settings, the concept of personality states influenced by situational characteristics has been empirically examined by using Costa and McCrea's (1992) Big-5 personality factors (Huang & Ryan, 2011; Judge et al., 2014), but not yet for the more work-related personality concept CSE.

2.2 Core Self-Evaluations as a state

Originally, CSE describes a broad, stable and higher order personality trait which is defined as "fundamental assessments that people make about their worthiness, competence, and capabilities" (Judge, Bono, Erez, & Locke, 2005, p. 257). The concept entails four well-examined and highly correlated (Judge, Erez, Bono, & Thoresen, 2003) dispositional factors: a person's self-esteem (one's basic self-appraisal), generalized self-efficacy (one's capability belief), locus of control (belief regarding the degree of influence on personal life events), and neuroticism (dissatisfied self-focus and experience of negative affect) (Judge, Locke, Durham, & Kluger, 1998). So far, studies have mainly measured trait CSE as a predictor or mediator for work- or life-related outcomes such as job satisfaction and performance (e.g., Judge & Bono, 2001), goal setting and task motivation (e.g., Erez & Judge, 2001), life satisfaction (e.g., Kong, Wang, & Zhao, 2014), well-being (e.g., Tsaousis, Nikolaou, Serdaris, & Judge, 2007), or job stress (e.g., Brunborg, 2008).

Hence, first of all CSE is seen as a fundamental personality trait. Nevertheless, based on the idea of personality states, it is also important to consider whether a person might have

different states and might fluctuate regarding this construct depending on current conditions at work. To date, the call for examining changing aspects of CSE in the literature (Chang, Ferris, Johnson, Rosen, & Tan, 2012; Debusscher, Hofmans, & De Fruyt, 2015; Dóci & Hofmans, 2015) has not been sufficiently answered. So far, research has either focused on theoretical assumptions (Judge & Kammeyer-Mueller, 2004, 2011) or on experimental study designs implementing state CSE either as a predictor (Nübold, Muck, & Maier, 2013), mediator (Dóci & Hofmans, 2015), or outcome variable (Schinkel, van Dierendonck, & Anderson, 2004). Recently, Debusscher et al. (2015) have examined state CSE as a predictor for momentary performance criteria within a work context for the first time. However, it is not clear yet to what extent one's current self-evaluations are influenced by state autonomy as a daily fluctuating characteristic at the workplace.

2.3 State work autonomy and state CSE

In general, terms such as work characteristics or work resources have been of interest in work and organizational psychology for a long time. They focus on underlying and mainly stable aspects of the job content and work environment which in turn can influence an employee's behavior or emotion. Based on the work by Hackman and Oldham (1976, 1980) who introduced the Job Characteristics Model (JCM), several authors suggested further approaches, including various work characteristics, resources, or stressors. In addition to these stable work characteristics, Daniels (2006) introduces *enacted* work characteristics. They reflect "the emergent and dynamic characteristics of the job" (Daniels, 2006, p. 276), which are proximal to the individual's experience, depend more on the present situation and therefore have the potential to influence a personality state. In regard to state CSE, so far only Schinkel et al. (2004) and Dóci and Hofmans (2015) have reported influences of manipulated feedback or task-complexity as situational cues on changes in a person's state CSE. This provided some first experiment-based evidence for the influence of enacted work characteristics on a person's state CSE.

Extending the JCM, a meta-analysis across 259 studies by Humphrey et al. (2007) demonstrated the salient role of job autonomy when examining various motivational, social, and work context characteristics. A spotlight on work autonomy compared to other work characteristics is also emphasized by Pierce, Jussila, and Cummings' (2009) work regarding a revision of the JCM. Hence, work autonomy seems to be one of the characteristics which stands out from several within the work context. In general, autonomy concerns the degree of freedom and independence when carrying out a work assignment (Hackman & Oldham, 1976, 1980).

Autonomy can also be seen as a resource provided by one's job (Xanthopoulou et al., 2009, 2012) and as a source for self-determined behavior (Deci & Ryan, 2000). Therefore, autonomy may act as an indicator for a person in establishing congruence. Congruence refers to the fit between one's personality including needs, desires, and preferences, and the situation entailing characteristics and types of work (Holland, 1959, 1997; Spokane, Meir, & Catalano, 2000). Hence, autonomy as an external resource at the workplace may allow a person to act in line with individual concepts and ideas and thus may adapt the environment more easily to personal beliefs.

Autonomy has also been investigated as a fluctuating construct (Brown & Ryan, 2003; Xanthopoulou et al., 2009, 2012) including a dynamic perspective according to Daniel's (2006) enacted work characteristics. Hence, autonomy as a powerful resource at the workplace (Xanthopoulou et al., 2009, 2012) can exhibit different time-dependent states, for instance in terms of having control over one's work, having freedom in time scheduling and decision making, or being independent from others. Schwalbe (1985) also describes autonomy at work as a source for self-evaluations. In this, autonomy is seen as an indicator of competence, reward, and responsibility that leads to positive emotions and particularly high self-esteem. Thus, with a present work activity providing high autonomy, it is likely that an employee feels in control of and responsible for the current work. Autonomy strengthens one's competence and the freedom of how to perform this work in order to succeed. Consequently, a person may develop a positive view towards the self. Such connections are supported by diary studies (Xanthopoulou et al., 2009, 2012) which show that day-level autonomy at work relates to an employee's day-level psychological resources (defined as self-efficacy, organizational based self-esteem, and optimism). Based on these assumptions, the following hypothesis is proposed:

H1: State work autonomy relates positively to one's state CSE.

2.4 The mediating role of state CSE

The JCM does not only introduce several work characteristics such as autonomy, it also links job autonomy with work outcome criteria such as job satisfaction. Job satisfaction is an essential issue for organizations and their employees since it is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304). Thereby, job satisfaction is not only seen as stable, it can also fluctuate on a daily basis and can exhibit different states (Ilies & Judge, 2002; Ilies, Scott, & Judge, 2006).

Dysvik and Kuvaas (2011) argue that autonomy as a source for individual behavior is important in order to perform a task while perceiving pleasure and satisfaction with this activity.

