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## ***The Moderating Role of Positive Affectivity: Empirical Evidence from Bank Employees in the United Arab Emirates***

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*In this study, we proposed and tested an interaction between positive affectivity (PA) and job satisfaction in predicting two organizationally relevant job attitudes, frustration and intention to quit. Specifically, we predicted that job satisfaction would be strongly and negatively related to frustration and intention to quit among high-PA, but not low-PA, individuals. The predictions were tested using survey data from commercial bank employees (N = 172) in the United Arab Emirates. Hierarchical regressions supported the hypothesized interactions for both dependent variables. The results contribute to the evidence that high-PA can be associated with generally unfavorable organizational outcomes in certain situations, and they point to the stability of dispositional research in different cultures. © 2000 Elsevier Science Inc. All rights reserved.*

Dispositions as critical variables in organizational life have garnered considerable attention in the past few years (e.g., House, Shane, & Herold, 1996; Judge, 1992; Judge, Locke, & Durham, 1997; Weiss & Cropanzano, 1996). Interestingly, just a few years after Davis-Blake and Pfeffer (1989) announced that dispositional effects were a mirage, House et al. (1996) concluded that the empirical research base convincingly exposes their ability to predict organizationally relevant outcomes. A recent stream of dispositional research has moved away from identifying dispositional components of job attitudes, and toward identifying how dispositions interact with job attitudes (e.g., job satisfaction) and

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situational factors (e.g., tenure) in the workplace (Cropanzano, James, & Konovsky, 1993; Duffy, Ganster, & Shaw, 1998; Judge, 1993). The origin of these interactive ideas can be traced back many years. For example, Weitz (1952) suggested that a clearer picture of job attitudes and behaviors would be evident if individual's disposition was taken into account.

The majority of the existing dispositional research has focused on negative affectivity (NA) (Cropanzano et al., 1993), with much less research devoted to positive affectivity (PA), although the two are conceptually and empirically independent, and often nearly orthogonal, dimensions (Diener & Emmons, 1985; George, 1992; Watson, 1988; Watson & Clark, 1984; Watson, Clark, & Tellegen, 1988). An examination of the extant research reveals an interesting differential pattern in the types of variables associated with these dimensions. PA has been directly linked to the experience of pleasant events, social activity, and attitudes involving reward signals (e.g., Finch, 1998; Shaw, Duffy, Jenkins, & Gupta, 1999; Zautra, 1983; Zautra & Reich, 1983), while NA is related to health problems, daily hassles, and arguments (e.g., Bolger, DeLongis, Kessler, & Schilling, 1989; Costa & McCrae, 1980; Warr, Barter, & Brownbridge, 1983). This pattern of findings has been dubbed the "affect-matching hypothesis" (Zautra, 1983; Zautra & Reich, 1983). That is, PA and NA predict outcomes from the same affective domains, but are unrelated to outcomes from different domains. But recently, researchers have turned toward identifying situations in which dispositional affectivity from one domain can contribute to the explanation of cross-domain outcomes (e.g., Duffy et al., 1998). Specifically, researchers have begun to explore the interaction of dispositional affectivity with attitudinal and situational variables in order to predict outcomes across domains. In this paper, we contribute to this line of research by exploring the moderating role of PA, an often under studied dimension of affectivity. It is critical for researchers to focus on PA to help balance our knowledge concerning the moderating role of affective disposition in workplace situations (Cropanzano et al., 1993).

In short, this study aims to: (1) further explore, in an organizational setting, the moderating role of PA; and (2) pursue the idea that PA can be related to generally unfavorable organizational outcomes in certain instances. In fulfilling these aims, we accomplish an ancillary objective. This study is conducted in a unique international setting, among citizens and expatriate guest workers of a commercial bank in the United Arab Emirates, which allows for a partial replication of some existing interactional dispositional/job satisfaction research in a different culture.

## Background and Theory

PA is a dimension of personality that reflects the extent to which a person feels enthusiastic, active, and alert (Cropanzano et al., 1993; Watson et al., 1988). People high in PA are also described as having social potency and volatility, while those low in PA are listless and apathetic (Cropanzano et al., 1993; Larsen & Ketelaar, 1991). NA is not the conceptual polar opposite of PA, but rather a distinct dimension which describes people who have high trait levels of subjective

distress and nervousness and a tendency to experience unpleasant emotional states (George, 1992; Necowitz & Roznowski, 1994; Schaubroeck, Ganster, & Kemerer, 1996).

