

THE RELATIONSHIP OF CATEGORIES OF WORK EVENTS TO AFFECTIVE  
STATES AND ATTITUDES IN THE WORKPLACE: A TEST OF THE  
AFFECTIVE EVENTS THEORY

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## **ABSTRACT**

### **THE RELATIONSHIP OF CATEGORIES OF WORK EVENTS TO AFFECTIVE STATES AND ATTITUDES IN THE WORKPLACE: A TEST OF THE AFFECTIVE EVENTS THEORY**

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Affective Events Theory (AET) of Weiss and Cropanzano (1996) provides a theoretical basis for explaining the antecedents and consequences of affective states at work. In this study, an extended model based on the AET framework was tested for examining the relationships between work events, affective dispositions, affective states and reactions, and the work attitudes and behaviors of the employees. Work events were assessed comprehensively using an affective work events inventory developed as part of the study. A tripartite affect structure (pleasure, calmness, and energy) was adopted for mapping the affective states of the employees at work. Core self- and external-evaluations constructs were used as the dispositional antecedents of affective experiences. Job satisfaction, organizational commitment, organizational citizenship behaviors (OCB), and turnover intentions were examined as the work attitudes and behaviors.

Findings of the study provided evidence for the validity of the AET model. Both positive and negative work events were significantly related to the affective experiences of the employees, negative events having stronger influences. The affective dispositions of core self- and external-evaluations also contributed to the prediction of affective experiences. However, these affective dispositions did not have any moderating influences on the relationship between work events and

affective experiences at work. Affective experiences were significantly related with job satisfaction, organizational commitment, and OCB. Exploratory analyses revealed that the major themes intersecting the critical work events and event categories were organizational justice, and coworker or supervisory support. The implications of the study for theory, practice, and future research are discussed.

**Keywords:** Affective Events Theory, affective states, core self-evaluations, core external-evaluations, work attitudes and behaviors

## ÖZ

### İŞTE YAŞANAN OLAY KATEGORİLERİ İLE DUYGU DURUMLARI VE İŞE YÖNELİK TUTUMLAR ARASINDAKİ İLİŞKİLER: DUYGUSAL OLAYLAR KURAMININ TEST EDİLMESİ

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Weiss ve Cropanzano'nun (1996) "Duygusal Olaylar Kuramı (AET)" iş yaşamındaki duygulanımların yapısının, nedenlerinin ve sonuçlarının açıklanmasını amaçlayan kuramsal bir çerçeve sunmaktadır. Bu çalışmada, AET modeli kapsamlı bir biçimde test edilerek işyerinde yaşanan olaylar, duygulanımsal kişilik özellikleri, işyerinde deneyimlenen duygulanımsal tepkiler ve durumlar ve çalışanların işe yönelik tutum ve davranışları arasındaki ilişkiler incelenmiştir. İşte yaşanan olaylar, geliştirilen bir envanter aracılığıyla kapsamlı biçimde değerlendirilmiştir. Duygulanımın değerlendirilmesinde Memnuniyet, Sakinlik ve Enerji boyutlarından oluşan üç-boyutlu bir yapı kullanılmıştır. Çalışanların işyerindeki duygulanımsal durumlarının yordanmasında duygulanımsal kişilik özellikleri olarak *temel benlik-ve dışsal-değerlendirmeler* kullanılmıştır. Duygulanımsal kişilik özelliklerinin doğrudan etkilerinin yanı sıra, işte yaşanan olaylar ve duygulanım durumu arasındaki ilişki üzerindeki belirleyici etkileri de incelenmiştir. İşyerinde deneyimlenen duygulanım durumlarının çıktıları olarak iş doyumunu, kurumsal aidiyet, kurumsal yurttaşlık davranışları ve işten ayrılma niyeti gibi işe yönelik tutum ve davranışlar incelenmiştir.

Çalışmanın bulguları, AET modelinin geçerliliğine yönelik görgül kanıtlar sunmaktadır. İşte yaşanan pozitif ve negatif olayların çalışanların işyerindeki

duygulanımsal deneyimlerini anlamlı düzeyde yordadığı ve negatif olayların daha güçlü etkiler gösterdiği tespit edilmiştir. Temel benlik- ve dışsal-değerlendirmelerin de çalışanların duygulanım durumlarını etkilediği belirlenmiştir. Ancak, bu kişilik özelliklerinin işte yaşanan olaylar ve duygulanım durumu arasındaki ilişki üzerinde her hangi bir etkisi bulunmamıştır. İşyerinde deneyimlenen duygulanımsal tepki ve durumların, çalışanların iş doyumunu, kurumsal aidiyetini ve kurumsal yurttaşlık davranışlarını yordadığı tespit edilmiştir. Duygulanımsal tepkileri etkileyen kritik olayların ortak olarak işlediği konular arasında *örgütsel adalet ve amir ve iş arkadaşlarının desteği* temaları öne çıkmaktadır. Çalışma bulgularının öne sürdüğü çıkarımlar, kuramsal, yönetsel uygulamalar ve gelecek araştırmalar açısından ilgili yazın çerçevesinde tartışılmıştır.

**Anahtar kelimeler:** Duygusal Olaylar Kuramı, duygulanım durumu, temel benlik-değerlendirmesi, temel dışsal-değerlendirmeler, işe yönelik tutum ve davranışlar

To my beloved life companion Cahit Korkmaz

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# CHAPTER 1

## INTRODUCTION

### 1.1. Overview

For the last three decades, there has been a growing interest in the study of affective states and emotions in the workplace (Ashkanasy, Hartel, & Zerbe, 2000; Brief & Weiss, 2002; Briner, 1999; Domagalski, 1999). This new line of research is based on the criticism concerning the lack of research attention to work attitudes' affective dimension, and the main argument is that worker behaviour and productivity are directly affected by employee affect and emotional states (Ashforth & Humphrey, 1995; Ashkanasy, Hartel, & Zerbe, 2000). Even in the study of the most popular work attitude – job satisfaction – mainstream research has ignored the affective dimension of the concept and focused largely on the rational and cognitive aspects (Judge & Ilies, 2004; Niklas & Dormann, 2005; Staw & Ross, 1985). However, since the 1980s, organizational researchers have started to stress that the emotional dimension has to be investigated as well in order to fully understand and explain organizational life (e.g., Ashforth & Humphrey, 1995; Hochschild, 1983)

In line with this view, inclusion of affect in the research agenda is expected to contribute to the understanding of work attitudes and employee behavior. Work attitudes such as job satisfaction and organizational commitment are important correlates of organizational and individual outcomes such as work performance, absenteeism, counterproductive behavior, turnover, organizational citizenship behavior, and well-being of employees (Dormann & Zapf, 2001; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Spector, 1997). Understanding of the antecedents and consequences of affect in the workplace can therefore be quite critical for generating practical information for employers to ensure positive organizational and individual outcomes.

Weiss and Cropanzano's (1996) Affective Events Theory (AET) provides a useful framework to study the antecedents and consequences of affective states in

the workplace. AET focuses on the structure, causes, and consequences of affective experiences at work, and according to the theory, events experienced at the workplace are the proximal causes of affective reactions of employees and these affective experiences, in turn, have a direct influence on the behaviors and attitudes of employees. Moreover, individual dispositions of the employees are proposed to have influence on both affective states experienced at work and affect-driven behaviors of the employees. The aim of this study is to provide an empirical test of the AET by investigating the relationship of positive and negative work events experienced in the workplace with the affective states and the work attitudes and behaviors of employees. In line with the AET, events experienced by employees at work are proposed to be the antecedents of a variety of emotions and affective states in the workplace, while work attitudes are proposed to be influenced by these affective states. At the same time, the direct influence of core self- and core external-evaluations, as dispositional variables, on the affective states of employees, and these dispositions' potential buffering vs. moderating effects on the relationship between work events and affective states are explored in this study. As a contribution to the original theoretical framework of the AET, an extended model is tested.

In summary, there are three distinctive contributions of this study. First of all, work events are assessed comprehensively using a new measure developed at the preliminary stages of the study. This comprehensive measure covered a variety of work events under different categories of events such as task-relevant work events, relations with the supervisor, relations with coworkers, relations with subordinates, and organizational policies. Secondly, core self- and external-evaluations are used as alternative constructs for assessing affective dispositions/trait affect, in contrast to the traditional use of the PA-NA (positive affect – negative affect) structure proposed by Watson, Clark, and Tellegen (1988). Finally, based on the findings of a preliminary study conducted for developing a new affect inventory, a three-dimensional affect structure (i.e., pleasure, calmness, energy) is used for measuring affective states experienced by employees at work, as opposed to the traditional two-dimensional PA-NA structure. In this regard, this study provides a comprehensive and extended testing of the propositions of the AET framework, since almost all of the elements of the original framework were

included, work events were assessed in detail, and alternative measures in assessing trait and state affectivity were used as part of the research design.

In the following sections of the introduction, a historical overview of the different approaches employed by researchers for the study of affect in the workplace is presented. At the next step, an overview of the basic arguments of AET and empirical findings on the parts of this theoretical framework are presented. Moreover, a brief review on the nature and the dimensional structure of affect is provided, followed by the detailed description of the study purpose and the research hypotheses tested in this study.

## **1.2. Historical Overview of the Study of Affect in the Workplace**

The research on affect at work dates back to the 1930s, to the studies of Fisher and Hanna (1931), Kornhauser and Sharp (1932), Hersey (1932), and Hoppock (1935), which mainly focused on job satisfaction and work attitudes. Affect is a generic term covering a broad range of feeling states and reactions people have, including moods and emotions (George, 1996; Totterdell et al., 2004). Until the 1980s, the study of affect at work was almost equated with the study of job satisfaction. With this conceptually and methodologically narrow approach, the concept was measured with structured questionnaires without any intention to build a theory of affect at work, and the facets of the work environment were mainly studied as the causes of job satisfaction (Brief & Weiss, 2002).

In the 1980s, an emerging interest on mood and affect in social psychology also influenced studies in organizational and workplace settings (Ashkanasy, Hartel, & Daus, 2002). Several researchers started to investigate the results of mood and affect at the workplace and affect was started to be studied among the dispositional sources of job satisfaction (Ashkanasy et al., 2000; Isen & Means, 1983; Judge, 1992).

Although the affective component of job satisfaction was well acknowledged in an earlier definition of job satisfaction by Locke (1976), operational definitions of job satisfaction failed to capture the affective underpinnings of the construct. Locke defined job satisfaction as “a pleasurable emotional state resulting from the appraisal of one’s job or job experiences” (p.1300). Although most researchers had well-accepted the classic definition of

Locke (1976), which recognizes both affective and cognitive dimensions of the attitude, they had rather focused on cognitive aspects in the measurement of the construct (Brief & Weiss, 2002; Judge & Ilies, 2004). Accordingly, several scales have been developed for the assessment of job satisfaction which mainly focus on the “evaluation” of working conditions such as responsibility, task variety, communication requirements, supervision, creativity, coworkers, etc. (Hackman & Oldham, 1975; Smith, Kendall, & Hulin, 1969; Spector, 1985; Weiss, Dawis, England, & Lofquist, 1967).

Recognition of this asymmetry in the construal versus measurement of job satisfaction led researchers to look for a more balanced treatment of it (Brief & Weiss, 2002; Brief & Roberson, 1989; Porac, 1987). While some researchers have adopted an attitude-like definition of job satisfaction with an emphasis on both affective and cognitive components (Brief, 1998), others have preferred to define it as an evaluative judgment (Weiss, 2002; Weiss & Cropanzano, 1996). Motowidlo (1996) defined job satisfaction as a “judgment about the favorability of the work environment” (p.176). Weiss (2002) defined it as “a positive or negative evaluative judgment one makes about one’s job or job situation” (p. 6). Weiss and Cropanzano (1996) define job satisfaction as an evaluative judgment about one’s job that partly, but not entirely, results from emotional experiences at work. According to this view, affective experiences on the job influence job satisfaction and that these two need to be “treated as separate phenomena with distinct but overlapping causes and consequences” (p. 2).

After the 1980s, various lines of research were carried out with a special focus on affect and emotions in the workplace. Research on the role of affect in the workplace can be summarized under four topics; dispositional sources of job satisfaction, mood effects in organizations, emotional labor, and emotional intelligence. Concerning the extended AET model tested in this study, the first two topics (dispositional sources of job satisfaction and mood effects in organizations) are directly relevant for the study purposes. Although the topics of emotional labor and emotional intelligence have not been examined in the study, a brief review on them are also provided, since these topics can be integrated in the AET framework in future research on affect in the workplace. Major studies and research findings in terms of each topic are as follows.

### **1.2.1. Dispositional sources of job satisfaction**

Several empirical studies have been conducted in the last 20 years to investigate the relationships between dispositional variables, affective variables, and job satisfaction (Spector, 1997). Arvey and his colleagues have argued that there may be genetic predispositions to like or dislike the job since certain individuals are found to be chronically unhappy about their jobs (Arvey, Bouchar, Segal, & Abraham, 1989). These researchers found that there was a significant correlation between job satisfaction measures of identical twins that were reared separately, and they estimated that about 30% of the variance in job satisfaction is attributable to genetic factors. Findings of longitudinal studies aiming to assess the consistency of job satisfaction in time have been mainly used to support the dispositional view. For example, Staw and Ross (1985) examined the consistency of job satisfaction in people who changed both employers and/or job type, controlling for changes in work conditions such as pay and occupational status. They found that job satisfaction of individuals measured in 1966 was significantly predictive of job satisfaction measured in 1971, with a Multiple *R* of .19, although these individuals changed both occupation and employer. Based on these findings, Staw and Ross (1985) concluded that job satisfaction was in part due to personality. As a result of their study on the relationships between job satisfaction and life satisfaction, Schmitt and Pulakos (1985) have argued that individuals may have a general, relatively stable predisposition towards satisfaction or dissatisfaction in a variety of situations.

The Big Five Personality Framework (Costa & McCrae, 1992), Trait Affect (Watson, Clark, & Tellegen, 1988), and Core-Self and External Evaluations (Judge, Locke, & Durham, 1997) are among the constructs that have been mainly studied as the dispositional source of job satisfaction. Judge, Heller, and Mount (2002) have conducted a meta-analysis of previous studies that examined the relationships between personality traits and job satisfaction, with respect to the Big Five framework of personality. The correlations were -.29 for Neuroticism, .25 for Extraversion, .02 for Openness to Experience, .17 for Agreeableness, and .26 for Conscientiousness. As the correlations portray, Openness to Experience seems to be the least relevant personality trait, while the other four traits provide some evidence for the dispositional source of job satisfaction. Ilies and Judge (2003)

have found that the Big Five traits mediate approximately 24% of the genetic effects on job satisfaction.