Considering that enacted work characteristics like state autonomy function more directly and proximally (Daniels, 2006), high state autonomy (having control and responsibility, feeling competence and trust) may lead more directly to present activity-related appraisal and positive emotion (Xanthopoulou et al., 2012). Thus, state work autonomy may make a person more satisfied with his or her present job. On a general level, results of the meta-analyses by Loher, Noe, Moeller, and Fitzgerald (1985) as well as Humphrey et al. (2007) support the positive relationship of autonomy and job satisfaction.

In order to explain how state work autonomy as an enacted work characteristic influences state job satisfaction, a person's state CSE as a mediator might help to understand the underlying mechanism. When connecting CSE and job satisfaction on a state level, it is likely that a person with high state self-evaluations may feel in control of the situation, may be optimistic in accomplishing the present work successfully, and may trust the own capabilities in doing so. Therefore, positive outcomes may be more attributed to individual effort and a person may focus more on the positive aspects of the present job (Srivastava, Locke, Judge, & Adams, 2010). This positive emotional state may in turn lead to a state of satisfaction with the job. Research on the trait level has already linked trait CSE to general job satisfaction (see for reviews Bono & Judge, 2003; Chang et al., 2012). In addition, Judge et al. (1997) outline that CSE may have a direct impact on outcomes through positive spill-overs from one's self-evaluations on outcome criteria.

Considering that state CSE could be related to state work autonomy, a person who perceives autonomy on a work day may create a feeling of meaningfulness and responsibility. Having momentary autonomy may also generate the perception of being in control of the current work and may strengthen present beliefs in the self and in the own capabilities. Through this positive emotional state, a person may especially focus on positive aspects of the current job, experience fulfilment with the present work, and create a positive appraisal of doing the job. All these aspects might result in state job satisfaction. On a state level, CSE has already been examined by Dóci and Hofmans (2015) as a mediator for a task complexity-transformational leadership-relationship. In addition, Xanthopoulou et al. (2009) investigated the relation of daily job autonomy and daily work engagement mediated via present personal resources such as self-efficacy and self-esteem. Summarizing the proposed links of this part result in the following hypothesis:

H2: The relationship between state work autonomy and state job satisfaction is mediated by one's state CSE.

2.5 The role of state mindfulness

Such as CSE, mindfulness can be treated as a personality trait and state (Brown & Ryan, 2003; Hülshager et al., 2013). Brown and Ryan (2003) define mindfulness as “being attentive to and aware of what is taking place in the present” (p. 822). Thereby, people pay attention to moments internally (thoughts and emotions) as well as externally (environmental stimuli) without judging these aspects (Glomb et al., 2011). In addition to this, mindfulness particularly helps in accepting thoughts, feelings, and situations and in coping with compassion (Hülshager et al., 2013; Kong et al., 2014). Leroy, Anseel, Dimitrova, and Sels (2013) note that mindfulness as an internal state supports authentic functioning of a person within the work context. Taken together, these attitudes of state mindfulness could help create congruence between a person and his or her environment, but here with state mindfulness as an internal resource of a person, helping to adapt the inner self more easily to the situation as well as being more aware of one’s individual self (Leroy et al., 2014). Consequently, a person with a mindful state could accept current emotion and the present situation more easily (Kong et al., 2014), create a better fit between the situation and one’s personality, which might support self-evaluating processes in a positive manner, and in turn lead to higher state self-evaluations. In line with this assumption, Verplanken, Friborg, Wang, Trafimow, and Woolf (2007) explain, that absent mindfulness relates to negative self-thinking and previous studies have provided evidence which supports associations between the CSE factors and mindfulness on the trait level. These results indicate that a higher level of mindfulness relates to higher self-esteem (e.g., Brown & Ryan, 2003), greater self-efficacy (e.g., Greason & Cashwell, 2009), lower neuroticism (e.g., Giluk, 2009), and internal locus of control (Bowen et al., 2006). Further, recent findings by Kong et al. (2014) display a positive relationship between trait mindfulness and trait CSE (measured as one factor). Despite these general relations and although research supports within-person variability of mindfulness (e.g., Brown & Ryan, 2003; Hülshager et al., 2013) and CSE (Debusscher et al., 2015; Dóci & Hofmans, 2015), there is no empirical research that has linked mindfulness and CSE on a state level and within the work context so far. Thus, the following hypothesis is proposed:

H3a: State mindfulness relates positively to one’s state CSE.

The power of mindfulness in accepting thoughts and situations might not only relate to a person’s state CSE directly. Considering the interactionist and congruence approaches, mindfulness could also influence the proposed relationship of state work autonomy and state CSE. In this, an especially high level of state mindfulness could have a compensatory effect in case of perceiving low state work autonomy on a work day. When a person experiences low

autonomy, he or she might experience lower state self-evaluations. In addition, congruence between the present work situation and personal preferences in doing the work may be decreased. A state of high mindfulness, however, may help to stand back and accept the negative aspects of the situation (low autonomy) without automatically connecting it to the self (Glomb et al., 2006). Hence, a negative influence of low state work autonomy on one's state CSE would be reduced by a state of high mindfulness, resulting in the following hypothesis:

H3b: High state mindfulness moderates the relationship between state work autonomy and one's state CSE. The relation of low state work autonomy and one's state CSE is weaker for persons with high state mindfulness.

2.6 Trait CSE as a buffer

Considering that by definition personality states still include general between-person differences, another buffering effect besides mindfulness on the state level may be based on a person's trait level. Thereby, particularly high trait CSE levels might also influence the negative relationship of low state autonomy and state CSE. In general, Chang et al. (2012) note that people high in trait CSE appraise situations more positively. Additionally, Chang et al. (2012), Johnson, Rosen, and Levy (2008), as well as Kammeyer-Mueller, Judge, and Scott, (2009) emphasize that trait CSE fosters successful self-regulation and thus enhance a person's coping ability when facing negative stimuli. In turn, Chang et al. (2012) also review that trait CSE can act as a moderating variable, for instance as a buffer of social stressors (Harris, Harvey, & Kacmar, 2009) on work outcomes.

Taking these valuable coping skills into account, individuals with higher trait CSE levels may generally assess situations in a more positive way and may regulate themselves more efficiently compared to individuals with lower trait CSE levels. Thus, in terms of perceiving current unsatisfactory working conditions such as having low autonomy on a work day, they may cope with this negative work event more successfully and their self-worth should be less assaulted. Hence, negative influences on state CSE from low state autonomy at work should be reduced. This results in the following hypothesis:

H4: High trait CSE moderates the relationship between state work autonomy and one's state CSE. The relation of low state work autonomy and one's state CSE is weaker for persons with high trait CSE.