Main-effect dispositional research often examines the stability of job attitudes over time. Researchers often attribute attitudinal consistency or stability to the dispositional underpinning of job attitudes (e.g., Arvey, Bouchard, Segal, & Abraham, 1989; Staw & Ross, 1985). While this work is interesting, several researchers have suggested that stability research is less compelling than frameworks built around “dispositions and situations existing harmoniously in the service of explanation” (Weiss & Cropanzano, 1996: 9). That is, using dispositions interactively, with job attitudes and situational variables, is not only intuitively interesting but may also improve our understanding of complex individual and organizational dynamics. We focus here on the interaction of PA and job satisfaction in predicting two outcomes, job-related frustration and intention to quit. Such attitudinal outcomes are generally considered to be unfavorable or negative from the perspective of the organization. Intention to quit is a primary determinant of voluntary turnover (Cotton & Tuttle, 1986; Hom, Caranikas-Walker, Prussia, & Griffeth, 1992; Krausz, Koslowsky, Shalom, & Elyakim, 1995) and is often used as a proxy or surrogate for actual turnover in organizational research (Collins & Killough, 1992; George & Jones, 1996). Frustration, on the other hand, has not been studied as often but may have important implications for productivity, aggression, and other performance-related activities (Spector, 1975). Conceptually, the argument that PA and job satisfaction may interact in predicting job-related outcomes can be found in arguments proposed by Weitz (1952) and Judge (1993), who suggest that individuals may act on an attitude only after it surpasses some internal standard. That is, an individual who is positively disposed, but reports a high level of dissatisfaction, is more likely to be affected by or act on this level of dissatisfaction than one who is less positively disposed. This argument, when combined with the description of high-PA individuals (generally happy with a tendency toward pro-activity) suggests that these individuals are likely to believe that the “grass is greener” elsewhere, amplifying the effects of job dissatisfaction. Conversely, what we know about low-PA individuals suggests that they would not react as strongly to either job satisfaction or dissatisfaction as would high-PA individuals. Obviously, low-PA individuals would prefer to have a satisfying job over a dissatisfying one, but their reactions to a dissatisfying job are likely to be less intense than their high-PA counterparts. The predicted relationship between the interaction of PA and job satisfaction and the outcomes is discussed briefly below.

### *Frustration*

A potentially important and unfavorable outcome from the perspective of the organization is job-related frustration. Judge (1993) was among the first to propose this potential interaction, although it has not, to our knowledge, been directly examined. On the one hand, it could be argued that a positive disposition would buffer or attenuate the effects of dissatisfying situations, since high-PA individuals generally view situations in a positive light. On the other hand, Judge

(1993) proposes that job dissatisfaction would be particularly *damaging* to high-PA individuals, since this dissatisfaction “is much more salient and generates more tension for generally happy individuals” (p. 395). Although they did not test the hypothesis directly, Duffy et al. (1998) also suggest that low job satisfaction would be particularly frustrating for high-PA individuals. The authors argue that, for various reasons (e.g., perceived sunk costs, market factors, or family concerns), dissatisfied individuals are often not able to change their current dissatisfying situation. This condition is proposed to be particularly frustrating for high-PA individuals (characterized as proactive and generally happy) than for apathetic, listless low-PA individuals. Duffy et al. (1998) found that dissatisfied high-PA individuals experience more physical health complaints and reported engaging in more counterproductive work behaviors than their low-PA counterparts. Since frustration has been linked to worsened physical health symptoms and to counterproductive behavior at work, these authors allude to a frustration effect. In this study, we test this idea *directly*. Specifically, we predict that PA and job satisfaction will interact such that the relationship between job satisfaction and frustration will be stronger for high-PA than low-PA individuals.

### *Intention to Quit*

Building on an argument from Weitz (1952), Judge (1993) predicted that turnover would be higher for individuals with a positive disposition who were simultaneously dissatisfied with their jobs. In this study, we test the idea that the combination of high-PA and low job satisfaction is associated with high levels of quit intentions, a strong correlate of actual turnover (Griffin & Mathieu, 1993; Mobley, 1977). A dissatisfying job is a discrepant or incongruous situation for high-PA individuals and should thus be associated with higher levels of intention to quit. Mobley (1977) suggested that job *dissatisfaction* is often translated into thoughts of quitting with the expectation that quitting will eventually result in a more satisfying job. But for low-PA individuals, who tend not to interpret conditions positively and are characterized as generally apathetic, thoughts of a new situation do not carry with them satisfying expectations. Thus, for low-PA individuals, the impetus to quit is small, since a new job is not expected to be more satisfying. To summarize, we expect that PA and job satisfaction will interact such that the relationship between job satisfaction and intention to quit will be more strongly negative for high-PA individuals than for low-PA individuals.