Negative Affect (NA) and Positive Affect (PA) are among the other dispositional variables that have been investigated as predictors of job satisfaction. The personality measure of Neuroticism has been linked with NA, while Extraversion has been linked with PA in the literature, noting that these personality measures are broader than the two dispositional affectivity constructs (Griffin, 2001). Negative Affect refers to a pervasive disposition to experience aversive affective states such as anxiety, anger, and sadness (Watson & Clarke, 1984). Individuals with high levels of NA have a generalized negative cognitive set that produces negative interpretations of themselves and environmental conditions. On the other hand, Positive Affect is an individual disposition to experience positive emotional states such as happiness, enthusiasm, high energy, and pleasurable engagement, and is distinct from NA (Watson & Tellegen, 1985). Individuals who are high in PA tend to be high in satisfaction, and those who are high on NA tend to have lower job satisfaction (Spector, 1997; Chiu & Kosinski, 1999). Several studies have been conducted investigating the direct influence of dispositional affectivity on job satisfaction. Munz and colleagues (Munz, Huelsman, Konold, McKinney, 1996) found 21% corrected common variance between general job satisfaction and NA. The authors reported a 30% effect for PA in the same study. Brief and Roberson (1989) found the common variance with the two measures of job satisfaction to be 14% for NA, and 34% for PA. Levin and Stokes (1989) reported correlations for NA and two measures of job satisfaction as -.31 and -.29. Furthermore, Conolly and Viswesvaran (2000) provided meta-analytic evidence that both PA and NA are significantly related to job satisfaction. In a recent meta-analytic study conducted by Kaplan, Bradley, Luchman, and Haynes (2009), job satisfaction was found to mediate the influence of PA on organizational citizenship behaviors of the employees. Moreover, significant associations between NA and counterproductive work behaviors and work withdrawal were reported.

Brief and Weiss (2002) provide a sound reasoning for the observed relationships between affective dispositions and job satisfaction. According to them, high NA individuals may alienate co-workers and managers due to their tendency to focus on their failures and shortcomings, and this might lead them to

have more negative interpersonal interactions in the workplace, thus lowering their job satisfaction. Alternatively, such individuals' lower job satisfaction might be a consequence of their sensitivity to negative stimuli and their tendency to react with more extreme emotions when experiencing negative job events. On the other hand, high PA individuals are suggested to have a lower threshold for positive stimuli in the work setting, and in combination with their general tendency to evaluate things positively, they might be reacting more positively to their job in general (Brief, Butcher, & Roberson, 1995).

Judge, Locke, and Durham (1997) have introduced an alternative construct, Core Self- and External-Evaluations, apart from NA and PA for studying dispositional effects on job satisfaction. Accordingly, core evaluations refer to fundamental, subconscious conclusions individuals reach about themselves (core self-evaluations), other people, and the world (core external-evaluations), and this new concept is proposed to represent a part of dispositional source of job satisfaction. Researchers argue that the assumptions people hold about themselves and other people are likely to affect how they react to various job conditions. Core self-evaluations construct consists of self-esteem, generalized self-efficacy, locus of control, and neuroticism. Judge et al. (1998) defined generalized self-efficacy as "one's estimates of one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise general control over events in one's life" (p. 19). These researchers view generalized self-efficacy as one's perceptions of his/her ability to cope with life's exigencies and thus suggest it among the constituents of core self-evaluations. Locus of control is concerned with the degree to which individuals believe that they control events in their lives (internal locus of control) or the environment or fate controls events (external locus of control), and it is concerned with the confidence in being able to control outcomes. The final component of core self-evaluations, neuroticism, is similar to NA and its negative relationship with job satisfaction has been already well-established in previous research (Griffin, 2001).

On the other hand, core external-evaluations refer to appraisals individuals make of their environment. While core self-evaluations are concerned with fundamental conclusions individuals reach about themselves, core external-evaluations are concerned with conclusions about other people and the world. Core

external-evaluations framework consists of trust vs. cynicism, belief in a benevolent world, and belief in a just world. Trust is concerned with one's deepest convictions about the basic nature of other people. Lack of trust in other people, cynicism, is related with the view that other people are no good but selfish, and that they do not have moral principles or integrity. Since life satisfaction and job satisfaction involve the quality of individuals' interaction with other people, trust is expected to affect both. Belief in a benevolent and a just world is concerned with how individuals evaluate the outside world in general. Belief in a benevolent world refers to an idea that happiness and successful value achievement are possible in life, whereas lack of it refers to the idea that one is doomed to failure and frustration. This belief affects the pleasure one experiences from success and the pain of failure. Finally, belief in a just world is concerned with convictions about fairness of life; belief that rewards and punishments occur on a fair basis. Individuals with a strong belief in a just world have preconceived ideas of deserved punishments in particular situations. Ball, Trevino, and Sims (1994) found that belief in a just world affected individuals' perceptions of punishments received in the workplace; that is, individuals who did not believe in a just world had more negative perceptions of the punishment they received. In line with this finding, Judge et al. (1998) argue that individuals who do not think good work is rewarded are expected to have a more negative view of life and their jobs as compared to those who believe that life is fair.

Judge, Locke, Durham, and Kluger (1998) tested the relationship of the core evaluations construct with job satisfaction and they found support for their proposed model. Self-esteem and general self-efficacy were the components that contributed most to the core self-evaluations construct. Furthermore, they found that core self-evaluations had both direct and indirect effects on job satisfaction. In terms of the direct effects, individuals with more positive core self-evaluations were found to view their jobs and lives more positively. In terms of the indirect effects, perceived job characteristics (e.g., autonomy, task significance) were found to mediate the relationship between core self-evaluations and job satisfaction. That is, individuals with more positive self concepts perceived more variety, challenge, and intrinsic worth in their jobs, and thus were more satisfied with their jobs. The relationship between core self-evaluations and job satisfaction have also been

confirmed in several other empirical studies (Chen, Goddard, & Casper, 2004; Judge & Bono, 2001; Judge, Bono, Erez, & Locke, 2005; Judge, Bono, & Locke, 2000). In addition to perceived job characteristics, objective job characteristics, measured as job complexity, were found to mediate the relationship between core self-evaluations and job satisfaction (Judge, Bono, & Locke, 2000).

Judge and Bono (2001) meta-analyzed the relationships of the four components of the core self-evaluations construct with job satisfaction and job performance. For self-esteem, the estimated true score correlation was .26 for both job satisfaction and job performance, it was .45 and .23 for generalized self-efficacy, .32 and .22 for internal locus of control, and .24 and .19 for emotional stability, respectively. The researchers concluded that these traits were among the best dispositional predictors of job satisfaction and job performance.

In another study by Judge et al. (2005), work goal self-concordance was found to mediate part of the relationship between core self-evaluations and job satisfaction. Although core external-evaluations also had direct effects on job satisfaction, they did not have incremental validity over and beyond the effects of core self-evaluations. In this study Judge et al. also investigated the relationships of core self-evaluations with PA and NA. Core self-evaluations' correlations with PA and NA were .48 and -.64, respectively. Despite these high correlations between the constructs, they found that core self-evaluations had incremental validity in predicting job satisfaction after controlling for PA and NA. These researchers concluded that individuals with a positive self-concept see their jobs more positively because they possess the dispositional makeup to do so, and they stand on a higher platform to begin with as compared to those with negative self-estimates.

In the extended model tested in this study, core self-evaluations and core external-evaluations constructs were used for assessing the affective dispositions of the employees, and they were examined as antecedents of affective states of employees at work.

### **1.2.2. Effects of mood in the workplace**

The studies that have been presented above all treated trait affect as the dispositional basis of job satisfaction. On the other hand, there are studies that have

focused on state affect or mood; that is the affect experienced at work (Huelsman et al., 2003; Ilies & Judge, 2002; Isen & Baron, 1991; Shaw, 1999; Weiss, Nicholas, & Daus, 1999; Williams & Shiaw, 1999; Wright & Staw, 1999). These studies have in general found that positive mood at work contributes to job satisfaction (Weiss et al., 1999) and to other positive outcomes such as decreased turnover (Thoresen, Kaplan, Barsky, Warren, & Chermont, 2003), more organizational citizenship behaviors (George & Brief, 1992), and improved performance in terms of creativity (Davis, 2009).

Trait affect indicates the dispositional tendency to experience certain affective states over time, whereas state affect relates to what one is feeling at any given moment in time (Thoresen et al., 2003). In other words, while trait affect is more stable over time (Huelsman et al., 2003), state affect is transient and difficult to measure accurately long after it has occurred (Fisher, 2000). George (1996) proposes that state affect can take the form of emotions or moods. Accordingly, emotions consist of intense feelings that demand attention and have a specific target, while moods entail feelings that are less intense but typically longer in duration as compared to emotions. George and Brief (1992) suggest that mood at work is pervasive in that it is not focused on any particular object, event, individual, or behavior. On the contrary, emotions have a clear object or cause (Frijda, 1993). Siemer (2001) underlines the fact that moods are typically defined by contrasting them with emotions. Accordingly, moods are more “diffuse and global” in contrast to emotions. For example, when a person has the emotion of happiness, she or he is happy about a state of affairs. On the other hand, when a person is in a happy mood, her or his happiness does not have a specific target, but rather is a global state of feeling about the world in general. In their AET, which focuses on the antecedents and consequences of affective states of employees at work, Weiss and Cropanzano (1996) use the terms of affective reactions, emotions, and moods, under the broad term of affect and affective experiences. These authors suggest that “implicit in all definitions is that an emotion is a reaction to an event,” and the experience of emotion includes action readiness. Whereas, “moods are less intense, of longer duration, and lack specificity with regard to a particular object or behavioral response” (p.18). Although both emotions and affective reactions have a

known target, affective reactions might also be less intense and may proceed without demanding attentional resources (Niedenthal & Showers, 1991).

Neuman, Seibt, and Strack (2001) suggest that moods and emotions are similar since both share the affective feeling component, but at the same time they are different because one knows the origin of the affective feeling in the case of emotions, whereas moods do not depend on that knowledge. Moreover, emotions emerge from a sequence of cognitive processes, whereas moods consist exclusively of an experiential component.

Similar to trait affect, state affect is proposed to have a two-dimensional structure, consisting of positive and negative state affect (Diener & Iran-Nejad, 1986). Trait affect is suggested to have a causal influence on state affect, since an enduring personality trait predisposes an individual to experience similar emotional states (George & Brief, 1992; Thoresen et al, 2003). In addition to dispositional factors, state affect is also influenced by situational factors (George & Brief, 1992). In the majority of the studies investigating the relationship of trait and state affect in the work setting, (e.g., Judge & Ilies, 2004; Ilies & Judge, 2004; Niklas & Dormann, 2005; Thoresen et al., 2003) the two constructs are measured with the use of the same adjective-based questionnaires, in which only the general instructions differ. In trait measures, the respondents are asked to indicate the extent to which they *generally* experience each of the affect descriptors (Watson, Clark, & Tellegen, 1988). On the other hand, for state measures (e.g., Job Affect Scale of Brief, Burke, George, Roberson, & Webster, 1988) the subjects are asked to consider their *momentary* affective states or the *past one or two-week period*, for retrospective studies.

In organizational research, mood has been mostly studied in relation to job satisfaction (Fuller, Stanton, Fisher, Spitzmuller, Russell, & Smith, 2003). Judge and Ilies (2004) argue that the influence of mood on job satisfaction evaluations might be through mood leading to the differential processing of job information and they call for more research on the influence of trait and state affect on cognitive processes with regard to job satisfaction. Forgas' (1995) Affect Infusion Theory is proposed to be a useful framework for explaining the mood effects in organizational settings (Ashkanasy et al., 2002; Forgas & Locke, 2005). Accordingly, an individual's affective state might influence her/his cognitive

judgments via mood congruence effects such that the individual might use her/his affective state as a heuristic to infer her/his evaluative reaction to a target or the affective state might prime judgments through selective influence of attention and retrieval. In line with the Affect Infusion Theory, positive mood has been found to be related with positive evaluations in interviews, performance appraisals, and negotiations (Kraiger, Billings, & Isen, 1989). On the contrary, individuals in negative moods have been found to give lower performance appraisal ratings to subordinates and lower ratings to interviewees (Daus, 2001; Kingsbury & Daus, 2001). However, people in a negative mood have also been found to be more accurate, systematic and realistic in their evaluations and during information processing (Sinclair & Marc, 1992).

In the present study, affective states of the employees were also included in the tested model. Affective work events and affective dispositions of the employees were examined as the antecedents of the affective states employees experience at work. Moreover, the consequences (e.g., work attitudes and behaviors) of affective states were investigated.

### **1.2.3. Emotional labor**

Another line of research focusing on emotions in the workplace is concerned with management of one's own emotions in work settings. Hochschild's (1983) seminal work, "The Managed Heart: Commercialization of Human Feeling," is accepted as a pioneer in the study of "emotional labor." According to Hochschild, many jobs, especially those that necessitate interaction with customers, require employees to manage their emotions in order to produce desired emotional expressions and displays. She defined emotional labor as "the management of feeling to create a publicly observable facial and bodily display" (p. 7) for a wage. A variety of research has followed Hocschild's work in order to investigate the existing display rules in service jobs (Diefendorff, Richard, & Croyle, 2006; Rafaeli & Sutton, 1987; Wharton & Erickson, 1993), emotion regulation strategies (Brotheridge & Grandey, 2002; Diefendorff & Gosserand, 2003; Kruml & Geddes, 2000; Totterdell & Holman, 2003; Zapf, Seifert, Schmutte, Mertini, & Holz, 2001), and antecedents and consequences of such strategies (Schaubroeck & Jones, 2000).

Sales personnel is expected to smile and act with enthusiasm, a police officer has to look serious and sometimes even angry, and a nurse or doctor has to act with warmth, look careful and has to even hide feelings of sadness and worry from time to time. In order to meet the demands of the display rules implied by a particular job, employees might have to employ a variety of strategies. They might suppress or control the expression of emotions (surface acting), or they might regulate their feelings to seem authentic and modify their perception of the situation (deep acting) (Totterdell & Holman, 2003). The discrepancy between the feelings vs. expressed emotions leads to “emotional dissonance” in the emotional laborers (Brotheridge & Grandey, 2002). The term “emotional dissonance” was initially coined by Hochschild (1983) to describe the process of experiencing and maintaining a difference between feeling and feigning. Emotional dissonance results in the experience of stress on the part of the employees (Zapf & Holz, 2006).

