

TESTING INTERACTIVE EFFECTS UPON JOB ATTITUDES: ROLE STRESSORS,  
NEGATIVE AFFECTIVITY, AND GENDER

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This thesis is dedicated to my beautiful butterfly Dahlia. Without your support and love I would have never made it through my first year. In a far away and strange land you are my most cherished and faithful companion. You were always there to listen to my problems and cuddle, without expecting anything in return. You suffered many lonely days and nights but you always remained my friend. No one has ever or will ever be happier to see me or miss me as much as you do. I do not think I can ever repay you for your sacrifices and encouragement but I will promise to try.

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The process of creating this thesis has brought me one step closer to thinking, breathing, and conducting research like an I/O psychologist. When I began I never imagined I could do this but I did with the help of my patient advisor, Prewett. With his guidance I have learned how to think more critically, write better, ask better questions, and ALWAYS think about and include how my work will contribute to the field. I also admire and appreciate his endless tolerance of and grace in handling my incessant questioning, 20 page stream of consciousness e-mails sent at 2 am, my inability to use commas correctly, and having to walk me through this step by step starting with initial ideas for hypotheses. I also want to acknowledge the hard work and support provided by my other committee members, Kyunghye and Terry. It is hard for me to believe to this day but I understand statistics! Kyunghye gave me the foundation that was necessary to not only analyze the results but to even conceptualize this thesis. How would I have thought of moderation hypotheses when before Kyunghye I did not really understand what moderation was? In addition to her excellent teaching skills, she is a model of how to be caring, supportive, and understanding with others. Terry prevented me from making huge theoretical mistakes in this thesis and pushed me to be and do better. I may not have liked it at first but now I am so grateful to him for knowing I could do better and not letting me slide by without doing my best.

I would also like to thank my dear friend, Ashita Goswami for providing me with the data used in this study. I hope I made good use of data that she worked so very hard to gather.

## ABSTRACT

### TESTING INTERACTIVE EFFECTS UPON JOB ATTITUDES: ROLE STRESSORS, NEGATIVE AFFECTIVITY, AND GENDER

by Sabrina Tabarovsky

This study seeks to combine and expand upon previous research applying the situational, dispositional, and interactional perspective by examining their relative importance. The present study extends examination of the situational perspective by focusing upon the interaction between the situational variables of role ambiguity and role conflict. Research on role stressors and negative affectivity has been plentiful; however they are typically studied independently. Using an interactional perspective, the present study investigates the interplay between role stressors and negative affectivity upon job satisfaction and affective commitment respectively. Finally, the role of gender in the relationship between role ambiguity and negative affectivity is examined to further understand how negative affectivity interacts with role ambiguity and role conflict. Using a sample of 240 employees, we found that the interaction between role ambiguity and role conflict does not explain additional variance over and above main effects in job attitudes. Inspection of the interactional perspective revealed NA does not act as a moderator in the relationship between situational variables and job attitudes. To conclude, the relationship between NA and the outcomes also did not vary by gender.

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## CHAPTER I

### INTRODUCTION

Job attitudes are one of the most researched and critical variables in the field of industrial and organizational psychology. Of the many job attitudes, few have received more attention as job satisfaction and affective organizational commitment. Job satisfaction is defined as a gratifying emotional state resulting from appraisal of one's job (Locke, 1969). Affective commitment refers to positive feelings of attachment to and identification with the organization (Allen & Meyer, 1996). These two job attitudes are often studied together, and meta-analytic findings suggest they are strong correlates of one another (Meyer, Stanley, Herscovitch, & Topolnysky, 2002). Furthermore, several critical organizational outcome variables have exhibited noteworthy relationships with job satisfaction and affective commitment. Job satisfaction is related to propensity to leave the organization (Tett & Meyer, 1993), job performance (Parker et al., 2003; Judge, Thoresen, Bono, & Patton, 2001) and organizational citizenship behaviors (Chiaburu, Oh, Berry, Li, & Gardner, 2011). Additionally, workplace aggression (Hershcovis et al., 2007), lateness (Adler & Golan, 1981), and absenteeism (Waters & Roach, 1973) are all negatively related to job satisfaction. Similarly, affective commitment is related to turnover, attendance, performance, and organizational citizenship behavior (Meyer et al., 2002). Affective commitment is also negatively related to stress and work family conflict (Meyer et al., 2002). Therefore, job satisfaction and affective commitment are not only important constructs themselves but are also related to several key variables relevant to organizational success. Thus, predicting job satisfaction and affective commitment is an important goal for researchers in applied psychology.

There are many approaches taken in the study of job attitudes, with the two most prominent approaches being the situational and person-situation interactional approaches. The situational approach focuses on key variables in the organizational environment that affect individual's appraisal of the job. Two situational factors that have received a great deal of attention in the study of job attitudes are role ambiguity (RA) and role conflict (RC). Many studies have examined the independent effects of RA and RC upon job attitudes, which has identified these role stressors as significant predictors of job satisfaction and organizational commitment, among other types of attitudes. However, only two studies were found that examined the interacting effects of RA and RC, and there are no studies that have examined their interaction with the outcomes being job satisfaction and affective commitment. Therefore, it remains unclear whether the effects of RA and conflict overlap or interact with one another. Thus, there is a need for more research that examines how RA and RC affect work attitudes when considered together. This study seeks to further knowledge regarding role stressors by examining the joint effects of RA and RC on job satisfaction and affective commitment. Such an approach will also be useful from an applied perspective as well, as both RA and RC can be present in many workplaces simultaneously. If this is the case, it would benefit organizations to know of interactions amongst them.

Another purpose of the study is to examine the importance of dispositional variables relative to the environmental role stressors of ambiguity and conflict in predicting work attitudes. This approach reflects an interactional model in studying job attitudes, which emphasizes both environmental and individual characteristics. Of the many theorized personality traits, negative affectivity (NA) has emerged as a crucial variable in predicting job satisfaction and affective

commitment. Negative affectivity has been previously used as a moderating variable in the interactional approach, but studies on this relationship yielded mixed results (Oliver, Mansell, & Jose, 2010; Van den Hout, Vlaeyen, Peters, Engelhard, & Van den Hout, 2000). This study attempts to explain the mixed results by examining the differential effects of negative affectivity according to gender, which should contribute to the understanding of NA as a moderator of the relationships between environmental stressors and job attitudes. The examination of gender and its interaction with negative affectivity has received little consideration in the literature, though previous research has noted gender differences in the manifestation of NA (e.g. Heinisch & Jex, 1997). Thus, gender differences affect the prevalence and effects of NA, which may affect its relationship with job attitudes. To summarize, this study uses an interactional approach to job attitudes by investigating how NA, gender, RA, and RC interact to affect these outcomes. Thus, it combines and seeks to further knowledge gained by studies examining the dispositional and situational approaches to job attitudes. The key variables are next explained in further detail, followed by the theoretical arguments supporting their hypothesized relationships with job satisfaction and affective commitment.

### Role Ambiguity and Role Conflict

Role stressors have demonstrated consistently strong relationships with job satisfaction and affective commitment. RA refers to low clarity about the expectations of the role, which causes difficulty as the individual is unsure of job requirements and his/her expected performance (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). RC involves two or more role expectations, in which abiding by one expectation makes it more difficult to abide by the other. This can include conflict between the role messages of two or more individuals; conflict between

the expectations being set by one individual, or conflict between two or more roles the individual has (Kahn et al. 1964). Kahn et al. (1964) proposed that individuals cannot be expected to be satisfied with their job when they do not know what they are supposed to be doing, which is the case when experiencing role ambiguity, or when they have contrasting demands and expectations in their job causing role conflict. Similarly, Walker, Churchill, and Ford (1975) proposed that role stressors are aversive stimuli, which leads to decreased job satisfaction. In support of this theory, there have been a multitude of studies that have found associations between RA and strain (e.g. Beehr, Walsh, & Taber, 1976; Stordeur, D'hoore, & Vandenberghe, 2001). Strains are individuals' aversive and potentially adverse reactions to situational workplace stressors (Beehr, 1995). In their review, Van Sell, Brief, and Schuler (1981) highlighted that the literature consistently found a positive relationship between role stressors and individual strains such as anxiety. Being in a stressful situation, such as dealing with RA and RC, is likely to make the individual view and evaluate the situation negatively. Thus, it is only logical assume that a negative evaluation of such situations will generalize to negative evaluations of the job and organization, resulting in job dissatisfaction and low affective commitment.