### *Context—The United Arab Emirates*

The United Arab Emirates (UAE) has experienced a substantial standard-of-living increase in the past 30 years, a boon primarily attributed to windfall oil revenues, and today is one of the wealthiest countries in the world (*Fortune*, 1994). As a country, it has hedged against depleting oil reserves with a high national savings rate and by developing lucrative international trading ports (Askari, Bazzari, & Tyler, 1998). Dubai, one of the seven emirates, is a busy international trading area and a major gateway to the Middle East.

Over the last two decades, rapid economic expansion created a severe labor shortage that could only be filled by a tremendous influx of foreign labor. Indeed, as of the early 1990s, about 84 percent of the labor force in the UAE were guest workers or expatriate labor, from countries such as India, Pakistan, and oil-poor Gulf countries, seeking financial opportunity (Askari et al., 1998; *The Economist*, 1993). The result is a truly multinational labor force. The work culture of the UAE has two distinct sectors. UAE citizens typically migrate to high paying administrative public sector work. Citizens are generally guaranteed employment and provided with government-sponsored universal health care, generous educational scholarships and resources, various financial perquisites, and legal favoritism (Askari et al., 1998). Jobs in private sector organizations, such as the one studied here, are typically held by guest workers from numerous countries. Most of these individuals are permanent residents of the UAE, but maintain their status under restrictive work visas. Although guest workers occupy a full range of private sector jobs from blue collar workers and unskilled laborers to technical specialists and medical professionals, their pay is typically lower than UAE citizens and they face little employment protection under the law (Alnajjar, 1996; Askari et al., 1998; Bhuian & Abdul-Muhmin, 1997). The general business culture, although less strict or rigid than some of its Arab neighbors in the Gulf region (e.g., Saudi Arabia), remains religiously conservative, male dominated, and somewhat class-oriented (Askari et al., 1998).

Despite the cultural differences between the UAE and a typical sample from the United States, the predictions made here are expected to reflect considerable cross-cultural stability. Studies of dispositional affectivity in different cultures have confirmed similar factor structures (Almagor & Ben-Porath, 1989; Watson, Clark, & Tellegen, 1984). Moreover, some evidence presented by Spector (1997) suggests that general or overall job satisfaction measures may be more cross-culturally stable than particular facets of satisfaction. Since we employ such a measure in this study, use an established dispositional framework, and assess attitudinal outcomes that are relatively straightforward, we expect our patterns of findings to converge with those of U.S.-based research.

## Method

### *Sample*

Data for this study were obtained from employees at a commercial bank in Dubai, UAE. A member of the research team contacted the top management of the bank and was granted permission to distribute questionnaires to bank employees. Respondents were guaranteed complete confidentiality and assured that supervisors or bank management would not have access to their individual data. The questionnaire was in English, since that is the business language in the commercial banks of the UAE, and all employees are required to be fluent. Participation in the study was voluntary, and all questionnaires were completed during work time. In all, 183 employees completed questionnaires (90% of those distributed). Missing data reduced the analysis sample to 172. The sample comprised 13 percent UAE nationals and 87 percent guest workers, or expatriate employees

from other Middle East and Southeast Asian countries. The sample, on average, was 35 years old with tenure of 5.6 years. Twenty-seven percent of the sample was female.

#### *Measures—Independent Variables*

**Positive Affectivity.** PA was measured using the PA markers from the Positive and Negative Affect Schedule (PANAS) (Watson et al., 1988). The PANAS has 10 PA descriptors (e.g., enthusiastic, excited, proud), and each respondent indicated the extent to which they experienced each descriptor in general. Responses were recorded on five-point scales ranging from (1) Not At All to (5) All The Time.

**Job Satisfaction.** This variable was measured with five items on seven-point Likert-type scales. Three items were from the global job satisfaction measure (Cammann, Fichman, Jenkins, & Klesh, 1983), and two were from the general job satisfaction measure (Hackman & Oldham, 1975). Sample items included: “I am generally satisfied with the kind of work I do on this job,” and “In general, I like working here.”