Emotional labor is proposed to be detrimental to the psychological and physiological well-being of the employee (Ashkanasy et al., 2002). Inhibiting and faking emotions have been suggested to result in frustration and resentment in employees (Hochschild, 1983). Emotional labor has been found to be related with emotional exhaustion, burnout, somatic symptoms such as sleeplessness, fatigue, and increased stress (Diefendorff & Gosserand, 2003; Grandey, 2000; Pugliesi, 1999; Schaubroeck & Jones, 2000; Zapf, Seifert, Schmutte, Mertini, & Holz, 2001). On the other hand, perceived positive display rules in the workplace and using the deep-acting emotional regulation strategy to display positive emotions were found to be associated with increased levels of job satisfaction and feelings of personal accomplishment on the part of the employees (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002). Cote (2005) proposed that regulating emotions by faking/amplifying happiness may have beneficial results, compared to suppressing negative emotions, and called for further research on the differential results of suppression of different negative discrete emotions, in terms of experienced strain by the employees.

Although the construct of emotional labor was not examined as part of this study, it is obviously very relevant to the affective experiences of the employees at work, and this subject needs to be further examined in a way to integrate the

concepts of emotion regulation, affective states and emotions, employee well-being, and organizational outcomes.

#### **1.2.4. Emotional intelligence**

The concept of emotional intelligence has been introduced by Salovey and Mayer (1990, 1997), and according to the authors, emotional intelligence refers to “the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth” (1997, p. 5). Emotional intelligence is similar to Thorndike’s concept of social intelligence, thus it is concerned with one’s skills in managing relationships through the management of own and others’ emotions (Ashkanasy & Tse, 2000). Key aspects of emotional intelligence include the ability to appraise and express emotions, regulation of emotions, and finally the ability to utilize emotion in tasks such as problem solving, creative thinking or motivating oneself.

The concept has been used by both academics and practitioners despite controversies and disagreements on the conceptualization and measurement of the construct (Davies, Stankov, & Roberts 1998). There has been a recent call by Ashkanasy (2002) for the scientific study of the construct with adherence to the original definition of the construct as proposed by Salovey and Mayer (1997). There is a growing body of research on emotional intelligence and its relationship to effective leadership and team performance. With regard to leadership, emotional intelligence is suggested to be similar to the features of transformational and charismatic leadership (Ashkanasy & Tse, 2000). Transformational leaders are aware of their own emotions and at the same time they are sensitive to the emotional needs of their followers. Moreover, they have the ability to regulate their own mood and to motivate and excite followers so that they become committed to the vision of the leader (Bass, 1998).

Another line of research related with emotional intelligence aims to examine how the construct might contribute to team effectiveness. In a study by Jordan, Ashkanasy, Hartel, and Hooper (2002), low emotional intelligence teams performed poorer than high intelligence teams on goal focus and team processing tasks at the beginning of a 9-week coaching period. After coaching the teams on

goal setting, interpersonal communication skills and emotional understanding, both sets of teams were performing at the same level at the end of this 9-week period. The authors concluded that the effectiveness of work team development could be facilitated if training was provided to low emotional intelligence teams. Jordan and Troth (2004) found emotional intelligence to be unrelated to individual performance, however predictive of group performance and integrative conflict resolution style. Similarly, Offermann, Bailey, Vasilopoulos, Seal, and Sass (2004) found emotional competence to be predictive of group performance. Available research on emotional intelligence and performance suggests that the construct is especially salient in group situations (Ashkanasy, 2004).

Although this study did not specifically focus on emotional intelligence, it is presented here as a relevant topic. When considered in relation to the study of affective states of employees in the workplace, and with regard to the AET, emotional intelligence may be conceptualized as an antecedent of affective states. Especially, the emotional intelligence of supervisors and team leaders might be influential on the subordinates' and followers' affective experienced through emotional contagion. Moreover, emotional intelligence of individual employees might also influence their moods and perceptions of the affective work events likely to exist in a workplace. Thus, emotional intelligence is a potential individual difference variable to be studied in the future.

### **1.3. Affective Events Theory**

Affective Events Theory (Weiss & Cropanzano, 1996) is the very first attempt to develop a broad and comprehensive framework to explain affective and emotional experiences at work (Briner, 1999), and at the same time is seen to be very useful and influential in guiding research on emotions at the workplace (Fisher & Ashkanasy, 2000). Via AET, Weiss and Cropanzano (1996) provide a guiding theoretical framework for the study of emotions in the workplace by focusing on the structure, causes, and consequences of affective experiences at work. According to AET, satisfaction is an evaluative judgment made about one's job, and affective experiences on the job may influence that judgment. Therefore, AET treats job satisfaction and affect as distinct constructs and argues that they

need to be studied distinctively. The propositions of the theory are graphically presented in Figure 1.

AET suggests that events experienced at the workplace are the proximal causes of affective states of employees and these affective experiences have a direct influence on the attitudes and behaviors of employees. AET also takes time into consideration since affect levels fluctuate over time and these patterns of affective states influence both overall feelings about one’s job and discrete behaviors at work. Furthermore, the theory considers the multidimensional structure of affective experiences and proposes that different psychological reactions such as anger, frustration, joy, etc. have different behavioral implications.

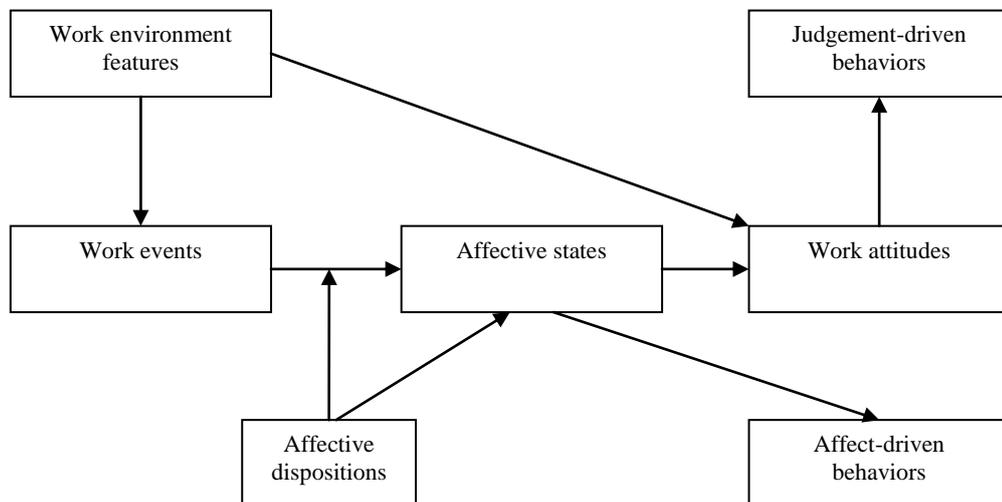


Figure 1. The Affective Events Theory Framework

**SOURCE:** From “Affective Events Theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work” by H. M. Weiss and R. Cropanzano, 1996, in *Research in Organization Behavior: An Annual Series of Analytical Essays and Critical Reviews*, ed. B. M. Staw, L. L. Cummings, 18: 1-74. Greenwich, CT: JAI. 373 pp.

The AET researchers argue that stable features of the work environment predispose the occurrence of certain work events. Experiencing these events – hassles and uplifts at work - leads employees to experience specific affective states (moods or emotions), which in turn shape work attitudes as well as work behaviors. Weiss and Cropanzano (1996) rely on the cognitive appraisal theories (Lazarus, 1991; Stein, Trabasso, & Liwag, 1993) in explaining how work events elicit emotional reactions on the part of the employees. They also use the arguments of

Locke and Latham (1990) in explaining the process through which emotions are generated as a reaction to goal progress in response to work events. Accordingly, individuals emotionally appraise work events in terms of their goal relevance and evaluate the meaning of specific cues from the environment, resulting in affective reactions. In this regard, emotional reaction to an event is influenced by appraisal of the event through goal attention, and the intensity of the reaction is correlated with the personal importance of the goal and the extent to which the event facilitates or obstructs goal attainment.

According to AET, individual dispositions may also have a direct influence on affective states and a moderating influence on the relationship between work events and affective states. In turn, affective states of the employees are proposed to influence the work attitudes (e.g., job satisfaction, organizational commitment) and behaviors of the employees. AET categorizes potential work behaviors into two subgroups. Affect-driven behaviors are suggested to consist of employee behaviors such as emotional outbursts, helping behavior, or information processing strategies in the workplace. On the other hand, judgment-driven behaviors mainly refer to withdrawal behaviors such as decision to quit, decision to work productively, work withdrawal or retirement decisions. According to the theory, affective states are proposed to directly influence work attitudes and affect-driven behaviors, whereas it is work attitudes that lead to judgment-driven behaviors. In other words, affective states are suggested to have a direct influence on affect-driven behaviors, but an indirect influence – mediated through work attitudes – on judgment-driven behaviors.

As presented in the above figure, AET provides an integrative model for the study of emotions and affective states in the workplace. The theory ensures that events that take place in the work settings and the emotions that are generated by these events are not to be ignored in the study of organizational psychology. AET presents a very useful framework in explaining the role of emotions in the relationship between workplace features and employee attitudes and behaviors. Several studies have been conducted to test various sections of the proposed model (e.g., Bash & Fisher, 2000; Grandey, Tam, & Brauburger, 2002; Saavedra & Kwun, 2000), however there are few studies that have attempted to test the full

model (e.g., Fisher, 2002). A review of the empirical findings that provide support for sub-sections of the AET framework is presented in the following section.

#### **1.4. Empirical Findings on the Affective Events Theory**

In this section, empirical findings on parts of the AET framework are reviewed under two main headings: antecedents of affective states and consequences of affective states. Such an approach in the presentation of empirical findings is thought to reflect the perspective of AET that emphasizes the central role affective states play in the workplace.

##### **1.4.1. Antecedents of affective states**

Work events generated as a result of stable features of the work environment are suggested to be the proximal cause of affective states in the workplace (Weiss & Cropanzano, 1996). Moreover, affective dispositions of the individual are proposed to have a direct influence on affective states of employees, and also a moderating influence through the relationship between work events and the resulting affective states.

##### ***1.4.1.1. Work environment and work events as antecedents of affective states***

Empirical research on work events and affective dispositions from the perspective of AET is still underway. With regard to the study of the relationship between work events and affective states, we see that researchers have employed different approaches by putting different degrees of emphasis on the two ends of the relationship. Some studies have explored which type of work events lead to the experience of particular emotions such as anger, pride or sadness, while other studies have rather investigated which emotions or affective states arise as a result of particular work events such as leader behaviors and the role of supervisors.

With the use of a qualitative approach, Bash and Fisher (2000) established a work event – emotion matrix based on interviews with hotel employees. As a result, these researchers identified a pool of events that can take place in the workplace and associated these work events with a variety of emotions such as pleasure, worry, fear, bitterness, anger, etc. They also constructed categories of work events such as *acts of colleagues*, *acts of managers*, *goal achievement*,

*challenging tasks, problem solving, interacting with customers*, etc. Moreover, Bash and Fisher found that the same type of event did not cause the identical emotion in all respondents; a finding that may support the moderating effect of individual dispositions on the relationship between work events and affective reactions.

Similarly, Grandey, Tam, and Brauburger (2002) qualitatively investigated work events that caused anger and pride as affective states felt by employees. The results of their study revealed that interpersonal mistreatment from customers was the most frequent cause of anger, while recognition from supervisors for work performance was the main cause of pride experienced by employees. Fitness (2000) also investigated the causes of anger in the workplace and found that different events elicited anger depending on the status of the respondents such as supervisors, co-workers, and subordinates. For supervisors, job incompetence of the subordinates was the main cause of anger, while it was immoral behavior and public humiliation for co-workers, and unjust treatment from supervisors for subordinates.

Some researchers have preferred to measure general affective states rather than focusing on specific discrete emotions in their studies. For the measurement of affective states at work, researchers have generally used lists of affect descriptors for positive (e.g., happy, enthusiastic, pleased, proud, content) and negative affectivity (e.g., angry, sad, unhappy, worried, frustrated), and asked the respondents to indicate how often they felt these affective states during the past one or two weeks at work, measured on Likert-type scales. While some researchers used standard affect scales such as the Job Affect Scale of Burke, Brief, and George (1989) or the PANAS scale of Watson, Clark and Tellegen (1988), others preferred to rely on their own sets of affect descriptors, identified as a result of the review of existing literature on affect measures.

Wegge, Dick, Fisher, West, and Dawson (2006) tested the basic assumptions of AET in a call centre work and they reported a significant positive relationship of the work features of autonomy, opportunities for participation, and supervisory support with positive mood of employees. On the other hand, they found a significant positive correlation between work overload and negative mood of employees. Similarly, Saavedra and Kwun (2000) investigated the relationship

between job characteristics and affective states – self-reported mood – at work. As a result they reported a positive association between task autonomy, task significance and positive affect. Moreover, they found a negative association between task identity, task feedback and negative affect and a positive association between skill variety and negative affect. Fisher (2002) also found job characteristics to be predictive of positive affective reactions, while she reported role conflict to be a significant predictor of negative affective reactions at work. As suggested by AET, Fisher's findings showed that dispositional positive affectivity was predictive of positive affective reactions in the workplace and that dispositional negative affectivity was predictive of negative affective reactions.

In their study on a sample of French managers, Mignonac and Herrbach (2004) used a scale of affective work events and investigated their relationship with affective states at work. The results demonstrated that positive work events (e.g., successfully completing a project or task, receiving a raise, etc.) mostly led to pleasure, while negative work events (e.g., being assigned undesired work or project, being denied a promotion) were linked to anxiety, anger, and tiredness. Likewise, Basch, and Fisher (2004) investigated the consequences of work events as part of their study for the development and validation of a measure of hassles and uplifts at work. Accordingly, the authors found a mean correlation of .38 between uplift measures (positive work events) and positive mood at work, while the correlation between hassles (negative work events) and negative mood was .39.

Kiefer (2005) examined the role of a specific situation that may take place in organizations on the emotions of employees. She investigated how and why organizational change is experienced emotionally by the employees and the potential consequences of negative emotions. Main antecedents of negative emotions in ongoing change were reported to be perceptions of an insecure future, perceptions of inadequate working conditions, and perceptions of inadequate treatment by the organization, and experienced negative emotions were predictive of employee lack of trust and withdrawal.

Bono, Foldes, Vinson, and Muros (2007) studied the role of supervision and leadership on workplace emotions of health care workers. They found that employees experienced fewer positive emotions when they interacted with their supervisors as compared to coworkers and customers. However, the properties of

the supervisors were also influential on the experienced emotions; such that employees with supervisors high on transformational leadership experienced more positive emotions throughout the workday. Similarly, George (1996) proposed that leaders' display of emotion was a potential determinant of employees' affective states, that is enthusiastic and energetic leaders energized their followers, while distressed and hostile leaders produced negativity in their followers.