Consistent with this theoretical reasoning, several meta-analyses have found moderately negative relationships between RA, RC and the job attitudes of job satisfaction and affective commitment. A recent meta-analysis found an uncorrected correlation of  $-.39$  between RA and job satisfaction and a correlation of  $-.40$  between RC and job satisfaction (Ortqvist & Wincent, 2006). An earlier meta-analysis by Jackson and Schuler (1985) reported an average corrected correlation of  $-.46$  between RA and job satisfaction and an average corrected correlation of  $-.48$  between RC and job satisfaction. Meyer et al. (2002) reported an average corrected correlation

of  $-.39$  between RA and affective commitment and an average corrected correlation of  $-.30$  between affective commitment and RC in their meta-analysis. Yet another meta-analysis by Mathieu and Zajac (1990) found an average corrected correlation of  $-.27$  between RC and affective commitment and an average corrected correlation of  $-.22$  between RA and affective commitment. These results strongly support the proposition that RA and RC have adverse effects on job satisfaction and affective commitment.

*Hypothesis 1a:* Role ambiguity will be negatively related to job satisfaction.

*Hypothesis 1b:* Role conflict will be negatively related to job satisfaction.

*Hypothesis 2a:* Role ambiguity will be negatively related to affective commitment.

*Hypothesis 2b:* Role conflict will be negatively related to affective commitment.

#### Interaction between Role Ambiguity and Role Conflict

The role stressors of conflict and ambiguity are typically examined independently, but such an approach does not consider how the presence of the one stressor affects the relationship between the other role stressor and work attitudes. A situation characterized by both RC and RA may be more taxing for the individual than one would expect from two independent effects. Specifically, the lack of clarity from RA could prevent the individual from knowing the most effective strategy in coping with role conflict. This reasoning is in line with the proposition by Fried, Ben-David, Tieg, Avital, and Yeverchahu, (1998) that states if an individual is experiencing role conflict but has role clarity, he/she may prioritize the demands and be able to cope with the situation. If there is both role conflict and role ambiguity, however, the individual will not have the necessary information to prioritize conflicting tasks. In essence, the presence of RA will exacerbate the negative effects of RC.

An interactive effect between RA and role conflict has important ramifications. Many studies have found positive relationships between RA and RC (e.g. Grant, Cravens, Low, & Moncrief, 2001; Johnston, Parasuraman, & Futrell, 1989). These findings suggest that individuals are likely to experience both role stressors simultaneously in their work environment. Unfortunately, the underlying mechanism through which RA and RC interact is not well understood because it has received little attention in research. However, prior research has noted how these role stressors affect coping, which provides a potential explanation for their interactive effects (Fried et al., 1998).

A test of the interactive effect of these stressors is more reflective of the actual work environment than just examining their effects independently of the other. However, only two studies have examined the interactive effect of RA and RC (Fried et al., 1998). Fried et al. (1998) found the interactive effect of RA and RC predicted job performance over and above the main effects. In a longitudinal study of new business managers, Wincent and Ortqvist (2011) also found a significant interaction of RA and RC on positive affect, such that only high levels of both RA and RC related to a decrease in positive affect of employees. These studies demonstrate that both stressors together magnify the negative effects of each stressor. However, no study has examined the interactive effects of RA and conflict on job satisfaction and affective commitment. As these are widely used outcomes in role stressor research, an enhanced understanding of how RA and conflict influence job satisfaction and affective commitment would add to the literature. Furthermore, outcomes such as performance, satisfaction, and affective commitment are conceptually different. Although research on job performance can help guide research regarding job attitudes, one cannot assume the same effects will be found for all outcomes. Thus, it is

critical to examine the interactive effects of RA and RC on job satisfaction and affective commitment specifically. Based on this research, it is proposed that RA and RC interact in the prediction of job satisfaction and affective commitment. High levels of one role stressor will exacerbate the negative effects of the other on job satisfaction and affective commitment.

*Hypothesis 3a:* Role ambiguity and role conflict will exhibit an interactive effect, such that as role ambiguity increases, the negative relationship between role conflict and job satisfaction will be stronger.

*Hypothesis 3b:* Role ambiguity and role conflict will exhibit an interactive effect, such that as role ambiguity increases, the negative relationship between role conflict and affective commitment will be stronger.

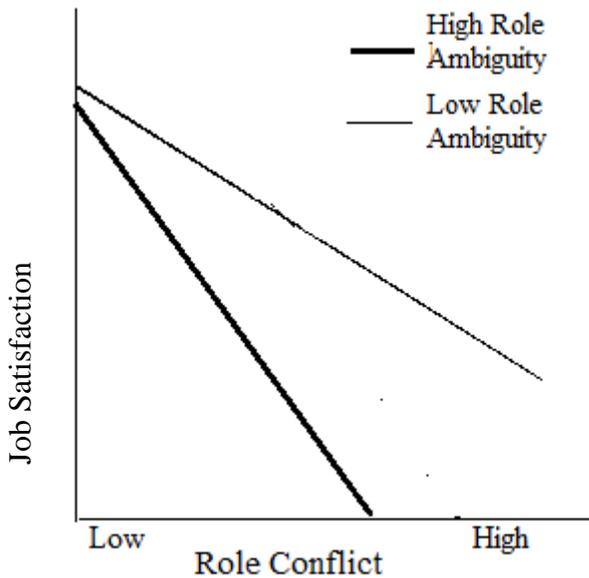


Figure 1. *Interaction between Role Ambiguity and Role Conflict on Job Satisfaction*

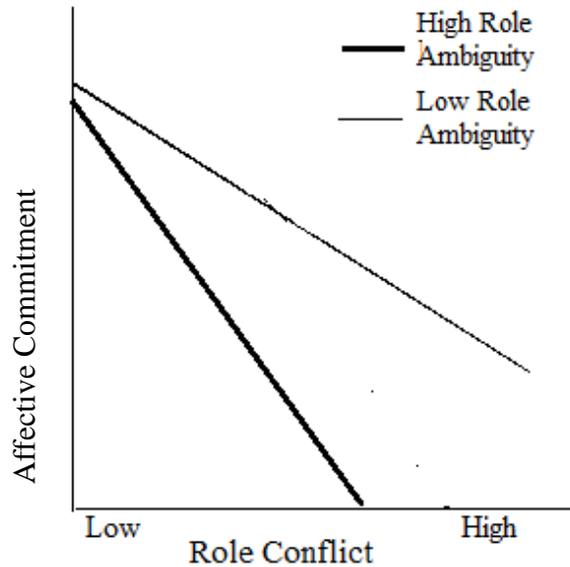


Figure 2. *Interaction between Role Ambiguity and Role Conflict on Affective Commitment*

#### Negative Affectivity

The dispositional variable in this study is negative affectivity (NA), which is a stable trait characterized by a predisposition to experience negative emotional states, such as tension, worry, anxiety and distress. Individuals high in NA also have low self-concept, whereas low NA individuals are more relaxed and content with themselves (Watson, Clark, & Tellegen, 1988). Those high in NA direct their attention to negative information and frequently report greater psychological strain than those low in NA (Decker & Borgen, 1993). Thus, employees higher in NA should be more influenced by the negative features of their work situation than the positive, which may explain why they experience greater strain. The characteristics of individuals higher in NA should cause them to have greater reactivity to stressors or greater exposure to them. In support of this reasoning, several meta-analyses have found a direct relationship between negative affectivity and job satisfaction. The most recent meta-analysis by Ng and Sorensen

(2009) reported a corrected correlation of  $-.35$  between NA and job satisfaction and a corrected correlation of  $-.31$  between NA and affective commitment. An earlier meta-analysis (2003) by Thoresen, Kaplan, Barsky, Warren, and de Chermont found a mean corrected correlation of  $-.34$  between job satisfaction and NA, while the corrected correlation was slightly lower between NA and affective commitment ( $-.27$ ). Connolly and Viswesvaran (2000) found a corrected correlation of  $-.33$  between NA and job satisfaction. Based on these meta-analytic findings, NA is expected to have a negative effect on job satisfaction and affective commitment.