#### *Measures—Dependent Variables*

**Frustration.** This variable was measured using a four-item scale with seven response options. Three items were from the organizational frustration scale (Spector, 1975), and one item was adapted from the job-induced tension section of the Anxiety-Stress Questionnaire (House & Rizzo, 1972).<sup>1</sup> The items were chosen as an attempt to tap on-the-job frustration and pressures emanating from job requirements. Sample items included: “I often feel frustrated at work,” and “I often feel trapped in my job.” Higher values indicate higher levels of frustration.

**Intention to Quit.** The three-item intention-to-quit scale from Cammann et al. (1983) was used for this measure. Each item had seven response options. Sample items included “I often think about quitting my job,” and “I will probably look for a new job in the next year.”

#### *Measures—Control Variables*

We included several control variables to avoid potential confounds and to reduce the possibility that unmeasured variables could account for the results. We controlled for NA in all equations, since this construct has been shown to be related to several negative outcomes in organizational settings (e.g., Diener & Emmons, 1985; Levin & Stokes, 1989; Necowitz & Roznowski, 1994). NA was measured with the 10 negative affectivity markers of the PANAS (Watson et al., 1988). The instruction set was the same as for the PA scale. We also included three personal characteristics variables (age, gender, and tenure) because these may be related to satisfaction and other attitudes (e.g., Mason, 1995; Wagner, 1995). Finally, nationality (UAE citizen coded 1, guest worker status coded 0) was included. Because the employment environment favors UAE citizens, it is possible that the two groups may react differently to the work environment, and thus it is critical that this possibility is held constant.

### *Analytic Strategy*

Hierarchical multiple regressions were used to test the hypotheses, according to the procedure delineated in Cohen and Cohen (1983). The significance of the interaction was assessed after controlling for all main effects. Control variables (age, gender, tenure, nationality, and NA) were entered first, followed by PA and job satisfaction in the second block, and the two-way interaction in the third step. Changes in R-square for the model and standardized regression coefficients for each variable in each model were examined. In addition, we report the unique change in R-square (or the  $sr^2$ ) for each predictor variable (Cohen & Cohen, 1983). This technique, sometimes called the usefulness approach, provides an assessment of the unique contribution of each predictor in the final equation (Darlington, 1968a, 1968b).

## **Results**

Correlations, descriptive statistics, and coefficient alpha reliabilities for the study variables are reported in Table 1. Regression results are shown in Table 2.<sup>2</sup> Since the interaction product term was significant for both dependent variables, the column labeled Model 3 was the appropriate step for interpretation (Cohen & Cohen, 1983). As Table 2 shows, the full equation explained 23.7 percent of the variance in frustration and 35.1 percent of the intention-to-quit variance. Although control variables, as a block, were highly significant in predicting both outcomes, only NA predicting frustration ( $\beta = .17$ ,  $\Delta R^2_{\text{var}} = .020$ ,  $p < .05$ ) and intention to quit ( $\beta = .19$ ,  $\Delta R^2_{\text{var}} = .027$ ,  $p < .05$ ) remained significant in the final equations.

With respect to the main effects of the independent variables, both PA ( $\beta = -.22$ ,  $\Delta R^2_{\text{var}} = .036$ ,  $p < .01$ ) and job satisfaction ( $\beta = -.18$ ,  $\Delta R^2_{\text{var}} = .021$ ,  $p < .05$ ) predicted frustration, while only PA ( $\beta = -.36$ ,  $\Delta R^2_{\text{var}} = .084$ ,  $p < .01$ ) significantly predicted intention to quit. More interesting were the interactive results for the variables of interest in the study. These are discussed below.

The primary thesis of this paper received strong support for both independent variables. The PA x job satisfaction product term contributed an additional 4.9 percent of explained variance in the frustration equation and 8.5 percent in the intention-to-quit equation. Moreover, the form of the interactions was nearly identical to the hypothesized form. The interactions for frustration and intention to quit are depicted in Figures 1 and 2 respectively. Values representing +1 and -1 standard deviation from the mean were used to split the graphs and to generate the plotted regression lines (Cohen & Cohen, 1983).

There is a marked downward sloping effect for high-PA individuals in each depiction. In all cases, the combination of high PA and low job satisfaction is associated with the highest level of the outcomes, frustration and intention to quit. In both cases, the relationship between job satisfaction and the outcomes is strongly negative only for high-PA individuals. For low-PA individuals, the relationship between job satisfaction and frustration is nearly zero, and slightly negative for intention to quit.