Totterdell, Wall, Holman, and Epitropaki (2004) examined the relationship between organizational group networks and employees' affect. They found evidence for emotional contagion in work groups, which refers to the transmission of affect among employees who work together in an organization. The authors reported that presence of work ties led to similarity of affect between employees. This finding is in line with the results of previous studies conducted by Totterdell, Kellet, Teuchmann, and Briner (1998), showing that people's moods are affected by the collective mood of their coworkers over time.

Even the physical characteristics of the work setting such as the aesthetics, odor and aural stimuli have been demonstrated to affect organizational members' affective states and performance (Ashton-James, 2007). Based on the above mentioned empirical findings, it can be concluded that characteristics of the work environment, stressful work events, leader-member relations and work group interactions are among the antecedents of moods and emotions in the workplace (Brief & Weiss, 2002).

#### *1.4.1.2. Affective dispositions as antecedents of affective states*

Besides the work events and characteristics of the work environment as proximal causes of the employees' affective reactions, individual differences variables also have direct and indirect influences on affective states and moods in the workplace (Weiss & Cropanzano, 1996). The direct influence proposition implies that trait affectivity is predictive of affective states of individuals. Trait positive and negative affect (Watson, Clark, & Tellegen, 1988) and Extraversion and Neuroticism as Dimensions of the Five Factor Model of Personality (Costa & McCrae, 1992) are among the individual difference variables that have been mainly studied in relation to affective states and mood at work. As mentioned before, trait affect refers to the personal disposition of being in a long-term positive or negative

affective state (Watson et al., 1988). While individuals with Positive Affectivity (PA) tend to have an overall sense of well-being and to be positively engaged in the world around them, individuals with Negative Affectivity (NA) tend to have negative feelings, and have an overall negative orientation toward themselves and the world around them (George, 1996; Tellegen, 1982). The relationship of the affective traits of NA and PA to job satisfaction is well-established (Griffin, 2001). Weiss and Cropanzano (1996) argue that these affective traits act as latent predispositions that set the stage for individuals to have more or less intense bouts of emotions.

Research has confirmed that affective dispositions of individuals are influential on their mood at work (George, 1996). George (1989) reported a significant association between measures of PA and NA, and positive and negative mood at work in a sample of salespeople. Judge and Ilies (2004) have investigated the mediational role of state affect in terms of the relationship between trait affect and job satisfaction and they have reported only partial mediation effect for state affect (i.e., mood, emotion) measured in terms of Positive and Negative state affect. Although their intention was not to assess the relationship between trait and state affect, the authors have at the same time provided evidence for such a relationship. Brief, Burke, George, Roberson, and Webster (1988) also found a positive relationship between trait NA and negative mood at work measures of professional and managerial personnel of an insurance company.

Similarly, the Big Five dimensions of Neuroticism and Extraversion have been found to be linked to the work reactions of negative and positive affect and to job satisfaction (Burke, Brief, & George, 1993; Judge, Heller, & Mount, 2002). In his study on two samples from an education organization and an urban hospital, Griffin (2001) reported a correlation of .48 between Neuroticism and negative work affect and a correlation of .36 between Extraversion and positive work affect for the education sample. The correlations for the hospital sample were .45 and .29, respectively.

On the other hand, Weiss and Cropanzano (1996) argue that trait affectivity moderates the relationship between work events and affective states of employees. There are individual differences between employees in the extent to which they are affected by opportunities and threats occurring in the work settings (Ashton-James,

2007). Some employees might evaluate the same events and conditions more favorably or unfavorably than their coworkers (Motowidlo, 1996). Weiss and Cropanzano propose that affective trait manifests itself only under particular environmental conditions and in response to specific occasions. When no event takes place in the work setting, individuals with different levels of dispositional NA or PA are expected to have similar levels of mood and job satisfaction. Therefore, a full understanding of the influences of affective dispositions necessitates the consideration of both the trait and the eliciting situation simultaneously. Put in another way, trait affect can influence state affect, since an enduring personality trait predisposes an individual to experience similar emotional states in response to events (George & Brief, 1992; Thoresen, Kaplan, Barsky, & Chermont, 2003).

#### **1.4.2. Consequences of affective states**

According to Weiss and Cropanzano's (1996) AET, affective experiences at work have a direct influence on attitudes and behaviors of employees. The authors mainly focus on job satisfaction as a work attitude and propose that job satisfaction and affect at work are separate constructs and affective experiences have a direct influence on job satisfaction. Affective experiences are also proposed to have a direct influence on affect-driven behaviors of employees, such as organizational citizenship behavior and helping behavior. However, the influence of affective states at work on judgment-driven behaviors, such as withdrawal behaviors of turnover, absenteeism or retirement, is not direct but rather mediated by work attitudes. Weiss and Cropanzano (1996) argue that such judgment-driven behaviors necessitate the overall evaluation of the job and result from well-considered decisions. Empirical research findings on these propositions are presented below.

##### ***1.4.2.1. Work attitudes as consequences of affective states***

###### ***1.4.2.1.1. Job satisfaction***

Job satisfaction is of major concern for industrial and organizational psychologists since it is an important correlate of organizational and individual outcomes such as performance (Iaffaldano & Muchinsky, 1985), absenteeism (Scott & Taylor, 1985), counterproductive behavior (Chen & Spector, 1992), turnover (Saari & Judge, 2004), citizenship behavior (Organ & Ryan, 1995), and

individual well-being of employees (Judge & Klinger, 2008). Weiss and Cropanzano (1996) define job satisfaction as “a positive or negative evaluative judgment of one’s job or job situation” (p. 2), and they propose affective experiences at work to have a direct influence on it. In general, antecedents of job satisfaction have been considered to cover two major categories, consisting of job environment and factors associated with the job, and the individual differences factors that the person brings to the job (Spector, 1997). Mood at work can be conceptualized as a mixture of these two categories, since it is generated in the person due to the events occurring in the job environment. The relationships of affective states and mood at work with job satisfaction have been empirically demonstrated in a variety of studies as presented below.

Brief and Roberson (1989) investigated the relationship of mood at work with job satisfaction, and found that mood at work during the past week contributed to the prediction of job satisfaction, especially when job satisfaction was measured with the faces scale (Dunham & Hermann, 1975). As a result, researchers concluded that the faces scale is the most balanced in terms of representing both affect and cognition among the job satisfaction scales. Fisher (2000) investigated the effects of state affect on job satisfaction and found a correlation of .45 between positive state affect and job satisfaction, measured with the faces scale, and a correlation of -.52 between negative affective state and job satisfaction. The results of the meta-analysis study conducted by Thoresen et al. (2003) revealed correlations of .44 and -.36 for state PA and state NA, respectively. Niklas and Dormann (2005) reported state affect impacts on job satisfaction even when trait affect and job satisfaction are controlled. In line with these findings, Weiss, Nicholas, and Daus (1999) reported that average state affect, measured within a 16-day period, was related to overall job satisfaction. These researchers used four different measures of self-reported mood; pleasantness, activation, positive affect, and negative affect. The reported correlations between overall job satisfaction and mood measures were .66, .36, .47, and -.41 respectively. Similarly, Griffin (2001) reported significant correlations between job satisfaction and positive work affect ( $r = .67$ ) and negative work affect ( $r = -.53$ ).

Moreover, Weiss et al. (1999) found state affect to predict job satisfaction above and beyond trait affect. Judge and Ilies (2004) argue that state affect is more

proximal to job satisfaction as compared to trait affect, and thus its effect on job satisfaction is expected to be greater. Fisher's (2002) study has also provided confirmatory evidence for this proposition that state affect was more strongly correlated with job satisfaction than trait affect. On the contrary, Huelsman et al. (2003) found that trait affect was a stronger mediator of the relationship between perceived job characteristics and job satisfaction, than was state affect. On the other hand, Thoresen et al. (2003) did not find any significant differences between trait affect and state affect in predicting a variety of job attitudes, such as job satisfaction, organizational commitment, and turnover intentions.

Inspired by AET, Judge, Scott, and Ilies (2006) have examined the dynamic nature of emotions at work, work attitudes and workplace deviance. Based on daily survey data collected over a 3-week period and with the use of experience sampling methodology (Larson & Csikszentmihalyi, 1983), these researchers reported state hostility at work as a significant predictor of job satisfaction with a standardized beta of  $-.56$ . In another study by Ilies and Judge (2004), researchers investigated the contributions of average levels of positive mood at work and job beliefs to the prediction of job satisfaction. They measured pleasant mood at work with the adjectives of happy, cheerful, joyful, delighted, sad, blue, and downhearted. As a result, they found pleasant mood ( $\beta = .31$ ) together with job beliefs ( $\beta = .57$ ) to explain 60% of the variance in overall job satisfaction. Moreover, they demonstrated that pleasant mood significantly mediated almost one third (30%) of the total effect of trait pleasantness on overall job satisfaction.

In line with the propositions of AET, the literature reviewed above suggests that the experience of positive affective states at work contributes positively to job satisfaction, whereas negative affective states lead to a decrease in job satisfaction.

#### *1.4.2.1.2. Organizational Commitment*

Organizational commitment can be simply defined as the attachment that individuals form to their employing organizations (Ketchand & Strawser, 2001) or as the relative strength of an employee's identification with his/her organization (Mowday, Steers, & Porter, 1979). A higher degree of organizational commitment on the part of employees is desirable for employers since it is linked with lower

rates of job movement, higher productivity, and work quality (Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Allen and Meyer (1990) have proposed a three-dimensional model of organizational commitment, consisting of affective, continuance, and normative commitment. Accordingly, affective commitment is concerned with the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so. Continuance commitment refers to an awareness of the costs associated with leaving the organization. Employees whose primary attachment to the organization is founded on continuance commitment remain in the organization because they need to do so. Finally, normative commitment reflects employees' feelings of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. In other words, affective commitment reflects a desire, continuance commitment reflects a need, and normative commitment reflects an obligation as the motivation underlying an employee's commitment to the organization (Allen & Meyer, 1990).

Antecedents of organizational commitment include personal characteristics (e.g., age, gender, tenure, education, need for achievement, affiliation, autonomy, higher order need strength, work ethic, trait affectivity, and locus of control), job characteristics (autonomy, task significance, task identity, skill variety, and supervisory feedback), group leader relations, organizational characteristics, and role states (Cohen, 1992; Mathieu & Zajac, 1990; Meyer et al., 2002). Payne and Morrison (2002) have reported trait NA to be a significant predictor of organizational commitment, where organizational commitment is reported to be lower for high NA employees. Meyer and Allen (1997) have demonstrated that positive work experiences are predictive of higher degrees of affective commitment and that it is the affective commitment component that has the strongest correlation with other work behaviors (i.e., attendance, job performance, organizational citizenship behaviors). Consequences of organizational commitment, as studied in the literature, include absenteeism, performance, turnover intentions, turnover behavior, and other behaviors (Cohen, 1993; Meyer et al., 2002). Deficiency of

organizational commitment has been found to be related with increased turnover intentions and absenteeism, lower job performance (Mathieu & Zajac, 1990).

Research on the influence of affective states on organizational commitment has been very limited until now. In his study on the effects of emotional dissonance on employee well-being, Zerbe (2000) reported that felt pleasure on the job was significantly associated with increased levels of job commitment. Fisher (2002), in an effort to test some of the propositions of AET, found positive affective states at work to be predictive of affective commitment to the organization. Similarly, Mignonac and Herrbach (2004) have found pleasant affective states at work to be positively contributing to affective commitment, and reported significant positive correlations between anxiety at work and continuance commitment. Considering the limited number of studies on the affective states at work and organizational commitment relationship, one can conclude that further research on this potential relationship is needed.

#### *1.4.2.2. Affect- driven behavior as a consequence of affective states*

In their AET framework, Weiss and Cropanzano (1996) argue that it is important to draw a distinction between affect-driven behaviors and attitudinally-driven (judgment-driven) behaviors. According to these researchers, work behaviors such as helping behaviors, cooperation, or citizenship behavior, are direct responses to affective experiences at work. Unlike attitudinally-driven behaviors, job satisfaction or other work attitudes do not mediate the relationship between affective experiences and affect-driven behaviors. Most commonly studied affect-driven behavior is Organizational Citizenship Behavior (OCB). A brief review of research findings on OCB as studied within the framework of AET is presented below.

##### *1.4.2.2.1. Organizational Citizenship Behavior*

OCB is an umbrella term that is used to refer to work-related behaviors beyond the traditional measures of task performance and outside the formal organizational reward system (Ilies, Scott, & Judge, 2006; Podsakoff & MacKenzie, 1997). Organ (1990) defines OCB as “a group of organizationally beneficial behaviors and gestures that can be neither enforced on the basis of formal role obligations nor elicited by contractual guarantee of recompense” (p.

46). In other words, OCB represents discretionary employee behavior that is not covered by the formal reward system of an organization, however contribute to and promote the effective functioning of the organization (Organ, 1988). OCB is important for employers, as such behaviors of employees contribute to the success and effectiveness of the organizations (Organ, Podsakoff, & MacKenzie, 2006). The construct of OCB has been heavily studied in the last two decades with different approaches and under a variety of related constructs including, pro-social behavior (Brief & Motowidlo, 1986), extra-role behavior (Van Dyne & LePine, 1998), organizational spontaneity (George & Brief, 1992), and contextual performance (Borman & Motowidlo, 1993).

The most comprehensive framework for OCB has been proposed by Organ (1988) as a five-dimension model consisting of altruism, civic virtue, courtesy, sportsmanship, and conscientiousness. This model, at the same time, has been used as the framework for the development of the most widely used OCB rating scale developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990). According to Organ (1988) *altruism* reflects behaviors that aim at helping certain people in an organization with a relevant task or problem, such as showing a new employee how to use a machine. *Civic virtue* refers to responsible participation in the political life of the organization. Participating to organizational meetings, following organizational developments, and offering opinions to the organization appropriately are examples of civic virtue. *Courtesy* refers to proactive gestures that are sensitive to the point of views of other job incumbents before acting, giving advance notice, and passing along information. Some examples of courtesy are referring to people who will be possibly influenced by one's acts, being sensitive to the claims of others on commonly used organizational resources, and using advance notice proactively. *Sportsmanship* is the forbearance of doing some action such as filling petty grievance against the organization. Finally, *conscientiousness* is synonymously used with general compliance and it refers to surpassing the minimum levels of compliance in areas such as care for organizational resources, use of company time, attendance, cleanliness, and punctuality.

A meta-analytic review of the dimensionality of the OCB construct by LePine, Erez, and Johnson (2002) revealed that measures of Organ's five OCB dimensions were strongly correlated. These researchers concluded that these five

dimensions could be best viewed as equivalent indicators of a latent construct of OCB. Following this argument, Hoffman, Blair, Meriac, and Woehr (2007) conducted a meta-analytic study using confirmatory factor analysis methodology for investigating the dimensionality of OCB. Findings of their quantitative review also supported a single factor model of OCB as a latent construct.

