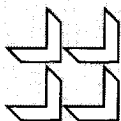


Replications and Refinements



Under this heading are brief reports of studies providing data that substantiate, disprove, or refine what we think we know. These Notes consist of a summary of the study's procedure and as many details about the results as space allows. Additional details concerning the results can be obtained by communicating directly with the author.

Job Satisfaction and Turnover Intentions: The Moderating Role of Positive Affect

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JOB SATISFACTION and voluntary turnover in a country such as the United States would be more strongly related if an individual's disposition were taken into account (Weitz, 1952). Specifically, those individuals high in positive affect (PA) are more likely to change jobs when they are dissatisfied with their jobs than individuals low in PA. Mobley (1977) argued that job dissatisfaction is translated into thoughts of quitting with the expectation that quitting will eventually result in a more satisfying job. Low PA individuals tend not to interpret situational conditions positively, and therefore thoughts of a new situation do not carry with them satisfying expectations. Thus, for low PA individuals, the impetus to quit is small because they do not expect a new job to be more satisfying. Conversely, high PA individuals are more likely to proactively change their situations when they are dissatisfied (Isen & Baron, 1991).

Judge (1993) further suggested that accounting for an individual's disposition more accurately reflects true job dissatisfaction relative to other things in life. Individuals high in PA who report the same amount of job dissatisfaction

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as someone less positively inclined are actually reporting a much stronger dissatisfaction. Judge found support for this relationship among nurses. He found that job satisfaction and turnover are strongly and negatively related only for individuals high in PA. He also suggested that a logical extension would be to examine whether or not the relationship exists for the cognitive processes that often lead to turnover. High PA individuals who are dissatisfied with their jobs would experience more withdrawal cognitions or have a greater intention to quit. My study was designed to test the hypothesis that positive affect moderates the relationship between job satisfaction and intention to turnover in a manner consistent with these arguments.

Participants were 194 full-time and part-time workers who were also registered for M.B.A. courses at a college in the southern United States. The sample was 66% male, with an average age of 29 years and job tenure of 3.2 years. I measured PA using the 10-item PA scale ($\alpha = .94$) from the PANAS (Watson, Clark, & Tellegen, 1988). Job satisfaction ($\alpha = .88$) and intention to turnover ($\alpha = .83$) were measured with the 3-item Global Job Satisfaction Measure and the 3-item Turnover Intention Measure from Cammann, Fichman, Jenkins, and Klesh (1983). Age, gender, tenure, and organizational commitment (Mathieu & Zajac, 1991; Organ, 1994) were used as control variables. I measured organizational commitment ($\alpha = .86$) using Mowday, Steers, and Porter's (1979) 9-item Organizational Commitment Questionnaire.

I used hierarchical regression to examine the interaction prediction. The interaction term was entered after the control variables and the job satisfaction and PA main effects (Cohen & Cohen, 1983). Job satisfaction ($\beta = -.477, p < .01$) significantly predicted turnover intentions, but PA ($\beta = -.048, ns$) did not. As I predicted, the interaction product term was significant ($\Delta R^2 = .031, \beta = -.195, p < .01$). The form of the interaction was also as I had predicted. Using the standardized coefficients I reported, the interaction can be reconstructed by plotting turnover intentions on the y-axis and job satisfaction on the x-axis, using values of -1 and $+1$ for PA and job satisfaction. This yields the following plot points for the interaction: low PA–low job satisfaction (.33); low PA–high job satisfaction ($-.23$); high PA–low job satisfaction (.62); and high PA–high job satisfaction ($-.72$). As I expected, the relationship between job satisfaction and the intention to change jobs was negative for high PA and low PA individuals, although the relationship was much stronger for those high in PA.

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