Figure 1 provides an overview of the proposed research model and summarizes the study hypotheses.

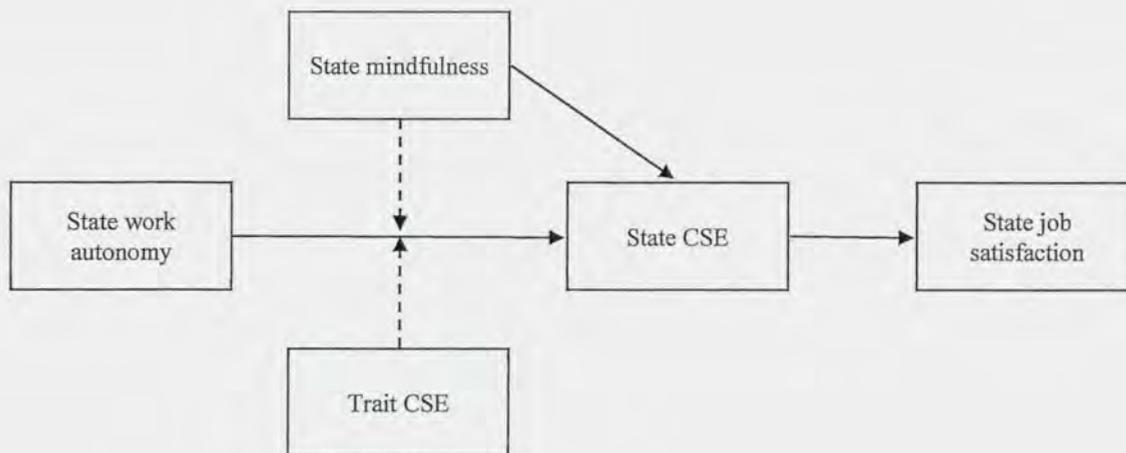


Figure 1. Proposed research model.

3. Method

The present study was embedded in an intervention research project which investigated the influence of two different apps on personality state concepts as well as related antecedents and outcomes. Thereby, one-third of the participants (group 1) worked with an app that included daily short-term mindfulness exercises as a main intervention. Another third of the participants (group 2) worked with a brain training app in order to include an active control group in the project as recommended by Josefsson, Lindwall, and Broberg (2014). In addition, one third of the participants (group 3) were assigned to a passive control group without any intervention-related tasks. However, it is important to note, that this work does not focus on these group differences. Rather, measurements and analysis were made *across all participants*.

3.1. Sample and procedure

Participants were recruited by using the snowball principle. Thus, potential participants were invited to the project via e-mail, social network platforms, personal contact, and flyers, and were asked to forward the study information. Inclusion criteria were having a job, working at least 20 hours per week, as well as having good language skills in English. After informing study candidates about the project's content and perceiving their participation agreement, participants were randomly assigned to one of the three groups. Afterwards, people started their participation by filling in a baseline questionnaire asking for *personality trait concepts* and *general work aspects*. In the following, group 1 and 2 were given the codes for a 30-days free app access and participants were asked to use their app for about ten minutes per day. The passive control group was informed that they would gain the opportunity to choose between one of the apps after finalizing data collection. From this point on, all participants received a

short questionnaire regarding the *state variables* twice a week (Tuesdays and Thursdays). Participants were asked to answer this questionnaire after finishing their daily work. In case of not answering the questionnaire at the same day, participants received a reminder the following day (Wednesdays or Fridays). The participation ended after four weeks and eight state measurement points.

In total, 130 participants were enrolled in the project. Therefrom, eight participants withdrew officially during the course of the project by actively declaring their premature end of participation. Further 28 failed to fill in the baseline questionnaire and another 14 participants did not start to fill in the weekly questionnaires. In addition, one participant was excluded from the analysis due to missing data in some variables based on technical issues with the online survey program. Overall, 79 participants were considered for analyses. The present response rate of 60.8% was slightly higher compared to typical response rates (52.3%) of surveys at the workplace (Anseel, Lievens, Schollaert, & Choragwicka, 2010). The final sample had a mean age of 34.1 years ($SD = 10.4$) and consisted of 50 females (63.3%) and 23 males (29.1%). Six participants (7.6%) did not indicate their gender. In total, participants came from twelve different countries, whereby most participants were German (62.0%), followed by Greek (19.0%) and Dutch (5.1%). As the highest degree of education, 59.5% held a Master's degree, 17.7% a Bachelor's Degree, 7.6% had a PhD, 5.1% finished school with the A-levels, 2.5% finished secondary school, and 7.6% indicated that they had another kind of highest degree of education. On average, participants worked 40.1 hours per week ($SD = 10.9$) and within the following branches: Academic Research (16.5%), Education/Teaching (15.2%), Manufacturing/Production (7.6%), Automotive (6.3%), Human Health and Social Work Activities (6.3%), Accommodation and Food Service Activities (5.1%), Financial Insurance Activities (3.8%), Public Administration and Defense (2.5%), Arts, Entertainment, and Recreation (2.5%), Electricity, Gas, Steam, and Air Conditioning Supply (2.5%), Aerospace (2.5%), and others (27.8%). One participant (1.3%) did not indicate the branch. Moreover, 16 participants (20.3%) held a leading position.

3.2 Measures

Both, baseline and weekly questionnaires (see Appendix A and Appendix B for all scales and items) were provided in English in form of an online survey.

3.2.1 Baseline measurement. Besides participants' demographic information established scales were used for the introduced variables. *General work autonomy* was measured with two items (e.g., "I can decide myself on the pace of executing my job") based

on a scale developed by Bakker, Demerouti, and Verbeke (2004). Both items were already used for a baseline measure in a diary study by Xanthopoulou et al. (2012). For this study, according items were measured on a 5-point scale (inter-item correlation = .46). *Trait mindfulness* was assessed by the 15-item Mindfulness Attention Awareness Scale (MAAS; Brown & Ryan, 2003) and nine acceptance-without-judgement items (e.g., “I make judgements about whether my thoughts are good or bad”) of the Kentucky Inventory of Mindfulness Skills (Baer, Smith, & Allen, 2004). All items were measured on a 6-point scale (Cronbach’s $\alpha = .87$). Furthermore, *trait CSE* was measured as one factor by using the 12-item Core Self-Evaluations Scale (e.g., “When I try, I generally succeed”) by Judge et al. (2003). The scale was measured on a 5-point scale (Cronbach’s $\alpha = .79$). Finally, *general job satisfaction* was measured by the 5-item (e.g., “I find real enjoyment in my work”) short-form of the Job Satisfaction Index (JSI), developed by Brayfield and Rothe (1951). The scale was measured on a 5-point scale (Cronbach’s $\alpha = .86$). Measuring work autonomy and job satisfaction on a general basis as well as trait mindfulness and trait CSE was essential in order to use these data as possible control or moderator variables.