Antecedents of OCB include personality traits, work attitudes, and affective states (Ilies, Scott, & Judge, 2006). Conscientiousness, agreeableness, and affectivity are among the personality traits that have been associated with OCB (Borman, Penner, Allen & Motowidlo, 2001; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). With regard to work attitudes, job satisfaction is positively related to OCB, since employees who are satisfied with their jobs are more likely to perform more discretionary behaviors that benefit the organization than those who are not (Williams & Anderson, 1991). Organ and Ryan (1995), in their meta-analytic work, have demonstrated that organizational commitment, as well as job satisfaction, is related to OCB. Kaplan et al. (2009) have reported significant meta-analytic associations between trait positive affectivity and negative affectivity and OCB. Employee fairness perceptions, organizational justice, group cohesiveness and perceived organizational support are among the other antecedents of OCB (Podsakoff et al., 2000; Williams, Pitre & Zainuba, 2002).

George and Brief (1992) provided a conceptual analysis of the relationship between positive mood at work and organizational spontaneity which include behaviors such as helping coworkers, protecting the organization, making constructive suggestions, developing oneself, and spreading goodwill. There is extensive literature supporting the finding that people in positive moods are more likely to engage in helping and pro-social behavior (George, 1996). Positive moods are also expected to encourage protecting the organization, as people in positive affective states often take steps to maintain their good feelings (Carlson, Charlin, & Miller, 1988). Based on the facilitating influence of positive mood on creativity (Isen, Daubman, & Nowicki, 1987), George and Brief (1992) propose that positive mood is expected to result in workers' making constructive suggestions in organizations. Moreover, George and Brief (1992) assert that the positive cognitions and increased social interaction tendencies of employees with positive

mood are likely to lead these workers to spread goodwill in the work setting. Spector and Fox (2002) also proposed that positive emotions experienced in the workplace are expected to have a central role in predicting OCB due to the fact that emotional responses determine action tendencies.

Despite the strength of theoretical propositions on the relationship between mood at work and OCB, empirical research on this relationship in the organizational context has been scarce. In a recent study, Ilies, Scott, and Judge (2006) investigated the dynamic process through which personal traits, affective states, and work attitudes influence intra-individual patterns of OCB over time. These researchers found daily positive affect at work to be predictive of increased levels of citizenship behavior. Moreover, their findings showed that the personal trait of agreeableness moderated the relationship between positive daily affect and citizenship behavior; that is for those high on agreeableness, organizational citizenship behavior depended less on daily positive affect.

Fisher (2002) provided supporting evidence for the propositions of AET, that helping behavior is affect-driven rather than judgment-driven. In her real-time experience sampling study on 124 employees from 65 different organizations, she found that positive affective reactions were strongly predictive of helping behavior, and as expected, the coefficients for job satisfaction and affective commitment were non-significant in predicting helping behavior.

#### ***1.4.2.3. Judgment driven behavior as a consequence of work attitudes***

Weiss and Cropanzano's (1996) AET model asserts that judgment-driven behaviors mainly include withdrawal behaviors such as turnover intentions and absenteeism. Such behaviors require the individual to thoughtfully consider the situation and the overall evaluation of the job. Therefore, the influence of affective states at work on these behaviors is proposed to be mediated by work attitudes. Research findings on turnover intentions are presented below.

##### ***1.4.2.3.1. Turnover intentions***

Turnover intention refers to a conscious and deliberate desire or willfulness to leave the organization (Tett & Meyer, 1993). These intentions are predictive of actual turnover by employees (Hom, Griffeth, & Sellaro, 1984). Each component of organization commitment is expected to be negatively associated with

employees' intention to leave the organization and with voluntary turnover behavior (Meyer & Allen, 1997).

Voluntary turnover is generally seen as a negative outcome for organizations since turnover is related with organizational costs related with selecting, hiring, and training of the personnel, operational disruption, and demoralization of organizational members. However, non-voluntary and functional turnover is also related with positive outcomes such as increase in organizational performance, conflict reduction in the organization, benefit of organizational mobility, and organizational innovation and adaptation (Staw, 1980).

There is well established empirical work demonstrating a significant association between job satisfaction and voluntary turnover (Tett & Meyer, 1993). In a meta-analysis study carried out by Carsten and Spector (1987), a corrected correlation of  $-.26$  was found between job satisfaction and turnover, showing that decreased levels of job satisfaction was associated with increased probability of turnover. On the other hand, Cohen (1993) reported a meta-analytic average correlation of  $-.23$  between organizational commitment and turnover, indicating that a higher level of organizational commitment was related with a decreased likelihood of quitting the job. Although previous correlational studies have found significant associations between affective dispositions and turnover (e.g., Thoresen et al. (2003) reported a meta-analytic mean correlations of  $-.14$  and  $.24$  between turnover intentions and PA and NA respectively), major turnover models (Griffeth & Hom, 2001; Mobley, Horner, & Hollingsworth, 1978) suggest job satisfaction and organizational commitment as the most proximal antecedents of turnover intentions, which are predictive of turnover behavior in turn. In this regard, these turnover models are parallel to AET, which argues that work attitudes mediate the influence of affective experiences of employees on their turnover intentions.

In her study testing the AET framework, Fisher (2002) provided supporting evidence for the proposition that the relationship between affective state at work and intention to leave is mediated by work attitudes. Accordingly, Fisher reported affective commitment to the organization being a strong predictor of intention to leave, job satisfaction reaching significance as a predictor, and negative affective reactions not reaching significance in terms of predicting intention to leave. This study was also supporting the full mediation hypothesis of the AET framework

(Weiss & Cropanzano, 1996), that is the relationship between affective states at work and intention to leave (judgment-driven behavior) was fully mediated by the work attitude of affective commitment.

The main propositions of the AET and empirical research findings supporting the associations between the constructs included in this theoretical framework are presented in the above sections. Since affective dispositions and affective states lie at the core of the model to be tested in this study, and since an alternative approach to measuring affective states was developed and employed in the present study, in the following sections, a brief review of the conceptual and operational definition of the construct “affect” is presented, before the detailed description of the study purpose and hypotheses.

### **1.5. The Nature of Affect**

Affect is in general defined as a range of feeling states, including different moods and emotions (Totterdell, Wall, Holman, Diamond, & Epitropaki, 2004). Mood is used to refer to a diffuse affective state with low intensity. As indicated before, moods are relatively long-lasting, without any particular object or focus, and their antecedent sources are unknown to the subject (Frijda, 1994). In other words, moods lack an object to which the affect is directed and they are diffuse in terms of elicited responses (Weiss & Cropanzano, 1996). On the other hand, emotions are episodic and intense, have a beginning and an end, and last for a brief duration. Moreover, emotions have a specific object and a definite cause, and thus the subject is aware of its cause. Experience of an emotion is characterized by a variety of physiological bodily changes and includes an action readiness to deal with the environment through increased arousal and vigilance (Frijda, 1994).

In a recent review Tran (2007) draws attention to the misuse of the terms, affect, mood, and emotion, as interchangeable and calls for increased clarity in the definition and operationalization of these terms within research. Although many studies have been conducted on emotions, moods, and affect, there is still no consensus on the structure of these concepts (Russell, & Barret, 1999). A review of the major propositions and studies on the structure of affect is presented below.

### **1.5.1. Dimensional structure of affect**

Based on introspection, Wundt (1924) had proposed a three-dimensional model of affect, consisting of the bipolar opposites of pleasure-displeasure, strain-relaxation, and excitement-calmness. Contrarily, Titchener (1908) had proposed the structure of affect to be uni-dimensional, based on the argument that pleasure vs. displeasure dimension was the only basic dimension of affect. A similar controversy in the literature continues to exist today.

Many of the studies on the structure of affect have offered a circumplex model, arranging different feeling states around a circular framework (Totterdell et al., (2004). In these circumplex models, the principal axes of the circle represent independent dimensions of affect. There are studies proposing a two-dimensional structure for affect (e.g., Russell & Barret, 1999; Vastfjall, Friman, Garling, & Kleiner, 2002). Four different versions of the two-dimensional model have been suggested by researchers. These are Watson and Tellegen's (1985) Positive-Negative Affect circumplex, Russell's (1980) Pleasure-Arousal model, Larsen and Diener's (1992) Hedonic Tone-Activation circumplex, and finally Thayer's (1989) Tense and Energetic Activation dimensions. The circumplex affect space, embracing all of the four alternative models, has been graphically summarized in Figure 2.

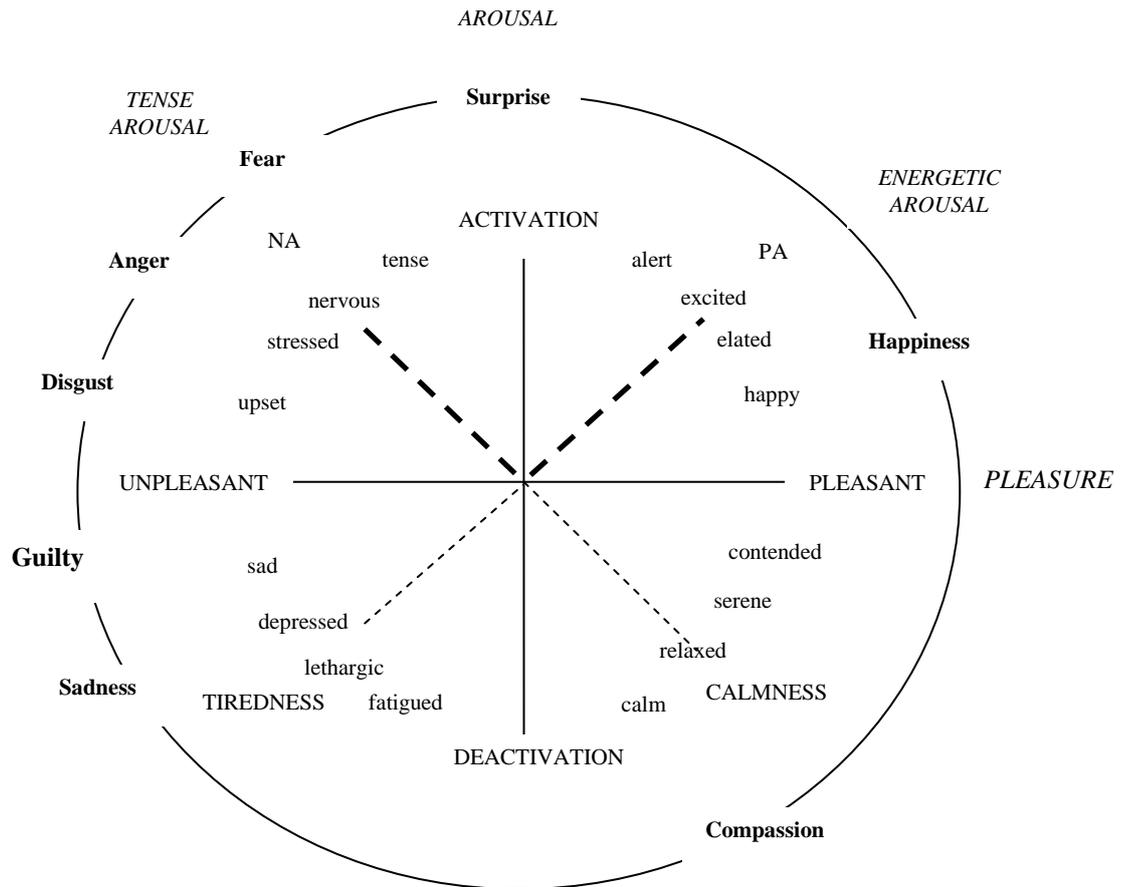


Figure 2. A comprehensive circumplex model of affect

**SOURCE:** Adapted from J. A. Russell and L. F. Barrett, 1999, "Core affect, prototypical emotional episodes, and other things called emotion: dissecting the elephant," *Journal of Personality and Social Psychology*, 76 (5), 805-819. \*The inner circle represents affect, while the outer circle represents emotions

According to Watson and Tellegen's (1985) PA-NA model, PA refers to pleasurable engagement with the environment and is characterized by the tendency to experience affects such as euphoric, peppy, and elated; a combination of high valence and high activation. NA reflects unpleasant affective states such as anxiety and anger, implying a combination of high unpleasantness and high activation (Vastfjall et al., 2002). The PA-NA model suggests affect space to consist of two uni-polar dimensions corresponding to positive activation and negative activation. However, the labels of this model has been criticized to be misleading, since low values of PA typifies an unpleasant state, and with a similar logic, low values of NA are experienced as pleasant (Larsen & Diener, 1992). Based on the critiques of the PA-NA model, alternative affect structures, consisting of multiple bi-polar

dimensions, have been proposed by other researchers (Larsen & Diener, 1992; Russell, 1980)

Russell's (1980) Pleasure-Arousal circumplex is a 45 degrees rotated version of the PA-NA model, consisting of the dimensions of Pleasure (pleasantness-unpleasantness) and Arousal. Larsen and Diener's (1992) model is similar to that of Russell, and it represents affect space with the two bipolar dimensions of Pleasure (Hedonic Tone; Pleasant-Unpleasant) and Activation (High Activation-Low Activation).

According to Thayer (1989), two dimensions are needed to account for the Activation/Arousal dimension. One is energetic-arousal, represented by the marker adjectives of energetic, carefree, and elated at the high end of the continuum, and the markers of tired or sluggish at the low end. The other dimension is tense-arousal, and its high markers are tense, intense and anxious, while low markers include still and calm.

On the other hand, Schimmack and Grob (2000) proposed a three-dimensional model based on the criticism of the reductionism of the two-dimensional model, which is believed not to be sufficient to account for the affect space. Their three-dimensional model is similar to Wundt's (1924) model and consists of the bipolar dimensions of pleasure-displeasure, awake-tiredness, and tension-relaxation.