*Hypothesis 4a:* Negative Affectivity will be negatively related to job satisfaction.

*Hypothesis 4b:* Negative Affectivity will be negatively related to affective commitment.

#### Interactional Perspective: Negative Affectivity as a Moderator of Stressor-Strain Relationships

Although research has documented independent effects from situational variables (ex: role stressors) and dispositional variables (ex: NA), a more useful approach to studying job attitudes is the interactional perspective, which accounts for incremental and interactive effects between the situation and the environment. This approach entails measuring both dispositional and situational variables and examining their relative importance in predicting job strains (Sadava, 1980). Just as research using a dispositional approach focuses upon negative affectivity, researchers examining the interactional approach have also focused upon NA quite frequently (Necowitz & Roznowski, 1994). Examining the moderating role of negative affectivity will contribute valuable information regarding the impact of personality on the negative effects of RA and RC.

Spector, Zapf, Chen, and Frese (2000) proposed several mechanisms through which NA may influence the relationship between stressors and strains. The most relevant explanation of NA as a moderator is the hyper-responsivity mechanism, which states that those high in NA have a magnified reaction to stressors. This theory proposes that high NA individuals differ from low NA individuals in their strain response, such that the relationship between stressors and strains will be stronger for high NA individuals.

Costa and McCrae (1980) offered another mechanism through which NA may influence strain via the temperamental perspective and the role of neuroticism. As measures of neuroticism are used to measure NA in some studies (e.g. Heinisch & Jex, 1997), this view suggests that those high in NA have heightened reactivity to stimuli that generate negative emotions. The work of Gray (1970) is useful in elaborating these mechanisms. He proposed the behavioral inhibition system (BIS) is activated when stimuli signaling punishment are present. Gray (1970) suggests those high in neuroticism have a strong BIS and may be more sensitive to signals of threat or negative stimuli. This may explain why those high in negative affectivity would respond more negatively to aversive attributes of the job environment.

There have been several empirical tests on the interaction between NA and role stressors. O'Brien, Terry, and Jimmieson (2008) conducted an experiment of the reactivity mechanism of NA by exposing participants high and low in NA to one of four work conditions: low demand and low control, low demand and high control, high demand and high control, and high demand and low control. The interaction between NA and demand on negative mood was significant, such that high demand conditions produced a more negative post-task mood for those high in NA than those low in NA. Furthermore, a three way interaction including NA, control, and demand

was significantly related to task satisfaction. In the most trying condition (high demand and low control) those high in NA reported lower task satisfaction than those with low NA. With high behavioral control, however, the task satisfaction of high NA individuals was not affected by different levels of demand. This finding eliminates a competing explanation of NA's effects, in that those high in NA have greater exposure to stressors by selecting negative situations. Furthermore, it indicates that high NA individuals have stronger reactions specific to aversive situations, though not to all situations.

Similarly, Parkes (1990) found that NA moderated the relationship between work demands and mental health, as those high in NA demonstrated greater reactivity to demands. Furthermore, NA was found to moderate the relationship between job scope (which includes job characteristics such as skill variety, autonomy, feedback, task significance, and task identity) and job satisfaction. Individuals high in NA who reported low job scope also experienced less job satisfaction than those low in NA (Hochwarter, Zellars, Perrewe, Harrison, 1999). By presenting identical demands this study also eliminates the possibility of those with high NA being exposed to stressors more frequently. However, other research has failed to find support for the reactivity mechanism when using NA. For example, one study found that NA did not moderate the relationship between work stressors and mental health (Oliver, Mansell, & Jose, 2010). NA as a moderator of physical outcomes has failed to find support as well, as the interaction between NA and failure feedback on physical pain was not significant (Van den Hout, Vlaeyen, Peters, Engelhard, & Van den Hout, 2000). Thus, there are conflicting results regarding the role of NA as a moderator. However the most rigorous exploration of NA as a moderator was conducted by O'Brien et al. (2008), due to the experimental control of exposure. As this study did find support

for greater reactivity of high NA individuals, it is hypothesized that those high in NA will have greater reactivity to role ambiguity and RC than those low in NA, which should result in lower job satisfaction and affective commitment.

*Hypothesis 5a:* Negative affectivity will moderate the relationship between role ambiguity and job satisfaction. Specifically, role ambiguity will exhibit a stronger negative relationship to job satisfaction for those higher in NA than those lower in NA.

*Hypothesis 5b:* Negative affectivity will moderate the relationship between role conflict and job satisfaction. Specifically, role conflict will exhibit a stronger negative relationship to job satisfaction for those higher in NA than those lower in NA.

*Hypothesis 6a:* Negative affectivity will moderate the relationship between role ambiguity and affective commitment. Specifically, role ambiguity will exhibit a stronger negative relationship to affective commitment for those higher in NA than those lower in NA.

*Hypothesis 6b:* Negative affectivity will moderate the relationship between role conflict and affective commitment. Specifically, role conflict will exhibit a stronger negative relationship to affective commitment for those higher in NA than those lower in NA.