3.2.2 Weekly measurement. Due to the diary study design and the regular conduct of the same questionnaire, it was important to keep the weekly state-survey as short as possible and adapt established scales from a general to a state (today’s) time perspective when necessary (Ohly, Sonnentag, Niessen, & Zapf, 2010). These aspects were considered for the state variable scales. The following scales’ inter-item correlations or Cronbach alpha coefficients were averaged across the eight state measurement points.

Two items assessed *state work autonomy* (e.g., “Today, during work I could decide myself how to execute my job”) on a 5-point scale (inter-item correlation = .71) as applied by Xanthopoulou et al. (2012). *State mindfulness* was assessed by using the 5-item MAAS state version (Brown & Ryan, 2003). Additionally, four selected items, adapted to a today-context, of Baer et al.’s (2004) acceptance sub-scale measured mindfulness acceptance (e.g., “Today, I have told myself that I should not be feeling the way I am feeling”). All items were measured on a 7-point scale (Cronbach’s $\alpha = .90$). *State CSE* was assessed with a translated version of the 5-point Bipolar CSE Adjective Scale by Nübold and Maier (2015). Thereby, the back translation method by Brislin (1970) was used in order to translate the scale from German into English. The scale included 12 bipolar adjective pairs (Cronbach’s $\alpha = .95$). Finally, three adapted items (e.g., “Today, I have felt fairly satisfied with my present job”) of the JSI short-form (Brayfield & Rothe, 1951) were used in order to measure *state job satisfaction*, using a 5-

point scale (Cronbach's $\alpha = .73$). Adapting items of the JSI was already applied in a diary study by Ilies et al. (2006).

3.3 Analysis

Multilevel analysis (MLA) was conducted by using the program IBM SPSS Statistics 21. The repeated measurements were treated as level 1 data, which were nested within individuals at level 2. This resulted in a two-level model with (maximum) eight measurement points at the within-person level for 79 individuals at the between-person level, which reflects a sufficient sample size in order to find robust effects (Maas & Hox, 2005).

All state variables of the weekly questionnaire were treated as level 1 variables. In contrast, trait CSE (variable in Hypothesis 4) was analyzed as a level 2 variable. Hofmann and Gavin (1998) have recommend centering variables before analyzing multilevel models in order to obtain unbiased estimates. Ohly et al. (2010) as well as Huang and Ryan (2011) have suggested that, in diary studies, level 1 variables should be person-mean centered in order to remove between-person variance, while variables at level 2 should be grand-mean centered. Thus, the state predictors work autonomy, mindfulness, and CSE (only for analyzing Hypothesis 2) were person-mean centered whereas trait CSE was grand-mean centered before conducting MLA.

4. Results

4.1 Descriptive statistics and preliminary analysis

All means, standard deviations, scale reliabilities as well as between-person and within-person correlations are shown in Table 1. Age correlated significantly at the between-person level with the outcome variables state CSE ($r = .27, p = .018$) and state job satisfaction ($r = .33, p = .004$). Thus, a possible influence of age was tested for all outcomes in preliminary MLA showing a non-relevant influence of age. In addition, one-way ANOVA was used in order to examine possible gender-differences with regard to the study variables. Significant differences between males and females were found for state work autonomy, $F(1, 363) = 15.97, p < .001$, state mindfulness, $F(1, 363) = 4.94, p = .027$, and state job satisfaction, $F(1, 363) = 5.87, p = .016$. As for age, a possible influence of gender was tested. Gender did not display a relevant impact within the preliminary MLA. Consequently, final MLA for testing the hypotheses were all conducted without age and gender as control variables.

Ohly et al. (2010) have noted that missing single measurement points and dropouts of participants in organizational diary studies are common due to the burden on participants. Hence, the individual number of filled in measurement points could differ across participants

and potentially influence the analyses. Therefore, preliminary MLA was conducted including all participants having responded a) at least six measurement points ($N = 36$), b) at least four measurement points ($N = 56$), and c) at least one measurement point ($N = 79$). Following Ohly's recommendation (personal communication, July 21, 2015), these inclusion criteria were selected in order to perform preliminary MLA with a strict, a moderate, and a generous approach regarding missing data points' cut-off values. However, results of the three preliminary analyses did not display significant differences. Thus, final MLA of this study was performed with the largest sample size (Kreft & de Leeuw, 1998) including all participants with at least one state measurement point ($N = 79$).

Furthermore, the relative amount of between-person and within-person variance of dependent variables were examined by the Intraclass Correlation Coefficient (ICC1; Bliese, 2000), based on an unconditional random coefficient model. State CSE showed an ICC1 of .46. This indicates that 45.7% of variance in state CSE was between persons, while 54.3% referred to within-person variation. For state job satisfaction, 44.7% of the variance was at the between-person level and 55.3% at the within-person level. In addition to the dependent variables, the predictor variables state work autonomy (between-person variance = 41.4%, within-person variance = 58.6%) and state mindfulness (between-person variance = 50.4%, within-person variance = 49.6%) displayed significant amounts of variance at the within-person level. Overall, using the MLA approach in this study is warranted due to elevated amounts of within-person variance regarding the state variables (e.g., Debusscher et al., 2015).