**Table 1.** Descriptive Statistics and Correlations Among all Study Variables<sup>1,2,3</sup>

	Mean	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.
<i>Control Variables</i>												
1. Age	35.35	9.72	#									
2. Gender	.27	.45	-.18*	#								
3. Tenure	5.60	4.96	.41**	-.05	#							
4. Nationality	.13	.34	-.16*	.18*	-.07	#						
5. Negative Affectivity	2.30	.58	-.11	.07	.06	-.13	(.85)					
<i>Independent Variables</i>												
6. Positive Affectivity	3.57	.69	-.03	-.09	-.17*	.17*	-.31**	(.82)				
7. Job Satisfaction	4.98	1.27	.02	-.11	-.07	.19*	-.51**	.40**	(.91)			
<i>Dependent Variables</i>												
8. Frustration	3.36	1.22	-.16*	.07	-.05	-.08	.34**	-.29**	-.31**	(.73)		
9. Intention to Quit	3.37	1.48	-.19*	.08	-.18*	-.07	.39**	-.05	-.39**	.49**	(.80)	

<sup>1</sup> \*\*  $p < .01$ . \*  $p < .05$ . Coefficient alpha reliabilities are reported in the main diagonal where appropriate.

<sup>2</sup>  $N = 172$ .

<sup>3</sup> Gender (men scored higher), Nationality (UAE citizens scored higher).

**Table 2** Hierarchical Regression Analyses<sup>1,2,3</sup>

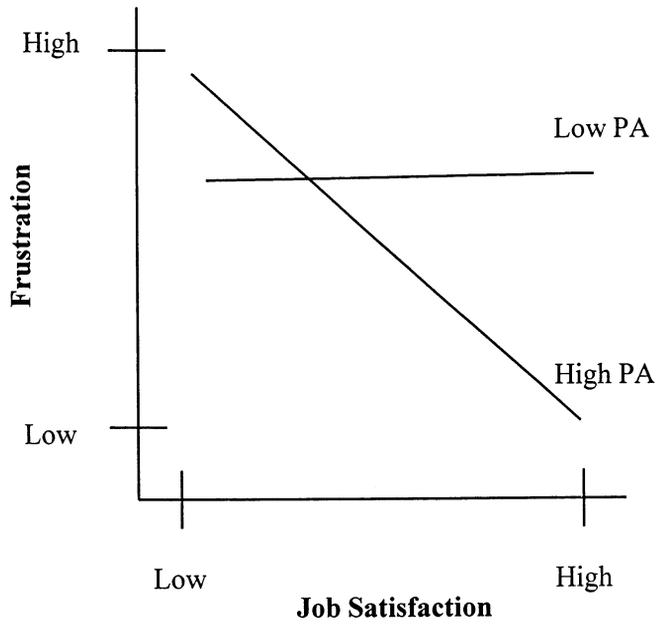
	Frustration				Intention to quit			
	Model 1	Model 2	Model 3	SE $\Delta R^2_{Var}$	Model 1	Model 2	Model 3	SE $\Delta R^2_{Var}$
<i>Control Variables</i>								
Age	-.12	-.12	-.10	(.08) .007	-.08	-.09	-.05	(.07) .001
Gender	.04	.00	-.01	(.07) .000	.04	.02	.00	(.07) .000
Tenure	-.02	-.05	-.01	(.08) .000	-.17*	-.16*	-.11	(.07) .008
Nationality	-.06	-.02	.00	(.07) .000	-.05	-.03	-.01	(.07) .000
Negative Affectivity	.32**	.21*	.17*	(.08) .020*	.38**	.27**	.19*	(.08) .027*
<i>PA and Job Satisfaction</i>								
Positive Affectivity		-.18*	-.22**	(.08) .036**		-.30**	-.36**	(.07) .084**
Job Satisfaction		-.14	-.18*	(.09) .021*		.13	.08	(.08) .005
<i>Interaction</i>								
PA × Job Satisfaction			-.24**	(.07) .049**			-.32**	(.07) .085**
<b>Total R<sup>2</sup></b>	.138**	.188**	.237**		.204**	.266**	.351**	
<b><math>\Delta R^2</math> Block</b>	...	.050**	.049**		...	.062**	.085**	

<sup>1</sup> \*\*  $p < .01$ , \*  $p < .05$ .