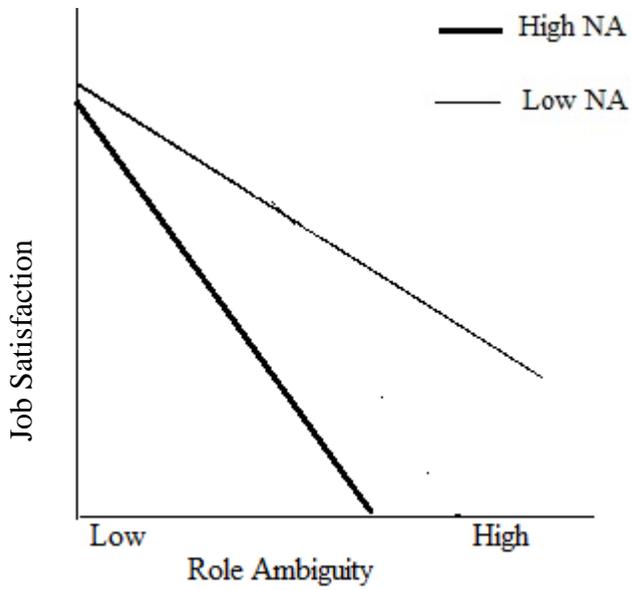


Figure 3. *Role Ambiguity and Job Satisfaction Relationship Moderated by NA*

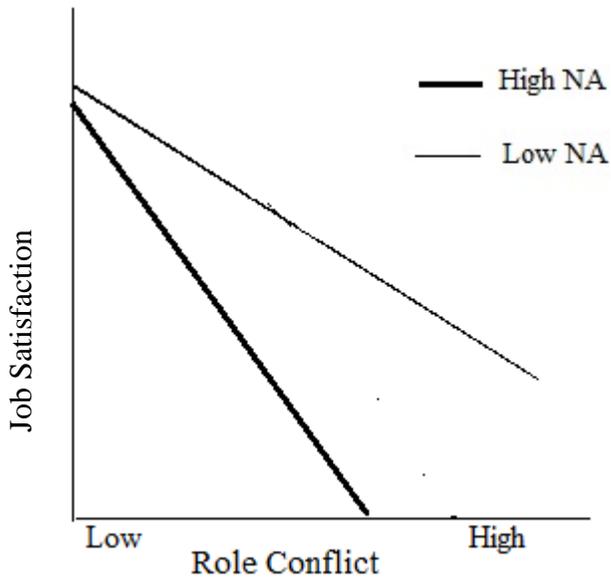


Figure 4. *Role Conflict and Job Satisfaction Relationship Moderated by NA*

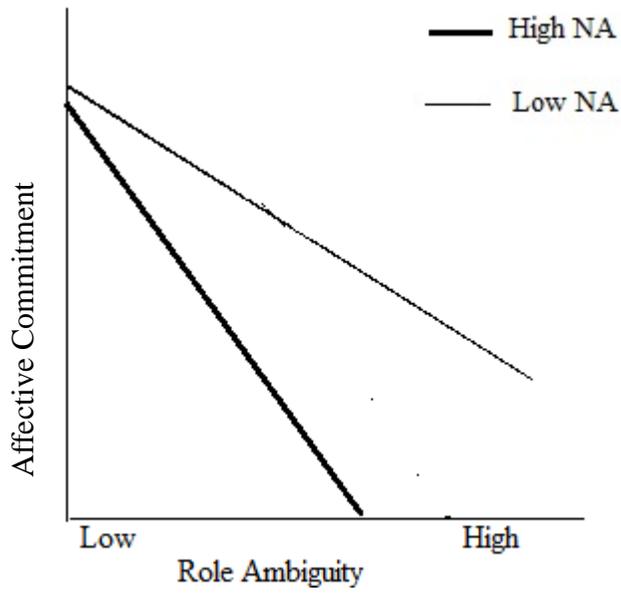


Figure 5. *Role Ambiguity and Affective Commitment Relationship Moderated by NA*

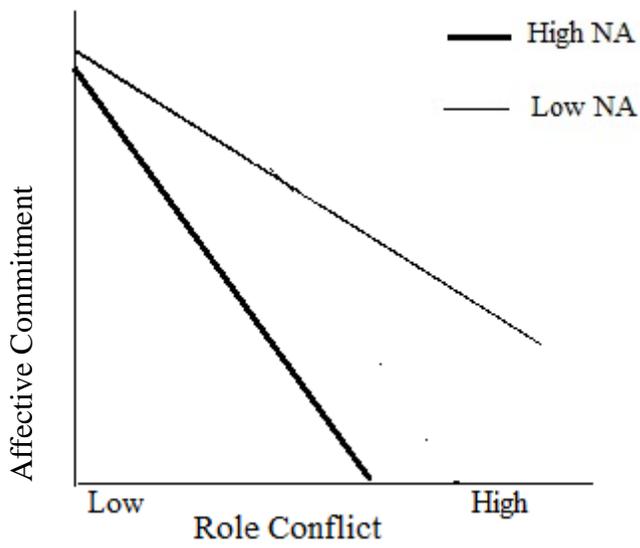


Figure 6. *Role Conflict and Affective Commitment Relationship Moderated by NA*

## Negative Affectivity and Gender

Although negative affectivity has garnered much research attention, little attention has been given to the interaction of gender and NA, despite calls to include gender in the study of negative affectivity (Jex, Adams, & Ehler, 2002). Although research has generally supported NA as a moderator of the relationship between role stressors and job satisfaction, a few studies have failed to find such effects (Oliver et al., 2010; Van den Hout et al., 2000). Heinisch and Jex (1997) noted that conflicting results of NA as a moderator variable may be due to the undocumented influence of gender. In testing for this possibility, their study found that the moderating effect of NA in the relationship between RA and depression depended on gender, in which NA only moderated the relationship for females. These effects were not found for role conflict. Thus, further exploration of gender is warranted, which requires an examination of main and interacting effects of gender to better understand the mechanisms through which gender may be operating.

There appears to be a main effect from gender when examining psychological strains, in which women report higher levels of psychological strain than men (Jick & Mitz, 1985). Furthermore, women tend to experience emotions more intensely than men, possibly due to the prescriptions from gender norms, in which women place greater emphasis on interpersonal relationships (Diener, Sandvik, & Larsen, 1985). Another explanation is that women are simply exposed more frequently to stressors, or they have greater reactivity to stressors. To examine these theories regarding gender differences, Pugliesi (1995) examined the effects of job demand and job complexity on psychological strain and, after controlling for stressor exposure, found no gender differences in the relationships between role stressors and psychological strains.

However, Roxburgh (1996) found that after controlling for exposure to job routinization, job demands, hours of work, and contract type, women experienced greater strain than men. Thus, tests of the exposure theory have yielded inconclusive results. As with NA, the reactivity hypothesis appears most appropriate for an analysis of the moderating effects of gender. Jex et al. (2002) noted that the difference in affect intensity between males and females suggests that negative affectivity will enhance female reactivity to stressors. If correct, gender would function as a moderator variable for the relationships between NA and psychological strains. Empirical tests of this interaction, however, have yielded varying results in different studies. Day and Livingstone (2003) conducted a study using undergraduate psychology students in which they had to rate five scenarios regarding work, academics, relationships, and friends that were considered commonplace, yet likely to be perceived as distressful. They found that women rated three out of five scenarios as more stressful than men (Day & Livingstone, 2003). A meta-analysis (2002) conducted by Tamres, Janicki, and Helgeson found that women rated stressors as more intense than males did in several studies. These two studies support the theory that females have greater reactivity as they are exposed to the same scenarios as males and react more strongly to them. Overall, all these studies generally support females experiencing greater reaction to stressors; whether this is due to exposure, enhanced reactivity, or female characteristics, however, remains unclear.

In other research on gender and negative affectivity, the role of NA in the experiences of males was supported. Fortunato and Mincy (2003) found NA moderated the relationship between positive mood induction and teacher evaluations only for males. High NA males rated their teachers more highly than low NA males in the positive mood induction condition; and high NA

males in the control condition rated their teacher less highly than low NA males. NA was unrelated to teacher ratings for women in both conditions. This study is unique in that it indicates that NA plays a role in positive situations, but only for males. However, several studies examining stressors and aversive conditions have also found support for the role of NA in males' experiences. Babin and Boles (1998) found RA had a stronger relationship with job satisfaction for males than females. The same study found RC had a similar relationship with job satisfaction for males and females. The mechanism through which males may experience greater reactivity to stressors is found in a study, which found males high in neuroticism had slower reaction times in the presence of stressful distractors (Osorio, Cohen, Escobar, Salkowski-Bartlett, & Compton, 2003). This result suggests males high in neuroticism devoted their attention to the threatening distractors, which did not allow them to focus on the task. Thus, high NA males may be more likely to pay even greater attention to the negative features of the environment, such that stressors may affect males more. High neuroticism females had the opposite reaction in that they responded more quickly in the presence of stressful distractor, which indicates they may have drawn attention away from the threatening stimuli to focus on the task at hand. The authors note that the results for high neuroticism females are unexpected, as this protective bias is typically found in low neuroticism individuals. In drawing their attention away from aversive stimuli, high neuroticism females may not react to stressors as strongly as high neuroticism males. In general, these studies demonstrate that males experience greater negative effects to stressors, which may be due to their attention processes.