Burke, George, Brief, Roberson, and Webster (1989) reported that a four-dimensional model best represented the structure of the Job Affect Scale (JAS). This scale was developed by Brief, Burke, George, Roberson, and Webster (1988) for measuring positive and negative mood at work over a 1-week time period and consisted of 20-items of affect descriptors adapted from Watson and Tellegen's (1985) consensual mood structure. Items of PA included active, sleepy, strong, dull, excited, enthusiastic, sluggish, drowsy, peppy, and elated, while items of NA consisted of distressed, scornful, hostile, fearful, nervous, placid, jittery, calm, relaxed, and at rest. Burke et al. (1989) analyzed the factor structure of JAS in order to test whether it matches with the PA-NA circumplex of Watson and Tellegen (1985). They found that a four-factor model provided the strongest fit to the data collected from three different samples. The four dimensions were Positive Arousal (Enthusiasm; active, strong, excited, enthusiastic, elated, and peppy), Low

Arousal (Fatigue; sleepy, dull, drowsy, and sluggish), Negative Activation (Nervousness; distressed, scornful, hostile, fearful, nervous, and jittery), and Low Activation (Relaxation; calm, at rest, relaxed, and placid). According to Burke et al. (1989), these dimensions are quite similar to Thayer's (1989) two-dimensional Energetic Arousal – Tense Arousal model, however they oppose the bipolarity of the dimensions and suggest that the model is best captured by four uni-polar factors.

Brief and Weiss (2002) criticize the heavy reliance on the simple structure of affective states in the effort to understand individual functioning in work settings. According to these researchers, organizational behavior research with respect to dispositional affect has been dominated by PA and NA, and the use of the PANAS structure might not be appropriate for describing momentary mood states. Russell (2003) also criticized the dimensional perspective on affect and argued that a simple dimensional account fails to differentiate between discrete emotions and that the currently proposed dimensions of affect are ambiguous and not identical. Lazarus (1991) argues that the decision for reducing emotions to dimensions or keeping the categorical approach of discrete emotions shall depend on the kinds of questions in which one is interested and is concerned with the practical and conceptual utility of the two alternatives.

Based on these disagreements among researchers on the structure of affect, it can be concluded that further exploration of the issue is needed. One area of investigation is the dimensionality of affect, and the advantages and disadvantages of the two vs. three dimensional structure of affect. Another area of exploration could focus on the uni-polarity vs. bi-polarity of the dimensions of affect. Further research on these points will contribute to our understanding of the differences in structural models of affect and the utility of using different affect structures for different purposes.

Hence, in the present study a new affect measure has been developed as part of the preliminary stages of the main study. Factor analysis of the new measure revealed a three-dimensional affect structure in line with the propositions of Wundt (1924) and Schimmack and Grob (2000). As a result, this three-dimensional structure was used as the basis for assessing the affective states of the employees as part of the model testing in the present study. Such an approach is believed to

provide more in-depth information on the antecedent and consequences of affective states of employees, since the affect of the employees is believed to be captured within an enriched framework.

### **1.6. Purpose of the Study**

The aim of this study was to provide an empirical test of an enriched model of the antecedents and consequences of affective states in the workplace, using the AET as a general framework. In doing so, the proposed model aimed at extending the AET framework with the inclusion of (1) different categories of work events as antecedents of affective states, (2) use of the core-evaluations constructs as alternative predictors of affective states, and moderators of the relationship between work events and affective states, and (3) assessment of affective states at work using a tripartite affect structure.

Parts of the AET framework have been investigated in a variety of studies until now. However, there has not been an attempt to test the full model yet. Although, Fisher's (2002) study has been the most inclusive one for testing the AET framework, it has excluded the work events, which constitute the most critical component of the theoretical model. Therefore, the present study is an attempt to conduct a comprehensive and extended test of the propositions of the AET. The proposed model included all aspects of the model except work environment features. Instead, a broad set of work events were included in the proposed model. Weiss and Cropanzano (1996) suggest that stable features of the work environment predispose the occurrence of certain work events. Therefore, consideration of a comprehensive set of work events rather than the work environment features was thought to compensate for this exclusion.

In the original AET framework proposed by Weiss and Cropanzano (1996), the authors did not specify the measurement and operationalization issues with regard to the work events. Such practical points came out as researchers attempted to provide empirical evidence on the basic propositions of AET. As mentioned before, research on the relationship between work events and affective states from the perspective of AET is far from being saturated, and there is a great variety in the measurement and operationalization of work events, almost as much as the number of studies carried out with a focus on work events. To fill this research gap,

this study aimed to develop a comprehensive set of work events, categorized under major work context dimensions. With the use of open-ended questionnaires, a qualitative preliminary study was carried out for generating a pool of potential affective work events that are likely to be experienced by employees in the workplace. Based on the content analysis of the work event pool, five categories of work events were identified within this study. These five categories were *task-relevant work events*, *relations with the supervisor*, *relations with the coworkers*, *relations with the subordinates*, and *organizational policies*. In the main study, the AET framework was extended by the inclusion of these comprehensive work event categories in examining the influences of work events on the affective states of employees at work.

As another distinctive feature of the present study, the proposed model included Core-Evaluations constructs, instead of trait PA and NA, for testing the influence of affective dispositions on affective states experienced in the work setting. Core self- and external evaluations constructs introduced by Judge, Locke, and Durham (1997) refer to the fundamental conclusions individuals reach about themselves, other people, and the world in general, and they represent affective dispositions of individuals. Judge, Locke, Durham, and Kluger (1998) argue that core evaluations are in part among the causes of affective dispositions, since people who like themselves, believe in their capabilities, and have a positive outlook of the world and other people tend to be in a better mood than those who have doubts about themselves and others. These researchers have demonstrated significant associations between core evaluations and positive and negative affectivity, job satisfaction, and life satisfaction of individuals.

The propositions of Judge and his colleagues (1997) concerning core self and external evaluations are consistent with the literature on “self,” suggesting significant associations between individuals’ self-concepts and their general affectivity, affective disorders, subjective well-being, and happiness (e.g., Neiss, Stevenson, Sedikides, Kumashiro, Finkel, & Rusbult, 2005; Ryan & Deci, 2001; Watson, Suls, & Haig, 2002). In a similar vein, Bartholomew and Horowitz’s (1991) conceptualization of adult attachment as an interaction of *model of self* and *model of others* indicates that individuals having positive internal working models of both one’s self and of other people in general tend to have secure attachment,

contributing to the psychological well-being of the person. Previous research has demonstrated the close theoretical associations of self concepts and attachment style with affect regulation, coping, and experience of emotions (Baumeister, Campbell, Krueger, & Vohs, 2003; Mikulincer & Florian, 2001; Swann, Chang-Schneider, & Mc-Clarty, 2007). The core-evaluations are part of the cognitive schematas of individuals, and in line with the propositions of social cognition research, they are expected to affect how people interpret new stimuli and how they encode new information in memory (Fiske & Dyer, 1985; Markus, Smith, & Moreland, 1985). Since people tend to interpret stimuli in ways that are consistent with their current schemata and preconceived notions (Snyder & Swann, 1978), core-evaluations of employees are expected to influence how they interpret and react affectively to the work events they experience in the work setting.

In most of the studies testing the AET framework or exploring the dispositional sources of job satisfaction independent of the AET framework, Watson and Tellegen's (1985) Positive Affect (PA) -Negative Affect (NA) schedule has been used for assessing trait affect. Moreover, in majority of the studies investigating the relationship of trait and state affect in the work setting, (e.g., Judge & Ilies, 2004; Ilies & Judge, 2004; Niklas & Dormann, 2005; Thoresen et al., 2003) the same adjective-based surveys are used for measuring the two constructs and only the general instructions provided to the participants differ. For assessing trait affect, the respondents are asked to indicate the extent to which they generally experience each of the affect descriptors (Watson, Clark, & Tellegen, 1988), whereas for assessing state affect (e.g., Job Affect Scale of Brief, Burke, George, Roberson, & Webster, 1988) the subjects are asked to consider their momentary affective states or the past one or two-week period. Use of the same affect measures (i.e., with the same items, anchors, and formats) in investigating the dispositional influences on affective states at work and job satisfaction is believed to contribute to common method bias and result in inflated and artifactual covariance between trait and state affect. In their review of the potential sources of common method biases, Podsakoff, MacKenzie, Lee, and Podsakoff (2003) argued that the use of similar scale anchors and scale formats contributed to common method bias. Use of the same items for measuring different constructs (trait vs. state affect, in this case) might further exacerbate common method bias and hence

result in inflated associations between the constructs. One way to deal with the problem of common method bias can be the use of alternative measures of affective dispositions in exploring how state and trait affect relate to each other and to some other relevant variables such as work attitudes. Core-evaluations, introduced by Judge, Locke, and Durham (1997), are alternative constructs, suggested to be used for studying dispositional effects on job satisfaction. To the knowledge of the researcher, this study is the first one investigating the core-evaluations constructs, in terms of their influences on affective states experienced by employees at work within the framework of AET.

Furthermore, this study included exploration and measurement of the structure of state affect as a three-dimensional construct. This approach enabled the exploration of a possible alternative affect structure other than the two-dimensional (PA and NA) structure for grouping individuals in terms of their affective typologies. As part of a preliminary study conducted before the main study, a new affect inventory was developed and data were raised on this new measure. An examination of the factor analytic structure of the inventory revealed a tripartite structure of affect, consisting of three bi-polar dimensions; Pleasure (happy - sad), Calmness (relaxed - tense), and Energy (energetic - tired). As pointed out above, the resulting structure of affect is parallel to that proposed by Wundt (1924) and Schimmack and Grob (2000). This three-dimensional structure was employed for the measurement of the affective states of employees in the main study. Such an approach is believed to contribute to a deeper understanding of the relationship between affect and consequential work attitudes and behaviors, since it is believed to be more inclusive and informative as it consists of an enriched set of affect descriptors. Moreover, this approach is expected to provide a response to the criticisms about the traditional practices in affect research. Brief and Weiss (2002) criticize the heavy reliance on the simple structure of affective states in an effort to understand individual functioning in work settings. These authors argued that organizational behavior research with respect to dispositional affect has been dominated by PA and NA, and use of the PA-NA structure might not be appropriate for describing momentary mood states. Hence, in line with the arguments of Brief and Weiss (2002), this study assessed state affect through an expanded measurement tool developed within the study.

This study also identified the individual work events and work event categories that were more influential on the affective experiences of employees at work. Moreover, the study investigated the extent to which each affective state dimension relates to the outcome variables of work attitudes and behaviors. At the same time, the influence of core self- and core external-evaluations on affective states of employees, and the potential buffering vs. moderating effects of these affective dispositions on the relationship between work events and affective states were explored. In this way, the proposed study constituted a comprehensive test of the Affective Events Theory (Weiss & Cropanzano, 1996) for explaining the antecedents and consequences of affective states in the workplace.

Organizational outcome variables that were included in the tested model were job satisfaction and organizational commitment (as work attitudes), turnover intentions (as a judgment-driven behavior), and organizational citizenship behaviors (as affect-driven behaviors). To summarize, this study is expected to contribute to our understanding of the process through which affective states are stimulated and, in turn, influence major organizational outcomes in the workplace. The proposed model is presented in Figure 3.

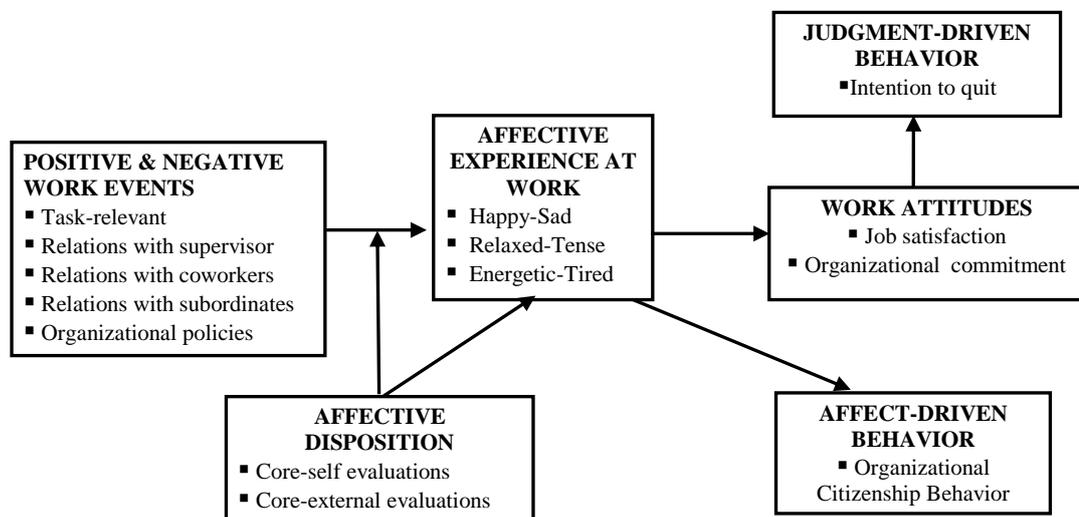


Figure 3. The proposed model

Another distinctive feature of this study is related to the context of the study. Research on AET or sub-sections of the framework has been mainly carried

out in Western cultures, characterized with high individualism and low power distance and uncertainty avoidance (Hofstede, 1983). Turkey seems to present a unique cultural context characterized by medium to high levels of collectivism, high uncertainty avoidance, medium power distance, and low masculinity in terms of cultural values (Hofstede, 2001; Johnson, Kulesa, Cho, & Shavitt, 2005; Yetim & Yetim, 2006). In Hofstede's (1983) initial work on cultural values, Turkey was reported to be characterized with high collectivism, high power distance, high uncertainty avoidance, and low masculinity. As a result of social and economical transformations realized in the country, cultural value system has also witnessed changes in Turkey. Findings of recent cultural studies indicate a culture of relatively less collectivistic, less hierarchical, and less uncertainty avoiding than once reported by Hofstede in the 1980s, but still a culture characterized by high paternalism (Aycan, 2001). For example, in a cross-cultural study conducted by Aycan, Kanungo, Mendonca, Yu, Deller, Stahl, and Khursid (2000), Turkey was found to be highly paternalistic, moderately collectivistic and hierarchical, and non-fatalistic. Another consistent finding was reported by Imamoglu (1998) as a trend toward individuation among the more progressive and upper socioeconomic status segments of the Turkish society. Furthermore, Imamoglu found a preference for what she calls "interrelated-individuation" among the Turkish youth characterized by a trend towards both inter-relatedness and individuation. Similarly, Kagitcibasi (2005) identified high endorsement of the autonomous-related self, especially in the urban higher socioeconomic status groups in Turkey. These empirical findings provide support for the uniqueness of the cultural characteristics of Turkey, a country where certain cultural values of both the Western and the Eastern world are synthesized. In this regard, the present study provided a chance to test the generalizability and validity of the AET framework in a context different from where majority of the studies testing the model have been conducted.

### **1.7. Research Hypotheses**

This study aimed to investigate the antecedents and consequences of affective states experienced in the workplace. In this regard, this dissertation examined the relationship of positive and negative work events experienced in the

workplace with the affective states and the work attitudes and behaviors of employees. Affective dispositions were tested as predictors of affective states and at the same time moderators of the relationship between work events and affective states. In turn, affective states were proposed to influence work attitudes and behaviors of the employees. With the consideration of the antecedents and consequences of affective states simultaneously in a recognized conceptual framework, this study was expected to contribute to the understanding of the dynamic process through which work events elicit affective states, and are translated into important organizational outcomes of work attitudes and behaviors.