Table 1
Scale Reliabilities, Descriptive Statistics and Intercorrelations

<i>Variable</i>	<i>α</i>	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>
1. Age	-	34.10	10.39	-									
2. Gender	-	-	-	.01	-								
3. Baseline Work Autonomy	.46 ^a	3.74	0.85	.16	-.02	-							
4. Trait Mindfulness	.87	3.93	0.64	.12	-.12	-.04	-						
5. Trait CSE	.79	3.53	0.52	.07	-.15	.12	.57***	-					
6. Baseline Job Satisfaction	.86	3.80	0.75	.22	-.02	.56***	.17	.28*	-				
7. State Work Autonomy	.71 ^a	3.96	0.90	.14	-.27*	.35**	.15	.13	.32**	-	.11*	.18**	.18**
8. State Mindfulness	.90	5.52	1.18	.16	-.15	.12	.51***	.46***	.36**	.37**	-	.54***	.40***
9. State CSE	.95	4.28	1.00	.27*	.00	-.04	.22*	.42***	.22	.24*	.45***	-	.49***
10. State Job Satisfaction	.73	3.52	0.87	.33**	-.11	.32**	.19	.26*	.59***	.38**	.33**	.40***	-

Note. Cronbach's α coefficients for state variables were averaged across weekly measurement points. Intercorrelations below the diagonal represent the between-person level ($N = 79$). In this, calculation was made with the averaged values of the state variables across weekly measurement points. Correlations above the diagonal represent the within-person level. Calculating within-person correlations was based on the approach by Bland and Altman (1995).

^a refers to values of inter-item correlations (scales with only 2 items).

* $p < .05$. ** $p < .01$. *** $p < .001$.

4.2 Testing of hypotheses

Hypothesis 1 proposed that state work autonomy positively relates to a person's state CSE. In a first step, the Baseline Model (see Table 2) was run entering the dependent variable state CSE with a random intercept. In a second step, state work autonomy was entered as a predictor in a random intercept-fixed slope-model (Model 1 of Table 2). Model fit of Model 1 displayed a significantly smaller likelihood ratio compared to the Baseline Model ($\chi^2(1) = 11.01, p = .002$). Further, state work autonomy related significantly to state CSE ($\gamma = .19, SE = .06, t = 3.35, p = .001$). Thus, Hypothesis 1 was confirmed.

Hypothesis 2 proposed that state CSE mediates the relationship between state work autonomy and state job satisfaction. The mediation analysis was based on the approach by Baron and Kenny (1986) and the tested conditions are displayed in Table 3. First, the Baseline Model (random intercept) for state job satisfaction was performed. The positive relationship between state work autonomy (predictor) and state CSE (mediator) was already tested and supported in Hypothesis 1. Test of Model 1 of Table 3 displayed a significant relation of state CSE (mediator) and state job satisfaction as the dependent variable ($\gamma = .43, SE = .04, t = 9.90, p < .001$), based on a random intercept-fixed slope-model. A relationship between state work autonomy (predictor) and state job satisfaction (dependent variable) was tested with a random intercept-fixed slope-model in Model 2 of Table 3. Testing this model also revealed a significant effect ($\gamma = .18, SE = .05, t = 3.52, p = .001$). Finally, Model 3 of Table 3 (random intercept-fixed slope-model) tested the mediation effect by entering both, state work autonomy and state CSE as predictors for state job satisfaction. Results indicate, that the relationship of state work autonomy and state job satisfaction was weaker but still significant ($\gamma = .10, SE = .05, t = 2.17, p = .031$), showing a partial mediation (Baron & Kenny, 1986). The relationship of state CSE and state job satisfaction stayed significant ($\gamma = .42, SE = .04, t = 9.40, p < .001$) and model fit of Model 3 also displayed significant improvement compared to Model 2 ($\chi^2(1) = 77.98, p < .001$). Hence, state CSE partially mediated the relationship between state work autonomy and state job satisfaction, supporting Hypothesis 2.

Table 2

Multilevel Analysis for Models Displaying the Relationship between State Work Autonomy and State CSE (H1) and the Cross-level Interaction of State Work Autonomy and Trait CSE (H4)

Parameters	Dependent variable: Participants' State CSE											
	Baseline Model			Model 1			Model 2			Model 3		
	Estimate (γ)	SE	t	Estimate (γ)	SE	t	Estimate (γ)	SE	t	Estimate (γ)	SE	t
Fixed Effects												
Intercept	4.27***	.09	49.62	4.27***	.09	49.64	4.27***	.09	49.70	4.28***	.08	55.02
State Work Autonomy (SWA)				.19**	.06	3.35	.21*	.08	2.60	.20*	.08	2.58
Trait CSE (TCSE)										.64***	.15	4.20
Cross-level Interaction (SWA x TCSE)										.11	.15	.73
Random Effects												
Residual	.53***	.04		.51***	.04		.45***	.04		.45***	.04	
Intercept	.45***	.09		.45***	.09		.47***	.09		.36***	.07	
State Work Autonomy (SWA)							.14*	.07		.14*	.06	
-2*LL	997.643			986.632			975.075			958.634		
Diff -2*LL (df)				11.01** (1)			22.57*** (2)			16.44*** (2)		

Note. N = 79.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table 3
Multilevel Analysis for Models Examining State CSE as a Mediator for the Relationship between State Work Autonomy and State Job Satisfaction (H2)

Parameters	Dependent variable: Participants' State Job Satisfaction											
	Baseline Model			Model 1			Model 2			Model 3		
	Estimate (γ)	SE	t	Estimate (γ)	SE	t	Estimate (γ)	SE	t	Estimate (γ)	SE	t
Fixed Effects												
Intercept	3.47***	.08	45.75	3.47***	.08	45.66	3.47***	.08	45.74	3.47***	.08	45.65
State CSE				.43***	.04	9.90				.42***	.04	9.40
State Work Autonomy							.18**	.05	3.52	.10*	.05	2.17
Random Effects												
Residual	.43***	.03		.33***	.03		.41***	.03		.32***	.03	
Intercept	.34***	.07		.37***	.07		.35***	.07		.37***	.07	
-2*LL	906.804			821.382			894.684			816.704		
Diff-2*LL (df)				85.42*** (1)			12.12** (1)			77.98*** (1)		

Note. $N = 79$. Model 1 and Model 2 are compared to the Baseline Model. Model 3 is compared to Model 2.

* $p < .05$. ** $p < .01$. *** $p < .001$.

The third part of hypotheses suggested state mindfulness as a predictor for state CSE (H3a) and high state mindfulness as a moderator (buffer) for a negative relationship between low state work autonomy and state CSE (H3b). Results of the corresponding analyses are summarized in Table 4. In order to test Hypothesis 3a, the Baseline Model (random intercept) with state CSE as the dependent variable was used such as in Hypothesis 1. In a second step (Model 1 of Table 4), state mindfulness was entered as a predictor in a random intercept-fixed slope-model. Model fit of this model showed a significantly smaller likelihood ratio compared to the Baseline Model ($\chi^2(1) = 107.63, p < .001$). Moreover, state mindfulness was revealed as a significant predictor for state CSE ($\gamma = .48, SE = .04, t = 11.31, p < .001$), supporting Hypothesis 3a.