In summary, gender appears relevant to the study of NA and job attitudes, but studies provide conflicting results as to the exact nature of this interaction. Whereas some studies found that high NA women experience greater strain and have greater reactivity to stressors, other studies show that high NA men focused greater attention on negative cues and were more affected by a mood induction. The research conducted by Heinisch and Jex (1997), which most closely resembles the nature of the question here, found moderating effects for females not males. However, their study focused upon depression as an outcome, which reflects a personal health variable more so than a job attitude. The limited amount of research found here suggests that gender is a moderator for RA but not role conflict. Thus, it is expected that the moderating effect of negative affectivity in the relationship between RA and job satisfaction and RA and affective commitment differ by gender, resulting in three-way interactions. It is speculated that moderating effects will most probably be found for females.

*Hypothesis 7a:* NA will moderate the relationship between role ambiguity and job satisfaction for females and not for males.

*Hypothesis 7b:* NA will moderate the relationship between role ambiguity and affective commitment for females and not for males.

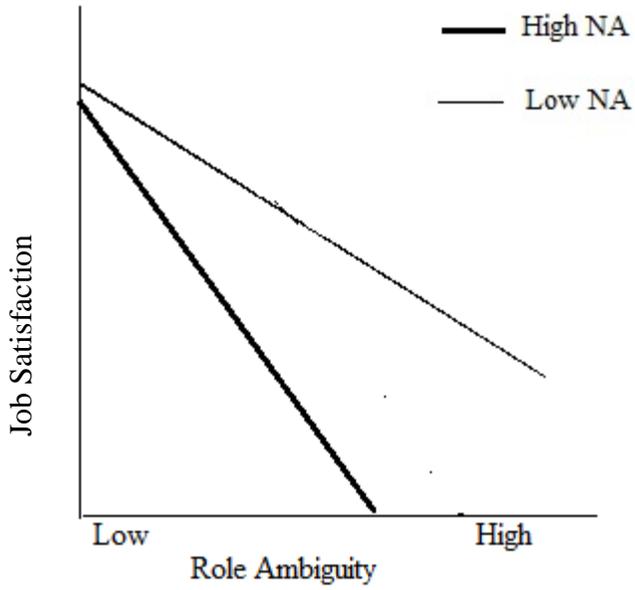


Figure 7. *Relationship between Role Ambiguity and Job Satisfaction Moderated by NA for Females*

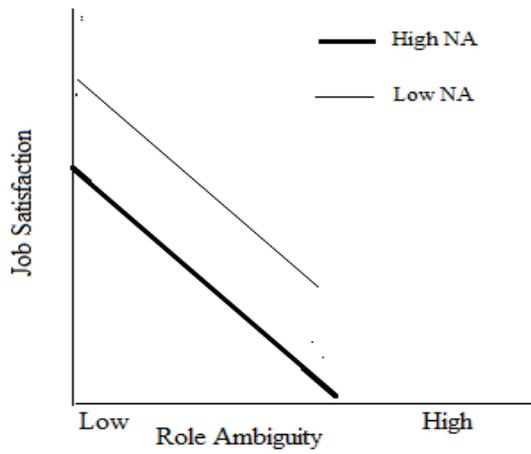


Figure 8. *Relationship between Role Ambiguity and Job Satisfaction Moderated by NA for Males*

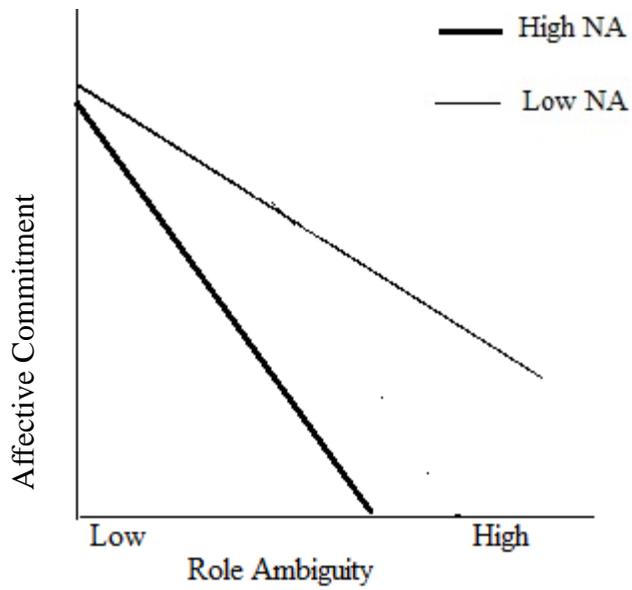


Figure 9. Relationship between Role Ambiguity and Affective Commitment Moderated by NA for Females

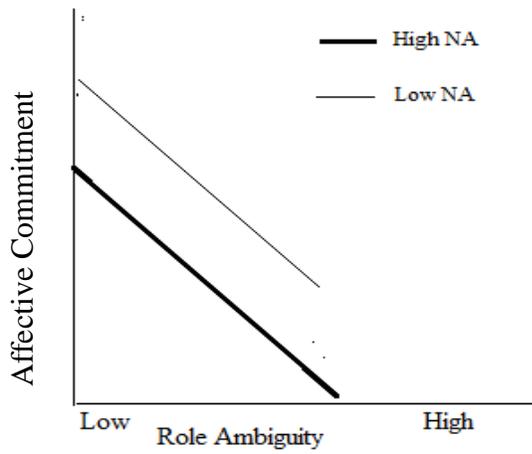


Figure 10. Relationship between Role Ambiguity and Affective Commitment Moderated by NA for Males

## Plan of the Study

In using an interactional approach to job satisfaction and affective commitment, the current study examines interactive effects between role stressors (role ambiguity and conflict), as well as interactive effects between role stressors, NA, and gender. In addition to the main effects established in prior research (hypotheses 1, 2 and 4), the current study hypothesizes several interactions. First, hypothesis 3 states that RA and RC will interact in the prediction of job satisfaction and affective commitment. Then, hypothesis 5 and 6 propose that NA should moderate the relationships between RA and RC on job satisfaction and affective commitment, respectively. Finally, hypothesis 7 proposes a three way interaction between RA, NA, and Gender. It is expected that NA acts as a moderator only for females. Such an effort addresses the gaps in the job attitudes literature and provides a more detailed explanation regarding role stressors and job satisfaction. As noted, only two studies have examined interactive effects of RA and RC and there is support for the assertion that they may coexist in the workplace. If organizations have a clearer understanding of how RA and RC affect job attitudes they can better design jobs to mitigate their effects. Furthermore, this study may help clarify for whom NA acts a moderator variable for. This investigation will enhance understanding of current literature regarding NA as a moderator and help shape what is considered in future NA literature, as gender is typically used only as a statistical control variable. For organizations wishing to enhance job satisfaction and affective commitment, this study will aid in alerting them to populations that may be particularly at risk for dissatisfaction or low levels of affective commitment, whom they may wish to target for interventions and training.

## CHAPTER II

### METHOD

#### Sample

Full –time employees from a wide array of organizations located across the United States participated. Of the total sample of 240 employees, 118 were males and 122 were females. The sample consisted mainly of younger employees with the average age being 32. Furthermore, the majority of employees had at least a college degree with 57 employees having a high school diploma, 17 having an associate’s degree, 85 employees having a college degree, and 81 having advanced degrees. Also, the sample consisted mainly of employees in managerial positions, as 165 employees had managerial jobs and 71 were entry level employees.

#### Procedure

This study used archival data (n=140) obtained for an unpublished master’s thesis (Goswami, 2011) and Mechanical Turk participants. Mechanical Turk is an online service offered by Amazon that allows workers to search for requests posted by researchers and organizations and receive financial compensation for their services. Requesters are able to set qualifications, approve or reject responses, and provide descriptions of their tasks. One hundred Mechanical Turk participants were paid one dollar to complete the survey online. For the archival data, information on the procedure was gathered from this thesis and communication with Goswami. Secondly, an online survey was created that contained all the measures and was posted on survey monkey. Sixty employees were initially contacted via e-mail requesting their participation in the study. Those initially contacted were acquainted with the researcher. Along with a link to the

survey located on a social networking website, the investigator asked participants to forward the link to other full time employees, otherwise known as the snowballing technique (Goodman, 1961). The survey took approximately 15-20 minutes to complete.