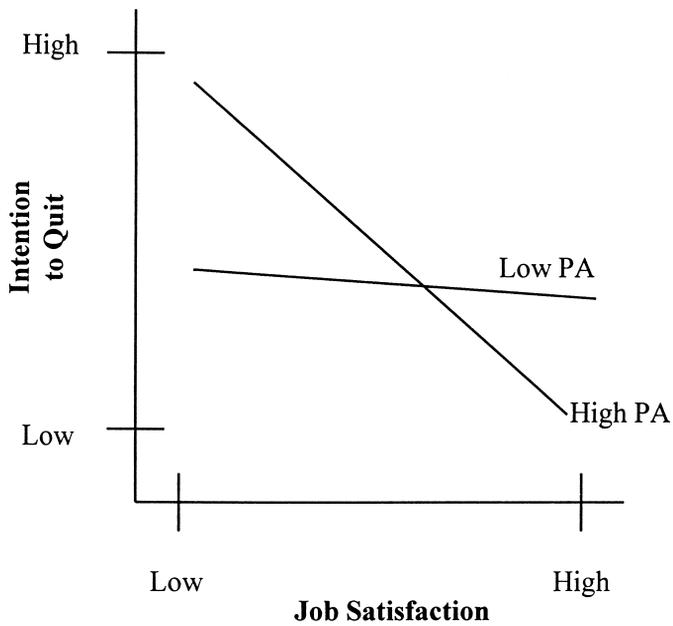
<sup>2</sup>  $N = 172$  for all equations.

<sup>3</sup> Standardized regression coefficients are shown in columns marked Model 1, Model 2, and Model 3.

The column labeled SE contains the standard error for the Model 3 regression coefficients. The  $\Delta R^2_{Var}$  column shows the unique change in explained variance for each variable, controlling for all other variables in the model.



**Figure 1.** Interaction between Job Satisfaction and PA Predicting Frustration



**Figure 2.** Interaction between Job Satisfaction and PA Predicting Intention to quit

## Discussion

In the present study, we investigated the potential interaction of positive affectivity and job satisfaction in predicting two job-related attitudinal outcomes, frustration and intention to quit. The results supported the theoretical interactive predictions, providing additional support for the important moderating role that dispositional affectivity plays in the explanation of workplace attitudes. There was a strong negative relationship between job satisfaction and both attitudinal outcomes for those with high PA, while job satisfaction was not predictive of frustration and intention to quit among low-PA individuals. The findings reinforce the notion that, by themselves, neither dispositional affectivity nor attitudinal variables like job satisfaction are sufficient to meaningfully explain work-related attitudes and behavior. As Weiss and Cropanzano (1996) note, direct relationships between disposition and/or job attitudes and organizational outcomes are not particularly fascinating in isolation, as these findings do not help explain how dispositions and job attitudes work together to explain organizational phenomenon. It is to a discussion of these issues—the main effect, interactive, and contextual results of this study—that we now turn.

With respect to main effects, the results provide some support for a dispositional component of job attitudes, but contradict, to some extent, the affect-matching perspective. On the one hand, when zero-order correlations are analyzed, job satisfaction is strongly associated with frustration ( $r = -.31, p < .01$ ) and intention to quit ( $r = -.39, p < .01$ ). But when the variance is partitioned among the controls, dispositional PA, and job satisfaction in the regression analyses, the job satisfaction outcome relationship is considerably weaker in the frustration model and reduced to nonsignificance for intention to quit. That is, the observed relationship between job satisfaction and important outcomes can be partially accounted for by disposition, a finding that contributes to the totality of findings that suggest that people differ in their dispositional emotionality, and that these differences underlie attitudinal and behavioral reactions in the workplace (Judge et al., 1997). On the other hand, while dispositional variables (PA and NA) were consistent predictors of frustration and intention to quit, the main effect results for PA are somewhat contradictory to the affect-matching hypothesis, which predicts that dimensions of disposition will be related to attitudes only from the same affective domain. Although intention to quit might be considered a positive or negative outcome, depending on the situation, frustration (aggravation, annoyance) is clearly more adjacent to the domain of negative, rather than positive, affectivity. As such, affect matching would predict that NA, but not PA, would be related to frustration. NA was positively related to both outcomes, but surprisingly, PA was also a strong predictor. Although support for affect matching in prior research is not incontrovertible, these findings were somewhat unexpected. One potential explanation is that few job-related attitudes have conceptual overlap exclusively with one dimension of affectivity (Shaw et al., 1999). To date, empirical evidence for pay satisfaction (associated with PA, but not NA) appears to be the most consistent (e.g., Schaubroeck et al., 1996; Shaw et al., 1999). An interesting area for future research would be to identify job-related attitudes and

behaviors for which the affect-matching hypothesis would hold, and those attitudes and behaviors that involve a dispositional underpinning from both domains.