As stated before, the present study relied on the AET (Weiss & Cropanzano, 1996) model as the most comprehensive theoretical framework aiming to explain the role played by affect in the work setting. According to AET, events experienced in the workplace are the proximal causes of affective reactions of employees and the at the same time distal causes of behaviors and attitudes through this affective mediation. Existing theories on emotion assert that emotional reactions are elicited as a result of the appraisal of an event (Plutchik, 1994). As the first step, the event is evaluated for its relevance to well-being in simple positive or negative terms. At the second step, the initial appraisal is followed by an evaluation of the importance of the situation, which then influences the intensity of the emotional reaction (Weiss & Cropanzano, 1996).

In an attempt to investigate the relationship of positive and negative work events to the affective reactions of employees, Mignonac and Herrbach (2004) have developed a hassles and uplifts scale of affective work events. Results of their study showed that positive work events led to pleasure, while negative work events were linked to displeasurable emotions such as anxiety, anger, or tiredness. Basch and Fisher (2004) also reported that positively valenced events lead to positive mood, while negatively valenced work events are associated with negative moods at work. In line with these findings, positive work events from all work event categories were expected to be related with positive affective states, irrespective of the specific affect dimension used. In a similar vein, negative work events were expected to be related with negative affective states for all affect dimensions. Since the particular dimensions of affective states were identified in the preliminary phases of the study (i.e., before hypothesis construction), the proposed hypotheses

referred to affective state as a general construct. The hypotheses of the study concerning the influences of work events are as follows:

*H1a: Positive work events are associated with the experience of positive affective states in the workplace.*

*H1b: Negative work events are associated with the experience of negative affective states in the workplace.*

According to AET, dispositional characteristics of the individual also have an influence on affective states and on the relationship between work events and affective states. In terms of the direct influence, NA and PA are among the most popular affective disposition variables that have been investigated as predictors of affective states and work attitudes. Judge et al. (2005) investigated the relationship of core self-evaluations with PA and NA, and demonstrated that these constructs are highly correlated, but are still distinct from each other. The influence of the construal of the self on emotional processes is also well-established in the literature (Markus & Kitayama, 1991). Concerning the indirect influence of affective dispositions, Weiss and Cropanzano (1996) assert that some individuals are predisposed to react more or less strongly to the events occurring in the workplace, due to their trait affectivity. An employee's evaluations of the favorability of the same events and conditions might differ from her/his coworkers, depending on the dispositions of the individuals (Motowidlo, 1996).

The core external-evaluations construct has been somewhat less frequently used even by its proposers, Judge, Locke, Durham, and Kluger (1998), in the prediction of job satisfaction. This is due to the fact that Judge et al. (1998) have found core self-evaluations to explain further variance in job and life satisfaction when core external-evaluations are controlled. They argue that the way in which people view themselves is more fundamental and is the source of the way in which people view others and their world. However, this argument may be biased by an individualistic point of view, since in collectivist cultures connectedness of human beings to each other and the cognitive elaboration of the "other" rather than the "self" is of great value for its individuals (Markus & Kitayama, 1998). In fact, the researchers admit that their proposition is not guided by any theory (Judge et al., 1998). Therefore, the core external-evaluations construct is kept in the proposed

model and it is expected to be associated with affective states at work, since the study context is rather a moderately collectivist one (Hofstede, 2001; Johnson, Kulesa, Cho, & Shavitt, 2005). Therefore, core self-evaluations and core external-evaluations are expected to have an influence on affective states. In response to affective work events, individuals with a positive evaluation of the self and the external world around them are expected to have a tendency to experience pleasurable or good affective states, whereas, those with a negative view of the self and other people are expected to be more prone to negative or bad affective states at work. Based on these arguments, the following hypotheses are proposed:

*H2a: Core self-evaluations are associated with positive affective states in the workplace.*

*H2b: Core external-evaluations are associated with positive affective states in the workplace.*

*H2c: Core self-evaluations moderate the relationship between work events and affective states.*

*H2d: Core external-evaluations moderate the relationship between work events and affective states.*

According to Weiss and Cropanzano (1996), affective reactions and emotions shape work attitudes and behaviors of employees. Affective states are proposed to directly influence affect-driven behaviors such as organizational citizenship behavior. Moreover, AET posits that affective states do not have a direct influence on judgment-driven behaviors of employees, but their influence is mediated by work attitudes. The relationship between mood at work and job satisfaction is quite well-established in the literature (e.g., Huelsman et al., 2003; Isen & Baron, 1991; Shaw, 1999; Williams & Shiaw, 1999; Wright & Staw, 1999). Positive mood is associated with increased job satisfaction (e.g., Ilies & Judge, 2002; Weiss, Nicholas, & Daus, 1999). Although a small number of studies have been conducted on affective states' influence on organizational commitment and organizational citizenship (e.g., Fisher, 2002; George, 1996), there is empirical evidence that positive moods contribute to these organizational outcomes as well. Empirical findings on organizational commitment provide evidence especially in favor of the significance of the affective commitment dimension of the construct.

Job satisfaction and organizational commitment are among the predictors of intentions of turnover as a judgment-driven behavior (Carsten & Spector, 1987). However, research on their mediational role on the relationship between affective states and the withdrawal behavior of turnover has recently started (e.g., Fisher, 2002), thus needs to be explored further. Based on these arguments, the following hypotheses are proposed:

*H3a: Affective states at work are predictive job satisfaction.*

*H3b: Affective states at work are predictive of organizational commitment.*

*H3c: Affective states at work are predictive of organizational citizenship behavior.*

*H3d: Work attitudes mediate the relationship between affective states and intention to quit.*

Data for testing the study hypotheses were obtained from an employed sample of participants via paper-and-pencil questionnaire administrations. To assess affective work events experienced by the participants, a new measure was developed as part of the preliminary stages of the study. Similarly, affective states were assessed by measures developed for the purposes of the study. Affective states were operationalized in two different ways. First, affective states of the participants at work over the last work week were assessed. Second, affective reactions of the participants to the self-reported work events were measured. Each of these measures relied on a three-dimensional or tripartite affect structure, which was identified during the development of the affect inventory. Affective dispositions, work attitudes, and behaviors were assessed using measures already available in the literature. Original measures of affective dispositions were adapted to Turkish before the main study.

Study hypotheses were tested separately for both measures of affective states (affective state of the employees at work for the last one-week period and affective reactions to the reported work events). In addition to hypothesis testing, a number of exploratory analyses were also carried out.

## CHAPTER 2

### METHOD

In this chapter, procedures and methods used for testing an extended model of AET framework are described. Before the main study, a series of preliminary studies were conducted in order to (1) gain insights about potential work events and emotions experienced in response to these work events; (2) to explore the structure of affect and develop a scale for measuring affective states at work, and finally to (3) test the reliability of the adapted versions of the core self- and external-evaluations scales. In the following sections, information on the samples, measures, and procedures used in the preliminary and main studies are provided.

#### 2.1. Preliminary Studies (PS)

##### 2.1.1. PS-I: Development of an Affective Work Events Scale

The aim of PS-I was to collect qualitative data on the affective work events that are likely to be experienced by employees in work settings. This phase of the study was expected to contribute to the development of an affective work events inventory to be used in testing the propositions of AET, especially in terms of the influence of affective work events on affective states of employees in the work setting. As the starting point, the relevant literature was reviewed for identifying affect descriptors that have been used for studying moods and emotions at work. As a result 72 affect descriptors, 36 positive (e.g., happy, energetic, joyful, proud, inspired, satisfied, peaceful, calm, etc.) and 36 negative descriptors (e.g., sad, angry, hostile, tired, nervous, ashamed, fearful, anxious, etc.), were identified that referred to either emotions or mood states. Following the identification of the affect descriptors, two alternative open-ended forms (Form I - *Event and Affective State Description*; Form II - *Event Description for a Given Affective State*) were developed to be used in generating a pool of potential events that take place in the workplace and strongly influence the affective states of employees.

### ***2.1.1.1. Participants***

Questionnaire data were collected from 61 employees, from 39 different jobs, working in a variety of public and private organizations. The jobs of the participants included secretary, administrative staff, health specialist, civil servant, teacher, research assistant, professor, marketing, consultant, human resources specialist, sociologist, etc. Forty-seven point five percent of the participants were working in private organizations, 41 % of the participants were working in public organizations, and finally 8.2 % were employed in non-governmental organizations. Women participants accounted for the majority of the participants with a percentage of 62.3. The age of the participants ranged from 23 to 59 years, with a mean and standard deviation of 31.57 and 6.68 years, respectively. The education level ranged from primary school diploma to Ph.D. degree. The modal education level was a university degree (59 %). Fifty-seven point four percent of the participants were married, and the rest were single. Average tenure of the participants was 4.17 years (SD = 3.85).

### ***2.1.1.2. Procedures and analysis***

The participants were involved in the study on a voluntary basis, and they were informed that the data collected would be used for research purposes as part of a Ph.D. study. As mentioned before, two alternative open-ended questionnaire forms were used. The reason for the use of two alternative forms was to generate as many events as possible that are associated with a variety of emotions or moods. In Form I (i.e., Event and Affective State Description - Appendix A), the participants were asked to describe significant work events and the affective states invoked by the experience of a work event. However, use of only Form I could lead to the collection of critical events associated with only the commonly known and most salient and significant affective states such as anger or happiness. Therefore, in Form II (i.e., Event Description for a Given Affective State - Appendix B), the participants were provided with particular affect descriptors, and they were asked to describe a work event that led them to experience the particular affective state. In a way, the participants were forced to report events that are associated with a specific emotion or mood.

Specifically, in Form I, the participants were asked;

- to describe an event *they personally experienced*, which took place in the workplace during the last 6 months period and strongly influenced their own affective state,
- to indicate the consequential affective state (emotion or mood) that they experienced in response to the described event,
- to describe an event *experienced by a coworker* from the same workplace, that took place in the workplace during the last 6 months period, and strongly influenced their coworker's affective state,
- to indicate the consequential affective state of their coworker, experienced in response to the described event.

In Form II, the subjects were this time provided with 6 emotion or mood descriptors (i.e., upset, nervous, inspired, angry, happy, sad, proud, etc.), and for each affect descriptor, they were asked;

- to describe an event that took place in the workplace during the last 6 months period, and led them to experience the specified affective state.

There were in fact 72 affect descriptors to be investigated. However, asking for description of a work event for each of the 72 affect descriptors would be cumbersome for the participants, and would increase their cognitive workload. Therefore, 12 (72 divided by 6) versions of the Form-II questionnaire were created. Each of these questionnaires included 6 different affect descriptors; 3 for positive descriptors and 3 for negative descriptors.

Fifteen participants provided qualitative data with the use of Form I and 46 participants filled out Form II. Overall, 337 critical incidents of affective work events were collected with the use of the two questionnaire forms. On average, each subject provided descriptive information about 5.52 work events that they or a coworker experienced in the workplace. The overall pool of these critical incidents was subjected to a content analysis, in order to identify main categories of work events. Consequently, the affective work events were classified into six broad categories; *work itself*, *relationship with the supervisor*, *relationship with co-workers*, *relationship with subordinates*, *organizational justice and policies*, and *other*. The miscellaneous work events included in the “other” category were omitted from further consideration in the study, since they were infrequently mentioned by the participants. The items of each category were reviewed and

consolidated, so that similar items were rephrased to represent a commonly experienced affective work event. The consolidated version of the work events list consisted of five categories (task-relevant events, relations with the supervisor, relations with the coworkers, relations with the subordinates, and organizational policies) and consisted of 62 affective work events. This 62-item pool of affective work events was later used in the main study for assessing the frequency of experiencing each work event.

As data on the work events would be collected retrospectively in the main study, a small pilot study was conducted in order to decide on the time frame to be used in phrasing the question for the participants. In the literature, in some of the studies assessing work events retrospectively, the participants are asked to consider the work events they experienced in the last one week (e.g., Kiefer, 2005), while in the other studies different time frames are used (e.g., past one month; Mignonac & Herrbach, 2004). In order to increase the likelihood of the accuracy in the recalling of the events by the participants, past one-week and past two-week time frames were considered by the researcher. On the other hand, the time frame to be used in the main study would need to allow for the work events to occur. In order to compare the two alternative time frames in terms of the number of reported work events occurring within that time frame, a pilot study was conducted using two forms (Form A & Form B) of the work events inventory. In Form A, 11 individuals (administrative personnel of a large state university in Ankara) were asked to indicate the events that they had experienced in the workplace during the past one week. Another group of 11 individuals from the same organization were asked to fill in Form B, and to indicate the events that they had experienced in the workplace during the past two weeks. The probability distributions of the number of the reported events for the two alternative forms were compared by the use of Mann-Whitney U test. Tests were conducted for each broad event category and for positive and negative work events (5 [number of event categories] \* 2 [positive vs. negative work events]). Results provided support for the acceptance of the null hypotheses that there were not any significant differences in terms of the number events reported by the two forms. Therefore, past one-week period was decided to be used for collecting work events data in the main study. Keeping the

retrospective time period short was expected to increase the quality of the recalled and reported information by the subjects.

### **2.1.2. PS-II: Development of a Multi-Dimensional Affect Scale**

The aim of PS-II was to explore the structure of affect and to develop an original affect scale to be used in the main study. For that purpose, initially a literature review was conducted in order to attain knowledge on the existing measures of affect and to generate a comprehensive pool of affect descriptors. As mentioned before existing scales used for measuring affective states and traits all include a set of affect descriptors. For example, Watson, Clark, and Tellegen's (1988) PANAS scale includes 10 descriptors (i.e., attentive, interested, alert, excited, enthusiastic, inspired, proud, determined, strong, and active) for PA, and another set of 10 descriptors (distressed, upset, hostile, angry, scared, afraid, ashamed, guilty, nervous, and jittery) for NA. In the original scale, subjects are asked to rate on a 5-point scale (1 = Very slightly or Not at all, 5 = Very much) the extent to which they generally experience each of the 20 affect descriptor. The Job Affect Scale that was developed by Brief, Burke, George, Roberson, and Webster (1988) consists of 20-items of affect descriptors adapted from Watson and Tellegen's (1985) consensual mood structure, and is designed to measure positive and negative mood at work over a 1-week time period. Items of PA includes active, sleepy, strong, dull, excited, enthusiastic, sluggish, drowsy, peppy, and elated, while items of NA consists of distressed, scornful, hostile, fearful, nervous, placid, jittery, calm, relaxed, and at rest. In addition to these affect measures, Russell's (1980) Pleasure-Arousal model, Larsen and Diener's (1992) Hedonic Tone-Activation circumplex, Thayer's (1989) Tense and Energetic Activation model, and McNair, Lorr, and Droppleman's (1971) "Profile of Mood States" were also examined for the identification of affect descriptors to be covered by the pilot study.