In order to test whether state mindfulness could buffer a particular negative relationship of low state work autonomy and state CSE, state mindfulness was also tested as a moderator in Hypothesis 3b. Baron and Kenny (1986) have suggested that a moderation can be tested by regressing a dependent variable on both, predictors and their interaction term. Hereby, a significant interaction effect would signify a moderation while the two predictors are controlled for this interaction. Based on this approach, state mindfulness, state work autonomy, as well as the interaction term of state mindfulness and state work autonomy were entered into a random intercept-fixed slope-model (Model 2 of Table 4). Comparing this Model with Model 1 indicated a better fit of Model 2 ($\chi^2(2) = 7.09, p = .018$). However, the interaction term of state mindfulness and state work autonomy did not turn out to be significant ($\gamma = -.03, SE = .07, t = -.40, p = .693$). Thus, Hypotheses 3b was not supported.

Table 4

Multilevel Analysis for Models Displaying the Relationship between State Mindfulness and State CSE (H3a) and the Interaction of State Work Autonomy and State Mindfulness (H3b)

Parameters	Dependent variable: Participants' State CSE								
	<i>Baseline Model</i>			<i>Model 1</i>			<i>Model 2</i>		
	<i>Estimate (γ)</i>	<i>SE</i>	<i>t</i>	<i>Estimate (γ)</i>	<i>SE</i>	<i>t</i>	<i>Estimate (γ)</i>	<i>SE</i>	<i>t</i>
Fixed Effects									
Intercept	4.27***	0.09	49.62	4.27***	.09	49.76	4.28***	.09	49.73
State Mindfulness (SM)				.48***	.04	11.31	.47***	.04	11.06
State Work Autonomy (SWA)							.13**	.05	2.61
Interaction (SM x SWA)							-.03	.07	-.40
Random Effects									
Residual	.53***	.04		.38***	.03		.37***	.03	
Intercept	.45***	.09		.48***	.09		.48***	.09	
-2*LL	997.643			890.015			882.926		
<i>Diff -2*LL (df)</i>				107.63*** (1)			7.09* (2)		

Note. $N = 79$.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Hypothesis 4 proposed that high trait CSE could also buffer a negative relation of low state work autonomy and state CSE. In this, trait CSE referred to a person-level variable which required testing a cross-level interaction (Aguinis & Gottfredson, 2013) of trait CSE (level 2) and state work autonomy (level 1). Thus, testing this hypothesis regards to a random intercept-random slope-model (Aguinies & Gottfredson, 2013). Therefore, a model allowing random slope variation for state work autonomy (see Model 2 in Table 2) was tested and compared to the Baseline Model. The chi-square test revealed that this Model showed significant improvement over the Baseline Model ($\chi^2(2) = 22.57, p < .001$). Testing state work autonomy as a predictor with a random slope also revealed significance ($\gamma = .14, SE = .07, p = .031$). In a final step and in order to test Hypothesis 4, state work autonomy, trait CSE, as well as the cross-level interaction term of both were entered into a random intercept-random slope-model (Model 3 in Table 2). Although Model 3 indicated a better fit of Model 2 ($\chi^2(2) = 16.44, p < .001$), the cross-level interaction term of trait CSE and state work autonomy was not significant ($\gamma = .11, SE = .15, t = .73, p = .470$). Hence, Hypothesis 4 was rejected.

Figure 2 provides an overview by summarizing the results of all study hypotheses.

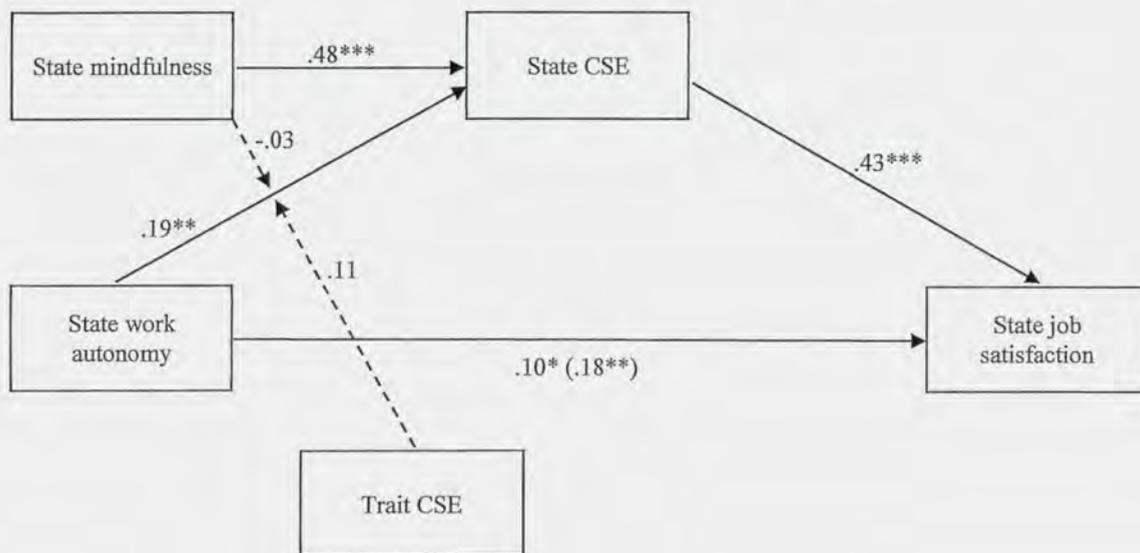


Figure 2. Results summary of study’s hypotheses. Indicated values refer to estimates (γ) of performed MLA.

* $p < .05$. ** $p < .01$. *** $p < .001$.

5. Discussion

5.1 Summary of results and general discussion

Based on the personality states approach, this work examined the relationships of state autonomy as an external work resource and state mindfulness as a person's internal resource with one's state CSE using a diary study design. In addition, the work investigated state CSE's mediating role for the relationship between state work autonomy and state job satisfaction as well as buffering effects of state mindfulness and trait CSE on the state work autonomy-state CSE-relation. Thereby, the study answered calls from several authors (Chang et al., 2012; Debusscher et al., 2015; Dóci & Hofmans, 2015) with regard to examining fluctuating aspects of the CSE personality concept and extended research on personality states within the work context.