Support for the interactive hypotheses in this paper, that job satisfaction and job-related attitudes (frustration and intention to quit) are strongly associated only among high-PA individuals has several interesting implications. While the main effect results showed that high PA was generally associated with lower frustration and intention to quit, the interactive results revealed that these same high-PA individuals reported much higher frustration and quit intentions when dissatisfied with their job. That is, for high-PA individuals to experience high levels of frustration or quit intentions, they had to experience substantial dissatisfaction with their jobs. The theoretical arguments we presented suggested that incongruity between PA and job satisfaction is uncomfortable for high-PA individuals. Previous research (e.g., Duffy et al., 1998) suggested that this discrepancy would be particularly frustrating for high PA's, since they are prone to be proactive. This study was the first, to our knowledge, to test this proposition directly. The interaction results also help balance the extant literature by describing conditions where PA can play a moderating role and be associated with outcomes in a different form than would be expected in a main-effect prediction. As previously noted, much social psychological research has been devoted to the affect-matching idea, and to the moderating role of NA, with much less attention paid to PA moderation.

The present study also sheds some light on the reactions of low-PA individuals to satisfying and dissatisfying work situations. As Weiss and Cropanzano (1996) note, much of the research on PA and NA tends to focus on the high end of the continuum. Though high- and low-PA individuals tend to differ in their reaction to work situations, much less attention is generally paid to the nature of the evaluations that low-PA individuals make about their jobs and their specific reactions to different work situations. As expected, low-PA individuals exhibited a much less intense reaction to their level of job satisfaction. Future research should explore more thoroughly the dynamics that govern the specific reactions of both high- and low-PA individuals to different work situations.

These results should also be contrasted with the results of Judge (1993). In his study, dispositional affectivity interacted with job satisfaction to predict actual turnover. Judge, however, employed a single continuum approach (sometimes referred to as the unrotated approach) to disposition, with high PA on one end and high NA on the other. Among those categorized as high PA, Judge found that job satisfaction and turnover were significantly and negatively related, while no relationship existed for those labeled high NA. In this study, we used the more common two-dimensional (or rotated) approach to disposition and found an identical pattern of results among high-PA individuals for intention to quit and frustration. To explore this issue further, we conducted some analyses post hoc to explore whether differential reactions to job satisfaction also were apparent for levels of negative affectivity. We replaced PA with NA as the product term in each regression, but the interaction term was not significant for either dependent variable. These supplemental analyses lend credence to our theoretical argument that discrepancies between affective disposition and job satisfaction are associated

with generally unfavorable job attitudes, and that the characteristics of high-PA individuals (e.g., proactivity and volatility) and low-PA individuals (e.g., listlessness and apathy) provide a good fit with this conceptual prediction. Nevertheless, the conceptual and methodological debate concerning the accurate measurement of affective disposition continues (e.g., Spector, Van Katwyk, Brannick, & Chen, 1997; Weiss & Cropanzano, 1996), and future researchers are encouraged to continue the process of clarifying these issues.

The results of this study also have implications from an international angle. The study was conducted in a unique international setting, but interestingly, the results were generally congruent with the findings of studies making similar predictions with U.S. samples (e.g., Duffy et al., 1998). Thus, although significantly different rules, regulations, and requirements govern the employee-employer relationships of the citizen and guest worker participants in this study, their reactions to their work environment correspond in this instance to those observed in much different cultural settings. Although progress has been made in this area (e.g., see Sackmann, Phillips, Kleinberg, & Boyacigiller, 1997), stable findings across cultures are fairly rare, "much of it is not additive" (Lytle, Brett, Barsness, Tinsley, & Janssens, 1995), and "culture free" (Child, 1981) hypotheses are not often tested. Although cross-cultural research on job satisfaction has yielded somewhat inconsistent results, studies of affectivity across cultures have confirmed the same dual-factor structure as the one used in this study (Almagor & Ben-Porath, 1989; Watson et al., 1984). Moreover, global or facet-free job satisfaction (e.g., "In general, I like my job") may be more consistent than faceted or task-specific satisfaction measures. The stability of the factor structure of affectivity and the use of a global job satisfaction measure may have contributed to the generalizability of this study.