## Measures

Job satisfaction, negative affectivity, role ambiguity, and role conflict were assessed. A description of all the measures is provided below. The complete scales can be found in the appendix.

### *Job satisfaction*

Three items from Camman, Fichman, Jenkins, and Klesh's (1983) *Michigan Organizational Assessment Questionnaire* were used to assess job satisfaction ( $\alpha = .86$ ). Respondents rated items on a 7 point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). An example item is: "All in all, I am satisfied with my job."

### *Affective Organizational Commitment*

Eight items from the *Affective Organizational Commitment Scale* (Allen & Meyer, 1990) were used to assess affective commitment ( $\alpha = .83$ ). The items are rated on a 7-point scale, ranging from 1(*strongly disagree*) to 7(*strongly agree*). An example item is: "This organization has a great deal of personal meaning for me."

### *Role Ambiguity*

Role ambiguity (RA) was assessed with a six item scale developed by Rizzo, House, and Lirtzman in 1970 ( $\alpha = .89$ ). Seven response choices are provided ranging 1 (*strongly disagree*) to 7 (*strongly agree*). Items are worded so that higher scores represent lower role ambiguity. For ease of interpretation, items were reverse coded so that higher scores represent higher role ambiguity. An example item is “I have clear, planned goals and objectives for my job.”

### *Role Conflict*

Role conflict (RC) is assessed by an eight item scale developed by Rizzo, House, and Lirtzman in 1970 ( $\alpha = .90$ ). Seven response choices are provided ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). Higher scores indicate greater levels of role conflict. An example item is “I receive incompatible requests from two or more people.”

### *Negative Affectivity*

Negative affectivity (NA) was assessed with 16 items in the *Positive Affectivity and Negative affectivity Scale* (Watson, Clark, & Tellegen, 1988) ( $\alpha = 0.94$ ). The respondents were asked to consider the last couple of months when responding. Response choices ranged from 1(*rarely*) to 7(*often*). An example item is “frustrated.”

## CHAPTER III

### RESULTS

Missing data was handled by removing values or replacing missing values with the sample mean. Cases which had more than approximately 5% of the data missing were removed. In another approximately 0.3 percent of missing data, the values were replaced with the sample mean. Descriptive statistics, reliabilities, and intercorrelations for all the variables are presented in Table 1.

Table 1. *Means, Standard Deviation, Reliabilities and Correlations for All Variables*

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>1.JS</b>	(.86)				
<b>2.AC</b>	.67**	(.83)			
<b>3.RA</b>	-.59**	-.37**	(.89)		
<b>4.RC</b>	-.43**	-.23**	.37**	(.87)	
<b>5.NA</b>	-.45**	-.26**	.47**	.35**	(.94)

*Note:*  $N=240$ . \*  $p < .05$ , \*\*  $p < .01$ . *SD* = Standard Deviation. Values reported in parenthesis along the diagonal are alphas for the respective variables. JS = Job Satisfaction, AC= Affective Commitment, RA=Role Ambiguity, RC=Role Conflict, and NA=Negative Affectivity.

Prior to running regressions for tests of hypotheses, all variables were mean-centered to help account for multi-collinearity, which can affect the accuracy of tests of moderation (Aiken & West, 1991). The main effects of role ambiguity, role conflict, and negative affectivity on job satisfaction were analyzed by observing zero-order correlations found in Table 1. Hypothesis 1a, which proposed role ambiguity would be negatively related to job satisfaction was supported. Table 1 indicates a significant correlation between RA and job satisfaction, ( $r = -.59, p < .01$ ). Similarly, hypothesis 1b was supported as RC was significantly negatively correlated with job satisfaction, ( $r = -.43, p < .01$ ). In support of hypothesis 2a and 2b RA and RC were significantly negatively related to affective commitment respectively, ( $r = -.37, p < .01$ ), ( $r = -.23, p < .01$ ). As hypothesis 4a proposed, NA was negatively related to job satisfaction,

( $r = -.45, p < .01$ ). NA also had a significant negative relationship with affective commitment, ( $r = -.26, p < .01$ ), supporting hypothesis 4b. Thus, all hypotheses that proposed main effects of the independent variables on job satisfaction were supported.

### Moderation Hypotheses

Hierarchical moderated regression was used to analyze all proposed moderation hypotheses. Cohen and Cohen (1983) recommend entering all the independent variables in the first step followed by the interaction term in the next step, thus this process was used for all moderation analyses.

To examine hypothesis 4a, which proposed RA and RC interact in the prediction of job satisfaction, both role stressors were entered in the first model followed by their interaction (RC x RA) in the next model. As evidenced by Table 2, the interaction term of RA and RC was not significant, ( $B=.00, R^2 =.40, \Delta R^2 =.00, p >.05$ ). Results for affective commitment found in Table 3 demonstrate the interaction between RA and RC was also not significant, ( $B=.00, R^2 =.14, \Delta R^2 =.00, p >.05$ ), indicating hypothesis 4b was not supported. To analyze the moderating effects of NA in the relationship between RA and job satisfaction, both independent variables were entered in the first step of the regression analysis followed by their interaction(RA x NA). The interaction between RA and NA failed to reach significance in predicting job satisfaction indicating hypothesis 5a was not supported, which can be found in Table 4, ( $B=.00, R^2 =.39, \Delta R^2 =.00, p >.05$ ). The same procedure was used to analyze hypothesis 5b, whereby RC and NA were entered first followed by their interaction (RC x NA) to determine if the interaction term was demonstrating incremental variance over the independent variables. As Table 5 specifies, the interaction term failed to add additional variance, thus hypothesis 5b was not supported, ( $B= .00,$

$R^2 = .29, \Delta R^2 = .00, p > .05$ ). Results were similar for affective commitment located in Table 6, as the interaction between RA and NA was not significant, ( $B = .00, R^2 = .14, \Delta R^2 = .00, p > .05$ ); thus hypothesis 6a was not supported. Hypothesis 6b was also not supported as the interaction between RC and NA was not significant in predicting affective commitment ( $B = .00, R^2 = .09, \Delta R^2 = .00, p > .05$ ), as shown in Table 7.

Table 2. *Moderated Regression Analysis for Interaction between Role Conflict and Role Ambiguity Upon Job Satisfaction*

Model		<i>B</i>	$R^2$	$\Delta R^2$
1	Role Conflict	-.10**	.40	
	Role Ambiguity	-.28**		
2	Role Conflict	-.11**	.40	.00
	Role Ambiguity	-.28**		
	RC x RA	.00		

Note:  $N=240$ . \*\*  $p < 01$ . NA= RC x RA=interaction of role conflict and role ambiguity.

Table 3. *Moderated Regression Analysis for Interaction between Role Conflict and Role Ambiguity Upon Affective Commitment*

Model		<i>B</i>	$R^2$	$\Delta R^2$
1	Role Conflict	-.10	.14	
	Role Ambiguity	-.42**		
2	Role Conflict	-.09	.14	.00
	Role Ambiguity	-.43**		
	RC x RA	.00		

Note:  $N=240$ . \*\*  $p < 01$ . NA= RC x RA=interaction of role conflict and role ambiguity.

Table 4. *Moderated Regression Analysis for Interaction between Role Ambiguity and Negative Affectivity Upon Job Satisfaction*

Model		<i>B</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
1	Role Ambiguity	-.27**	.39	
	NA	-.07**		
2	Role Ambiguity	-.28**	.39	
	NA	-.08**		
	RA x NA	.00		

Note: *N*=240. \*\* *p* < .01. NA= Negative Affectivity, RA x NA=interaction of role ambiguity and negative affectivity.