Results indicate that state work autonomy is positively related to state CSE of a person (Hypothesis 1). In other words, participants who experienced high autonomy on a work day evaluated themselves more positively during these days. This finding is in line with diary studies by Xanthopoulou et al. (2009, 2012) who found positive relations of day-level autonomy at work with day-level positive emotion, optimism, self-efficacy, and self-esteem. In addition, Sheldon, Ryan, and Reis (1996) demonstrated a positive relationship of daily autonomy and daily positive affect. Consequently, providing an employee with freedom and independence in how to do daily work activities can strengthen a positive view on the self. In a general manner, this may relate to various further positive outcome criteria relevant for the organization and the employee (Bono & Judge, 2003; Chang et al., 2012; Debusscher et al., 2015).

State job satisfaction as one of these outcomes on a day-level was examined by Hypothesis 2. In this, the results of the current study support the role of state CSE as a partial mediator for the relationship between state work autonomy and state job satisfaction. Hence, a person who perceives high autonomy on a work day seems to feel (in parts) more satisfaction with his or her job on that day via a state of positive self-evaluations. To date, research on such a specific mediation effect of state CSE within the work context is rare. Experiment-based research by Dóci and Hofmans (2015) supports the mediating role of state CSE on the relationship between task complexity as an organizational stressor and transformational leadership behavior. In addition, Xanthopoulou et al. (2009) support a fully mediation of self-efficacy and self-esteem for the relation between work autonomy and work engagement on a day level. However, it is also noteworthy that state CSE only partially mediated the relation of state work autonomy and state job satisfaction. Thus, state CSE cannot fully account for this

relationship and additional mediating effects are influential. In this, the JCM offers employees' felt responsibility for their work as a critical psychological state, which links autonomy with job satisfaction on a general level.

Further results support a positive relationship of state mindfulness and state CSE (Hypothesis 3a). Hence, defining mindfulness as a state of being aware of the present and accepting the underlying context seems to be a powerful internal resource of a person leading to more positive self-evaluations. This finding extends the current knowledge regarding the positive relationship between trait mindfulness and trait CSE (Kong et al., 2014) onto a state level. However, contrary to Hypothesis 3b, a buffering effect of high state mindfulness on a negative relationship between low state work autonomy and a person's state CSE could not be supported. Although Langer (1989) argues that mindfulness can generally help when adapting to changing situational characteristics, the manner of how a specific buffering effect of state mindfulness could function when a person perceives low autonomy on a work day needs to be further examined. Nevertheless, state mindfulness' strong and direct relationship with state CSE is remarkable, especially when compared to state autonomy as an external work characteristic. The estimate of state mindfulness on state CSE seems to be clearly higher than the one of state work autonomy. In addition, the estimate of autonomy's relation with state CSE tended to decrease when state work autonomy, state mindfulness as well as their interaction term were all performed in one model. These effects might be due to the decoupling effect of the self from external influences when being in a mindful state (Glomb et al., 2011). Hence, situational characteristics including state autonomy could generally have a reduced impact on a person. Besides, Leroy et al. (2014) demonstrated that mindfulness increases authentic functioning. Thus, a person who is mindful may be less dependent from external resources such as having autonomy in order to act in line with personal beliefs.

Finally, in contrast to Hypothesis 4, a person's high trait CSE did not function as a buffer for a negative relationship of low state work autonomy and a person's state CSE. In general, research provides some support for a moderating effect of CSE as a trait on relationships within the work context. In this, studies demonstrated that high trait CSE can buffer relations of social stressors (Harris et al., 2009) and organizational constraints (Best, Stapleton, & Downey, 2005, Study 2) on outcomes. However, even more research did not find relevant influences of trait CSE as a moderator on relationships within the work context (e.g., Best et al., 2005, Study 1; Kammeyer-Mueller et al., 2009, Study 2; Luria & Torjman, 2009).

5.2 Limitations

The present work contains certain limitations. In this, one major weakness refers to the cross-sectional nature of this study. Due to this constriction, it was not possible to gain knowledge regarding the causality of the measured variables. For instance, Stumpp, Hülshager, Muck, and Maier (2009) provide evidence that CSE can also influence one's perception of task significance as a work characteristic on a general level, concerning a reversed effect of work characteristics and CSE compared to the proposed relations of this investigation. Longitudinal examinations in the field could help in order to draw causal conclusions of the study's relationships on a state level. In this, additional variables such as task complexity and performance feedback which have already provided experiment-based evidence as predictors for state CSE (Dóci & Hofmans, 2015; Schinkel et al., 2004) might also have an impact on the study's relationships in a field setting, especially when considering the dynamic perspective of a work day. Further, this work is limited to a single dimensional measurement of the mindfulness and CSE concepts. In general, literature has also referred to multidimensional facets of mindfulness (e.g., Baer et al., 2004; Sauer et al., 2013) and CSE (Johnson et al., 2008). Thus, more specific relations, interactions or overlaps of both variables treated as multidimensional constructs might contribute to an even better understanding regarding the concepts' relationships.

Finally, limitations refer to additional methodological aspects. Results of this work are solely based on self-reports which were measured several times regarding the same content of the state survey. This may be a potential source of the common-method bias, particularly referring to the consistency motif in which participants could try to maintain consistency in their responses, as well as to participants' implicit theories regarding their assumptions about study's hypotheses (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). However, in order to reduce a potential common method bias, anonymity for participants was ensured encouraging honest answering of the questions as well as counterbalancing the question order in the surveys (Podsakoff et al., 2003). Moreover, weekly questionnaires were sent out in the afternoon and thus normally close to the end of a work day. However, participants had the possibility to answer the questionnaire directly, but also later in the evening in regard to the day's experience at work. Hence, different time spans between finishing work and filling in the questionnaire may have biased the retrospective estimations regarding the state variables by potential overlaps of activities or emotions which occurred after the daily work end. This might possibly influence an assessment made very late at the day's end. However, questionnaire's instructions tried to make it explicitly clear that evaluations of the day should be only made in regard to the work

day. Additionally, using the experience sampling method in order to collect data in real time may avoid a possible bias in following examinations regarding study's contents.