We would counter the criticism that disposition or personality research is futile since managers cannot manipulate an individual's personality profile. Such a criticism is often levied against dispositional research (House et al., 1996). We would argue that, although management has little control over one's disposition, they would be better prepared to manage their workforces if they had a clear understanding of the role personality plays in how individuals approach work, behave in the workplace, and react to different situations in the employment relationship. From a scientific standpoint, we would argue that such research is critical in our endeavors to explain human behavior in the workplace. Models meant to explain the effects of situational changes and workplace interventions may understate (e.g., suppressor effects) or overstate the effects of situations on employee attitudes and behavior if disposition is not taken into account. Such research is instrumental in developing more thorough frameworks for explaining human behavior at work.

Some limitations of this research should be acknowledged. This study was conducted in the United Arab Emirates, and utilized respondents that were from various countries of origin. Although we conducted several sets of analyses post hoc and concluded that the results were robust among different subsets of the data, it is possible that different dynamics (cultural and situational) contributed to differential evaluations and reactions of citizen and non-citizen workers. This

study may not have adequately captured these underlying dynamics. Moreover, although our theoretical reasoning implies causation, this study was cross-sectional and cannot inform the underlying causal processes. Although higher-order interaction effects were consistent with the theoretical predictions, the data were collected from a single source, and the potential for shared method variance should also be considered. Finally, we pointed to the generally unfavorable nature of the outcome variables. There are instances in which both could be considered positive from the perspective of the individual (e.g., by providing the impetus for much needed change) and the organization (e.g., functional or beneficial turnover).<sup>3</sup>

In summary, the results of this study provide strong support for the idea that among high-PA, but not low-PA, individuals job satisfaction and two job attitudes (frustration and intention to quit) are strongly and negatively related. The study also sheds new light on the complex ways that affectivity and attitudes interact to predict variables relevant to individuals and important to organizations. Finally, this study enhances our understanding of these phenomena by replicating and extending the knowledge base in a different cultural setting.

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## Notes

1. The 29-item organizational frustration scale (Spector, 1975) was not used in full because it contains items often presented in satisfaction and alienation scales, potential confounds in our study (Cook, Hepworth, Wall, & Warr, 1981).
2. We conducted some supplementary analyses to check for differences among the guest workers in the analysis sample. As seen in Table 1, UAE nationality was related to age ( $r = -.16, p < .05$ ), gender ( $r = .18, p < .05$ ), positive affectivity ( $r = .17, p < .05$ ), and job satisfaction ( $r = .19, p < .05$ ), adding credence to its use as a control. But it was also necessary to assess potential differences among the guest workers themselves. In the final sample ( $N = 172$ ), 82 (47.7%) were from India, 28 (16.3%) were from Pakistan, 23 (13.4%) were from the UAE, and the remaining 22.6 present were from various Middle Eastern and Southeast Asian countries.

First, we conducted a logistic regression (Osterman, 1994) to compare Indian (coded 1) to Pakistani respondents (coded 0) on all study variables. Two variables were significant. Indians were older and reported higher levels of negative affectivity. The same results emerged when Indian respondents (coded 1) were compared to all other guest workers (coded 0). To check the robustness of the regressions reported in the text, we re-ran our hierarchical regression with various combinations of control variables. First, we calculated two dummy variables (to capture UAE nationals, Indian guest workers, and other guest workers) and included these in place of nationality in the control step. Second, we calculated three dummy variables (to capture UAE nationals, Indian guest workers, Pakistani guest workers, and other guest workers) and included these in place of nationality in the control step. In all estimated equations, the overall results were substantively identical to those reported.

As a further check, we re-ran our analyses using only guest workers. This reduced the analysis sample size to 149. First, we included a dichotomous control variable coded India = 1 and other guest workers = 0. Next, we included two dummy variables (to capture Indian guest workers, Pakistani guest workers, and other guest workers). Again, despite the reduction in sample size, the results were substantively identical. We concluded that the overall results reported in Table 2 were robust across different subsections of the sample. For clarity, we report the results only for the full sample and with the nationality variable coded 1 for UAE nationals and 0 for guest workers.

3. We thank an anonymous reviewer for pointing this out.

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