Table 5. *Moderated Regression Analysis for Interaction between Role Conflict and Negative Affectivity Upon Job Satisfaction*

Model		<i>B</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
1	Role Conflict	-.13**	.29	
	NA	-.11**		
2	Role Conflict	-.13**	.29	
	NA	-.11**		
	RC x NA	.00		

Note: *N*=240. \*\* *p* < .01. NA= Negative Affectivity, RC x NA=interaction of role conflict and negative affectivity.

Table 6. *Moderated Regression Analysis for Interaction between Role Ambiguity and Negative Affectivity Upon Affective Commitment*

Model		<i>B</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
1	Role Ambiguity	-.41**	.14	
	NA	-.08		
2	Role Ambiguity	-.41**	.14	
	NA	-.08		
	RA x NA	.00		

Note: *N*=240. \*\* *p* < .01. NA= Negative Affectivity, RA x NA=interaction of role ambiguity and negative affectivity.

Table 7. *Moderated Regression Analysis for Interaction between Role Conflict and Negative Affectivity Upon Affective Commitment*

Model		<i>B</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
1	Role Conflict	-.14**	.09	
	NA	-.15**		
2	Role Conflict	-.15**	.09	.00
	NA	-.15**		
	RC x NA	.00		

Note: *N*=240. \*\* *p* < .01. NA= Negative Affectivity, RC x NA=interaction of role conflict and negative affectivity.

### Three-Way Interaction between Role Ambiguity, NA, and Gender

To examine hypothesis 7a, that proposed NA moderates the relationship between RA and job satisfaction for females and not for males, NA, RA and gender were entered first in the regression analysis. To test whether the three way interaction (RA x NA x Gender) was adding incremental variance, all possible two-way interactions (RA x gender, RA x NA, gender x NA) were entered in the second step. Finally, the three way interaction (RA x NA x Gender) was entered in the third and final step. Analyses found in Table 8 revealed the interaction term failed to add additional variance over and above main effects and other two-way interactions, ( $\beta=.00$ ,  $R^2=.39$ ,  $\Delta R^2=.00$ ,  $p>.05$ ). The same process was repeated for testing the three way interaction of role ambiguity, NA, and gender in predicting affective commitment. Results found in Table 9 demonstrate that hypothesis 7b was not supported, as the three way interaction did not significantly predict affective commitment, ( $\beta=.00$ ,  $R^2=.40$ ,  $\Delta R^2=.00$ ,  $p>.05$ ).

Table 8. *Moderated Regression Analysis for Interaction between Role Ambiguity, Negative Affectivity, and Gender Upon Job Satisfaction*

Model		<i>B</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
1	Role Ambiguity	-.27**	.39	
	NA	-.07**		
	Gender	.39		
2	Role Ambiguity	-.24*	.39	.00
	NA	-.03		
	Gender	.39		
	RA x NA	.00		
	RA x Gender	-.03		
	NA x Gender	-.03		
3	Role Ambiguity	-.24*	.39	.00
	NA	-.03		
	Gender	.30		
	RA x NA	.00		
	RA x Gender	-.03		
	NA x Gender	-.03		
	RA x NA x Gender	.00		

*Note:* *N*=240. \*  $p < .05$ , \*\*  $p < .01$ . NA= Negative Affectivity, RA x NA=interaction of role ambiguity and negative affectivity, RA x Gender =interaction of role ambiguity and gender, NA x Gender= interaction of negative affectivity and gender, RA x NA x Gender= three-way interaction between role ambiguity, negative affectivity, and gender.

Table 9. *Moderated Regression Analysis for Interaction between Role Ambiguity, Negative Affectivity, and Gender Upon Affective Commitment*

Model		<i>B</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
1	Role Ambiguity	-.40**	.38	
	NA	-.08**		
	Gender	.43		
2	Role Ambiguity	.08	.40	.02
	NA	-.05		
	Gender	.41		
	RA x NA	.00		
	RA x Gender	-.34		
	NA x Gender	-.03		
3	Role Ambiguity	.08	.40	.00
	NA	.04		
	Gender	.33		
	RA x NA	.00		
	RA x Gender	-.34		
	NA x Gender	-.03		
	RA x NA x Gender	.00		

*Note:* *N*=240. \* *p* < .05, \*\* *p* < .01. NA= Negative Affectivity, RA x NA=interaction of role ambiguity and negative affectivity, RA x Gender =interaction of role ambiguity and gender, NA x Gender= interaction of negative affectivity and gender, RA x NA x Gender= three-way interaction between role ambiguity, negative affectivity, and gender.

## CHAPTER IV

### DISCUSSION

The aim of this study was to further research on job attitudes by investigating the interplay between situational and dispositional variables. This study also aimed to respond to recent suggestions to include gender in the study of NA to enhance knowledge regarding the nature of the interaction between the person and the environment. Contrary to study hypotheses, however, results demonstrated that NA did not act as a moderator in the relationship between role stressors and job attitudes. Specifically, NA did not moderate the relationships between RA and job satisfaction, RA and affective commitment, RC and job satisfaction, and RC and affective commitment. The study also revealed that gender was not a factor in examining the influence of the interaction between RA and NA.

#### Main Effects of Variables

Hypotheses 1 and 2 tested the situational perspective and focused on the independent effects of role stressors upon job satisfaction and affective commitment respectively. In contrast, the fourth hypothesis focused on the dispositional perspective by exploring the main effect of NA upon job satisfaction. As previously noted, researchers typically focus on one perspective or the other and they are often pitted against each other. This study found support to add to the strong theory and meta-analytic findings for the effects of both role stressors and NA upon job satisfaction and affective commitment. Thus, this suggests that both perspectives are valuable in the study of the organization and one should not be alienated in favor of the other.

## Moderation Hypotheses

Hypotheses 3, 5, and 6 proposed interactions between independent variables in the prediction of job satisfaction and affective commitment. Specifically, hypothesis 3 was not supported, which proposed RA and RC interact such that RA amplifies the negative effects of RC on job satisfaction and affective commitment. However, Table 1 indicates that there was a moderate relationship between RC and RA ( $r = .37, p < .01$ ), suggesting they were possibly co-existing in the workplace. Furthermore, this result contradicts the research of Fried et al. (1998), who found these role stressors interact in the prediction of job performance. The differences between job satisfaction and job performance may explain the contradictory findings. One needs to perform well in one's job due to negative effects that could occur in terms of pay, promotion, and employment. Thus, employees' are greatly motivated to cope with role conflict; however RA may inhibit one's ability to effectively handle RC such that performance is greatly hindered. The study previously mentioned by Wincent and Ortqvist (2011) also found an interaction between RA and RC when examining positive affect as the outcome. Several differences between this study and Wincent and Ortqvist (2011) study may explain the differing results. Wincent and Ortqvist (2011) used a sample consisting of managers in new businesses, whereas this study included participants from various industries and varying career levels. The results found with managers in new business may not generalize to other employees, as they are striving to make the new business thrive and ensure its stability, which may lead to greater motivation to handle role stressors and feel a greater sense of accomplishment when doing so (Wincent & Ortqvist, 2011). Thus, they feel greater pressure to effectively handle RA and RC as the future of the business and their self-concept is tied to performing successfully, so when high levels of both RA

and RC hinder their ability to overcome them and their performance they may experience greater decreases in positive affect than other employees. Furthermore, Wincent and Ortqvist (2011) conducted a three year longitudinal study, whereas this study surveyed employees at one time, indicating that interactive effects of role stressors may only be visible across time. This may be the case due to prolonged exposure to both role stressors having an interactive effect, but, when experienced together for a shorter period of time, they only exhibit independent main effects. Another possibility is that the interactive effect takes time to affect job outcomes or have a delayed effect, such that the interactive effect of RA and conflict would only manifest themselves when examining job outcomes at a later point in time. When using a cross sectional study, the levels of RA and RC may reflect experiences occurring recently that are easily accessible in the person's memory; however, a longitudinal study design can better assess the employee's average levels of RA over time. Also, while the outcomes of job satisfaction and affective commitment used in this study have a strong affective component like positive affect, positive affect is more general and not as job specific as outcomes used in this study. This study indicates that employees experience dissatisfaction due to the additional demands placed on them by either role stressor, regardless of how role stressors are affecting their performance. Thus, the results suggest high levels of either will lead to job dissatisfaction and having both role stressors in the workplace does not affect their relationship with job satisfaction beyond their main effects.