5.3 Theoretical implications and future research

By investigating a person's state CSE, the present work contributes to research regarding personality states at work. In this, state work autonomy as an external resource and state mindfulness as an internal resource can be highlighted in order to create present positive emotions and evaluations of the self at work. Thus, state work autonomy and state mindfulness are both beneficial when creating congruence between the self and one's work environment, but from different directions. While autonomy as an external work resource enables a person to adapt daily work situations and behave in a way which suits the present personality, state mindfulness helps a person from the inner self to adapt one's present state more easily by accepting the present situation. Consequently, due to the different source of creation (external vs. internal), both variables could also act in a compensatory manner for each other. However, an interaction effect of both variables could not be found in this study. Future research should further examine such internal and external resources for positive self-evaluations as well as their possible interaction or compensation mechanism on a state-level.

An essential aspect of this work focused on enacted work characteristics (Daniels, 2006). With state work autonomy, only one characteristic was examined. However, the JCM as well as various more recent approaches (e.g., Bakker & Demerouti, 2007; Parker, Wall, & Cordery, 2001; Warr, 1987) have introduced several work characteristics and resources at the workplace, all having a potential influence as a situational, daily, or organizational aspect on a person's present self-view or work outcome criteria. Future research could address further relationships between enacted work characteristics and current work-related outcomes. In consideration of the partial mediating role of state CSE, future research may also obtain more understanding regarding underlying cognitive mechanisms and emotions like a person's state CSE when linking enacted work characteristics with state work outcomes.

Furthermore, the present study's outcomes clearly highlight the role of state mindfulness as an internal resource of a person for being in a positive state at work. Hence, future research could address the investigations of other mindfulness-related skills and resources internal to a person helping create positive self-evaluations at work. In this, concepts such as the acceptance and commitment approach (Cavanagh, Strauss, Forder, & Jones, 2014) might function as such an additional internal resource.

Finally, it can be summarized that empirical research on personality states at work is still at its beginning (Judge et al., 2014). Hence, much more knowledge can be gained regarding possible fluctuations of several personality factors depending on situational cues at work as well as their influences on state work outcome criteria.

5.4 Practical implications

This work indicates that a present evaluation of the self in a positive manner relates to higher state job satisfaction. In this, job satisfaction is not the only positive work outcome of a positive self-view on a state level (Debusscher et al., 2015). Employees as well as their organizations might benefit from having high self-evaluation levels among employees. With state work autonomy as an external work characteristic and state mindfulness founded internally within a person, results of this study display two resources for enhancing one's CSE on a state level. Consequently, the organization including relevant Human Resource Management (HRM) aspects, as well as the individual may both have the opportunity to contribute to more positive self-evaluations and thus create higher state job satisfaction.

Concerning state work autonomy, HRM issues such as job design and the content of daily activities should be sensitively selected by organizations and supervisors in order to provide employees with autonomy regarding their work tasks. Moreover, Schwalbe (1985) state that providing an employee with autonomy may also function as a principle of reward and trust from the organizational side and thus results in positive self-evaluative information. In addition, knowing fluctuating aspects regarding the own personality as well as the ones of the employees might be valuable especially in interactions at the workplace and relationships between supervisors and subordinates.

Besides autonomy as a resource externally provided by the organization or the job, state mindfulness seems to be a highly valuable internal resource of an individual. Mindfulness has been highlighted also as a self-help (Cavanagh et al., 2014) and exercise-based intervention concept for individuals. In this, particularly positive influences of comprehensive Mindfulness-Based-Stress-Reduction (MBSR) programs on various work-related outcomes and a person's well-being are emphasized (e.g., Brown & Ryan, 2003; Glomb et al. 2006). However, compared to these time-consuming programs, there is also evidence of more short-term mindfulness intervention approaches (Hülshager et al., 2013; Josefsson et al., 2014) allowing a much easier integration of mindfulness practices into daily work life in order to increase one's state mindfulness. Thus, being mindful might be a developable and powerful internal resource of a person at work.

5.5 Conclusion

Research on the state CSE personality concept is still in its infancy, especially within field settings. As one of the first studies in this regard, the present study contributes to the scientific knowledge on the personality states approach by investigating state CSE and state mindfulness for the first time together within the work context. Thereby, state work autonomy as an external work characteristic and state mindfulness as a person's internal resource were emphasized for having a positive state CSE at work. Further, state CSE might take over a mediating role in the relationship between state work autonomy and employee's state job satisfaction. In contrast, buffering effects of state mindfulness and trait CSE on the state work autonomy-state CSE-relationship did not show relevant impacts. Taken together, the present study clearly highlights the importance of state work autonomy and state mindfulness as resources for being in positive state at work.

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I find myself doing things without paying attention. (r)	<input type="radio"/>					
I snack without being aware that I'm eating. (r)	<input type="radio"/>					

<i>Trait Core Self-Evaluations Scale (Judge, Erez, Bono, & Thoresen, 2003)</i>	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
I am confident I get the success I deserve in life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sometimes I feel depressed. (r)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I try, I generally succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sometimes when I fail I feel worthless. (r)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I complete tasks successfully.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sometimes, I do not feel in control of my work. (r)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I am satisfied with myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am filled with doubts about my competence. (r)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I determine what will happen in my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not feel in control of my success in my career. (r)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am capable of coping with most of my problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are times when things look pretty bleak and hopeless to me. (r)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Self-assured	<input type="radio"/>	Insecure					
Independent	<input type="radio"/>	Dependent					
Balanced	<input type="radio"/>	Irritated					
Self-reliant	<input type="radio"/>	Helpless					
Optimistic	<input type="radio"/>	Pessimistic					
Self-confident	<input type="radio"/>	Shy					
Self-directed	<input type="radio"/>	Other-directed					

<i>State Job Satisfaction Scale (Brayfiel & Rothe, 1951)</i>	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Today, I have felt fairly satisfied with my present job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Today, I have found real enjoyment in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Today, I have felt that the day at work would never end. (r)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<i>State Work Autonomy Scale (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009, 2012)</i>	1 Never	2 Rarely	3 Sometimes	4 Often	5 Always
Today, during work I could decide myself how to execute my job.	<input type="radio"/>				
Today, during work I could decide myself on the pace of executing my job.	<input type="radio"/>				