Consistent with the interactional perspective, this study also examined proposed interactions between role stressors and NA. Specifically, Hypotheses 5a was not supported, which proposed that RA and NA interact, such that those with high NA would experience greater job dissatisfaction. Hypothesis 5b proposed an interaction between RC and NA in the prediction

of job satisfaction, which was not supported. Hypothesis 6a and 6b proposed NA would interact with RA and RC respectively in the prediction of affective commitment and failed to find support. As noted, there were other studies which failed to find support for the moderating role of NA and studies which did find support for the reactivity mechanism of NA did not specifically examine role stressors. The results of this study demonstrate that the effects of role stressors on the job attitudes of affective commitment and job satisfaction are similar for those high and low in NA. This draws attention to the possibility that NA may be operating differently when examining the relationships between RA, RC, and job attitudes. NA may be a nuisance variable in these relationships by inflating relationships between stressors and outcomes. Another possibility is that a mediation model may be more appropriate when examining these constructs.

#### Three-Way Interaction between Role Ambiguity, NA, and Gender

Due to recent proposals to include gender in the study of NA hypothesis 7 proposed gender plays a role in how the interaction between RA and NA affects job satisfaction and affective commitment. Specifically, it was proposed NA would moderate the relationship between RA and job satisfaction and RA and affective commitment for females and males. Results demonstrate that NA does not act as a moderator variable for either gender. Also, two way interactions between NA and gender upon job satisfaction and affective commitment were not significant.

Thus, the relationship between NA and the outcomes were similar for both genders. This is contrary to results found by Heinisch and Jex (1997), which noted NA was a moderator for females and not males in the relationship between RA and depression. This contradictory finding may be due to females experiencing depression and other strains more often than males (Jick & Mitz, 1985). Furthermore, NA may affect mental health differently than it affects job attitudes.

### Contribution to the Literature

This research suggests that the reactivity mechanism when examining NA and work strains depends on the situational and outcome variables examined. NA may operate through different mechanisms for different stressors and dependent variables. Although previous research has found that NA acts as a moderator for mental health and affect variables, the research here may indicate it that it operates through a different mechanism for job attitudes. Previous research examining different mechanisms through which NA may operate for a variety of outcomes have found that there are differences between job outcomes and well-being measures. For example, Moyle (1995) found the perception mechanism operated for job satisfaction but not for psychological well-being. Additionally, Chen and Spector (1991) found that NA operated as nuisance variable in the relationship between stressors and physical symptoms but not for job satisfaction.

In addition, this study demonstrates gender may not be a factor when the outcome studied is a job attitude and not a measure of well-being or health. This study emphasizes the importance of examining and expanding upon relationships found in the literature by using different situational factors and outcomes. Furthermore, it draws attention to the importance of replication

of results especially as there are few studies examining these interactions. As mentioned previously, the results were in line with some previous research and contradicted other research indicating that more investigation is needed to fully understand the relationship between NA, stressors, and work outcomes. Reinvestigation is warranted of some significant relationships found in prior research, due to conflicting results. Also, further analysis of studies that find no interaction with NA like this one is also warranted because of limitations such as low power. The limitations and improvements needed to continue inspection of the reactivity mechanism of NA are discussed below.

#### Limitations and Future Directions

There are many ways in which future research could expand upon and improve the current research. First, all data was collected using self-report surveys, which could lead to common method variance through the development of response sets. The RA and RC scales include no reverse coded items, such that acquiescence bias is a possibility. Such response sets could be attenuated by having co-workers or supervisors provide ratings of RA and RC. However, the moderation hypotheses would not be affected by issues related to common method variance, as it would be unlikely that individuals would respond in way to create an interaction. Furthermore, all the data was gathered at one time using a non-experimental design, which limits the ability to infer causality. Previous research has demonstrated that stressors (e.g. RA and RC) precede organizational attitudes (e.g. job satisfaction), however to more thoroughly understand the processes investigated in this study a longitudinal and/or experimental design should be utilized. This would not only improve the inference of causality but also allow one to investigate changes over time in the relationships between variables. Furthermore, interactions may only be

evident across time, as previous research found interactive effects between RA and RC using a longitudinal design (Wincent & Ortqvist, 2011).

Additionally, most of the sample had a college degree. Thus, in the future more employee data should be gathered that is more balanced in terms of education levels, as those who are more educated may be different on certain traits, which may affect the generalizability of the results. However, this study does improve upon other studies because the sample represents employees in many different occupations, which may enhance its external validity.

Future studies should expand on this study and explore these stressor-job attitudes relationships in different contexts and with different outcomes. For example, these interactions could be examined using not only job attitudes as outcomes but other relevant and distinct outcomes such as job performance, physical symptoms, depression, health, etc. This would allow a more rigorous investigation of whether NA affects relationships differently depending on the outcome examined. Another possibility is to examine other stressors besides RA and RC's interaction with NA, as this would allow for greater understanding of under what circumstances NA may play a role. Although gender was not a factor in the relationships examined in this study, the exclusion of gender from analysis may be responsible for the inconsistent results in other studies. Thus, the role of gender in the interaction between NA and other occupational stressors warrants further examination to explain the inconsistent findings in research, including the results from this study.

## APPENDICES

## APPENDIX A

### DEPENDENT VARIABLE MEASURES

#### Global Job Satisfaction Scale

Q1: All in all, I am satisfied with my job

Q2: In general, I don't like my job

Q3: In general, I like working here

#### Affective Organizational Commitment Scale

Q1: I would be very happy to spend the rest of my career with this organization.

Q2. I enjoy discussing about my organization with people outside it.

Q3. I really feel as if this organization's problems are my own.

Q4. I think that I could easily become as attached to another organization as I am to this one. **R**

Q5. I do not feel like 'part of the family' at my organization. **R**

Q6. I do not feel 'emotionally attached' to this organization. **R**

Q7. This organization has a great deal of personal meaning for me.

Q8. I do not feel a 'strong' sense of belonging to my organization.

*Note:* (R) is for reversed score item.

## APPENDIX B

### ROLE STRESSORS MEASURES

#### Role Conflict

Q1: I have to do things that should be done differently.

Q2: I have to buck a rule or policy in order to carry out an assignment.

Q3: I receive incompatible requests from two or more people.

Q4: I do things that are apt to be accepted by one person and not accepted by others.

Q5: I work on unnecessary things.

Q6: I work with two or more groups who operate quite differently.

Q7: I receive assignments without the manpower to complete them.

Q8: I receive assignments without adequate resources and material to execute them.

#### Role Ambiguity

Q1: I know exactly what is expected of me. **R**

Q2: I know that I have divided my time properly. **R**

Q3: I feel certain about how much authority I have. **R**

Q4: I know what my responsibilities are. **R**

Q5: Clear, planned goals and objectives exist for my job. **R**

*Note:* (R) is for reversed score item.

## APPENDIX C

### NEGATIVE AFFECTIVITY SCALE

*Instructions:* Please indicate how often you have the following general feeling states at work in last couple months by checking the box to the right of the feeling.

1. Bored
2. Frustrated
3. Distressed
4. Upset
5. Scared
6. Ashamed
7. Nervous
8. Worried
9. Guilty
10. Indifferent
11. Tense
12. Hostile
13. Irritable
14. Unsure
15. Afraid

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