Review of existing affect measures resulted in a list of 73 affect descriptors in Turkish. The Turkish items from the adapted version of the PANAS scale by Gencoz (2000) were also included among the 73 items. A questionnaire was designed to be used for collecting data for measuring general affect.

### ***2.1.2.1. Participants***

Data on the newly developed affect scale were collected on a voluntary basis from 322 students of the Middle East Technical University, Ankara. Thirty-one point five percent of the participants were first year students, 29.2 % were second year students, 24.6 % were junior students, 10.8 % were senior students, and finally 3.9 % were graduate students. Women accounted for the majority of the sample, with a percentage of 65. Age of the participants ranged from 17 to 44 years, and the average age of the sample was 21.13 years ( $SD = 2.73$  years).

### ***2.1.2.2. Procedures and analysis***

Informed consent was obtained from the students that participated in the study on a voluntary basis. The questionnaire (Appendix C) consisted of a list of 73 affect descriptors, and the participants were asked to indicate how frequently they felt each affect descriptor, in general. The subjects were asked to use a 5-point Likert-type scale, ranging from 1 (Not at all) to 5 (All the time), in filling in the questionnaire. Data collected were subjected to a series of principal axis factor analyses with the use of oblique rotation. The initial factor solution revealed 14 factors, six of which had eigen-values higher than two. At the second step, the factor structure was forced to a 6-factor solution, which explained 47.22 % of the variance among the items of the affect inventory. Review of the resulting factor solution provided a meaningful and interpretable affect structure. The factors were labeled as follows, pleasure/pleasant (27.2%), high energy/awake (7.2%), tension/tense (4.9%), displeasure/unpleasant (3.1%), calm/relaxed (2.4%), and finally low energy/tired (2.3%). The 6-factor solution and the items loading on each factor are presented in Appendix D.

Before concluding on the final factor structure of the newly developed general affect inventory, a sorting exercise by subject matter experts (SMEs) was carried out. Six SMEs (three psychology professors and three psychology Ph.D. students) were provided with 30 cards of affect descriptors (e.g., satisfied, hostile, anxious, energetic, happy, etc.), identified by the researcher based on the initial 14-factor solution derived from factor analysis. The selected items were the ones with the highest loading (two or three items) from each factor. The SMEs were asked to sort these affect descriptors into comprehensive broad affect categories and to

name each category if possible. Only four of the experts completed the sorting task, and as a result, one SME proposed the two categories of PA and NA, just in line with the traditional conceptualization of affect in the literature. Another SME proposed three bipolar categories (relaxed-tense, pleasant-unpleasant, energetic-weak) and an additional unipolar category (fearful). Finally, the remaining two SMEs proposed six affect categories (positive high arousal, positive low arousal, negative high arousal, negative low arousal, low performance expectation, and neutral).

Based on the results of factor analysis conducted, the card sorting exercise by SMEs, and the literature on the structure of affect, a factor structure consisting of three bipolar dimensions was concluded to best represent the dimensions of the affective space. In order to check whether the items from pairs of factors, identified in the 6-factor solution representing the poles of the three bipolar dimensions, would load on the same factor, the data was forced to a 3-factor solution, this time using principal axis factoring with varimax rotation. This additional analysis revealed that the 3-factor solution explained 39.08% of the variance among the 73 items of the affect inventory. Majority of the items (26 out of 34) from the pleasure and displeasure factors identified in the 6-factor solution loaded on the first factor (27.15% of variance). Twenty out of 26 items from the pre-identified high energy and low energy factors loaded on the second factor (7.12% of variance), and 12 out of 13 items from the pre-identified tension and calmness factors loaded on the third factor (4.81% of variance). Furthermore, the item loadings were in the expected directions. These findings were supportive of the 3-factor structure consisting of bipolar dimensions. The 3-factor solution and the items loading on each factor are presented in Appendix D.

The three bipolar dimensions were named by the researcher as Pleasure (Happy - Sad), Energy (Energetic - Tired), and finally Calmness (Relaxed - Tense). The resulting structure of affect was similar to the one proposed by Schimmack and Grob (2000), consisting of pleasure-displeasure, tension-relaxation, and awake-tiredness. This tripartite Pleasure-Calmness-Energy structure was employed for the measurement of the affective reactions to work events and the affective states of employees in the main study.

### **2.1.3. PS-III: Adaptation of the Core Self- and External-Evaluations Scales**

The purpose of PS-III was to test the reliability of the adapted versions of the core self-evaluations and core-external evaluations scales. The two scales would be used for measuring individual affective dispositions of the employees in the main study. The 12-item core self-evaluations scale was originally developed by Judge, Erez, Bono, and Thoresen (2003), and it was previously adapted to Turkish by Mahmut Beyazit in an unpublished manuscript. Adapted items of the core self-evaluations scale were used in the pilot study. The 15-item core external-evaluations scale was originally developed by Judge, Locke, Durham, and Kluger (1998). At first, the items of the core external-evaluations of the scale were translated to Turkish by two researchers independently. At the second step, the two alternative translations and the original scale items were presented to a bilingual researcher. She was asked to select one of the two Turkish translations, so that the conceptual equivalence of the items would be ensured. In cases, where both translations were not adequate, she was asked to indicate the more proper Turkish translation. Finally, a questionnaire, including the Turkish translations of the core self- and external-evaluations items, was developed and used in the pilot study for testing the reliability of the adapted versions of these scales. One item (“I am strong enough to overcome life’s struggles”) of the core external-evaluations scale was omitted after checking with Dr. Timothy A. Judge, the developer of the original scale, since the item’s face validity was susceptible and the item was found to be more likely to represent self-evaluations.

#### ***2.1.3.1. Participants***

Questionnaire data on the adapted versions of the scales were collected on a voluntary basis from the employees of the central administrative unit of a public organization in Ankara (The Scientific and Technological Research Council of Turkey) and from students of Middle East Technical University, Ankara. Overall sample consisted of 225 individuals, 110 employees, and 115 university students. For both scales, mean scores from different samples did not differ significantly. For the core self-evaluations scale, mean of the employee sample was 3.48 (SD = .42), and for the student sample it was 3.42 (SD = .54). For the core external-evaluations

scale, employee sample average was 3.03 (SD = .45), and for the student sample it was 2.91 (SD = .47). Hence, the two samples were combined for the reliability analyses of both scales. Fifty-six point nine percent of the overall participants were women. Age of the participants ranged from 18 to 58 years, and average age was found to be 28.52 years (SD = 9.04).

### ***2.1.3.2. Procedures and analysis***

Informed consents from the participants were obtained, and they all participated in the study on a voluntary basis. The questionnaire consisted of 26 items, 12 for measuring core self-evaluations and 14 for measuring core external-evaluations. The participants were asked to indicate their degree of agreement for each statement on a 5-point Likert-type scale, ranging from 1 (Strongly disagree) to 5 (Strongly agree). Reliability analyses revealed that, internal consistency of the core self-evaluations scale was .80, and it was .74 for the core external-evaluations scale. The means for the core self- and external-evaluations scales were 3.45 and 2.97 for the overall sample, respectively, while the standard deviations were .49 and .46.

## **2.2. Main Study**

The aim of the main study was to investigate the relationships among the antecedents and consequences of affective states experienced by employees in the workplace, within an extended AET framework. Specifically, the study examined affective work events and affective dispositions of employees as antecedents of affective states, and work attitudes and behaviors of the employees as consequences of affective states experienced by employees at work.

### **2.2.1. Participants**

The final sample of the study consisted of 220 administrative personnel working in a large state university in Ankara, Turkey. The sample consisted of employees from a number of different jobs such as secretary, computer operator, project officer, librarian, and office manager. Women constituted 61.4% of the whole sample. Education of the respondents ranged from primary or secondary school diploma (1.4%) to a Ph.D. degree (2.3%), and the largest portion of the

sample held a bachelor's degree (50.9%). Age ranged from 22 to 61 years, with an average age of 34.63 years (SD = 8.51 years). Job tenure ranged from newly employed to 40 years, and the average level of tenure for the sample was 11.99 years (SD = 9.02 years).

### **2.2.2. Procedures**

Data were collected on a voluntary basis, and informed consent was obtained from each participant. Participants of the study completed two questionnaire packages, two weeks apart. Measures on demographic information, work attitudes (i.e., job satisfaction, organizational commitment) and behaviors (i.e., organizational citizenship behaviors) and individual dispositions (i.e., core self- and external-evaluations) were collected at Time 1. To be able to avoid response sets, items from different scales were presented in a mixed format. Work events, affective reactions to work events, and affective states were measured at Time 2. In order to check the stability of job satisfaction and turnover intentions, they were assessed at both times. Due to the longitudinal nature of the study, the two questionnaires filled out by a participant needed to be matched through a mechanism that would still ensure anonymity. Therefore, participants were asked to identify a pseudonym and to indicate the same pseudonym at both Time 1 and Time 2 questionnaire administrations. The first questionnaire package (Appendix E) was delivered to 500 employees, and 362 (72%) employees returned the questionnaire package back and received the second questionnaire package (Appendix F). Of the original 362 participants returning the questionnaire package at Time 1, 246 (68%) also completed and returned the second questionnaire package at Time 2. After data screening and cleaning, 220 participants were left for statistical analysis.

### **2.2.3. Measures for time I**

**Core self-evaluations.** The adapted version of the 12-item scale developed by Judge, Erez, Bono, and Thoresen (2003) was used for measuring core self-evaluations (Appendix G). As mentioned above, a pilot study was carried out to test the reliability of the Turkish adaptation of the scale. The subjects were asked to indicate their degree of agreement to each statement on a 5-point Likert-type scale, ranging from 1 (Strongly disagree) to 5 (Strongly agree). Examples for the

items included are, “I determine what will happen in my life,” and “Overall, I am satisfied with myself.” Judge et al. (2003) have reported an original test-retest reliability of .81 for the scale. The internal consistency reliability of the adapted version of the scale was found to be .80, in the preliminary study. In the main study, the reliability analysis of the scale revealed that one item had a very low item total correlation value, and that item (“I am confident I get the success I deserve in life”) was excluded from further analyses. The internal consistency of the core self-evaluations scale was .74. After recoding the reverse items, the average of the remaining 11 items was calculated for deriving a core self-evaluations score for each participant.

***Core external-evaluations.*** The 15-item scale developed by Judge, Locke, Durham, and Kluger (1998) was translated to Turkish for measuring core external-evaluations. As mentioned above, the scale was tested in the preliminary study, and the internal consistency reliability of the 14-item scale (Appendix H) was found to be .74. The original scale consisted of items such as “Most people tell a lie if they can gain by it,” “Basically, the world is a just place,” and “It is possible to attain happiness in this world.” Internal consistency reliability of the scale has been reported to be .81, .78, and .66 for three different samples (Judge et al., 1998). The original scale was anchored on an 11-point scale (0 = Strongly disagree, 10 = Strongly agree). In the current study, a 5-point scale (1 = Strongly disagree, 5 = Strongly agree) was used to assess core external-evaluations. Reliability analysis of the scale in the main study revealed that one item had a very low item total correlation; therefore this item (“People who meet with misfortunes have often brought it on themselves”) was excluded from further analysis. The internal consistency of the remaining 13 items was found to be .76. After recoding the reverse items, the average of the 13 items was calculated for deriving a core self-evaluations score for each participant.

***Job satisfaction.*** Three items from the adapted version of the 5-item global job satisfaction subscale of the Job Diagnostic Survey (Hackman & Oldham, 1975) by Bilgic (1999) was used to assess job satisfaction (Appendix I). The original measure included a 7-point scale (1 = Disagree strongly, 7 = Agree strongly), and Cronbach alphas of .76, .77, and .74 were reported in successive studies as evidence for internal consistency reliability (Hackman and Lawler, 1971;

Hackman and Oldham, 1976; Wall, Clegg, & Jackson, 1978). An example item from the scale is “In general, I am satisfied with my job.” In this study, participants were asked to indicate their degree of agreement with the presented statements on a 5-point scale (1 = Strongly disagree, 5 = Strongly agree). Internal consistency of the scale for the Time-1 measure of the main study was rather low (.50), while it was satisfactory for the Time-2 measure (.78). The average of the three items was calculated for deriving a job satisfaction score for each participant.

***Overall job satisfaction.*** Overall job satisfaction was measured with the one-item faces scale (Kunin, 1955). The faces scale (Appendix J) has been reported to be the most balanced among the job satisfaction scales, in terms of representing both affect and cognition (Brief and Roberson, 1989). The respondents were asked to indicate on a 6-point scale, which of the facial impressions best reflected their overall satisfaction with their job. The estimated reliability of this single item scale has been reported to be .72 in a meta-analytic study by Wanous, Reichers, and Hudy (1997).

***Organizational commitment.*** Organizational commitment was measured using the adapted version of Meyer and Allen’s (1997) organizational commitment scale, which consisted of three distinct dimensions of commitment: affective commitment (AC), continuance commitment (CC), and normative commitment (NC). The scale was adapted to Turkish by Wasti (1999), and internal consistency reliability scores of .83, .77, and .87 were reported for AC, CC, and NC, respectively. AC is measured with nine items (e.g., “I would be very happy to spend the rest of my career in this organization”), CC is measured with nine items (e.g., “It would be very hard for me to leave my organization right now, even if I wanted to”), and finally NC is measured with 14 items (e.g., “Even if it were to my advantage, I do not feel it would be right to leave my organization now”). In line with the original scale, a 5-point Likert-type scale (1 = Strongly disagree; 5 = Strongly agree) was used, and the participants were asked to indicate their degree of agreement with the statements. For CC, one item (“One of the few negative consequences of leaving this organization would be the lack of available alternatives”) was omitted from the scale, since that item had a very low total item correlation. Internal consistency reliability analyses for the main study revealed Cronbach alpha values of .83, .76, and .87, for AC, CC, and NC, respectively.

Overall reliability of the scale was found to be .91. Mean scores for each of the three dimensions of organizational commitment were calculated for the participants. Items of the adapted scale are presented in (Appendix K).

***Organizational citizenship behavior.*** Organizational citizenship behavior (OCB) was measured with the adapted version of Podsakoff et al.'s (1990) 24-item OCB scale. It was adapted to Turkish by Bayazit, Aycan, Aksoy, Goncu, and Oztekin (2006) and the translated scale had a reliability of .84. In line with the original scale, the adapted version consisted of five sub-dimensions: altruism (AT), civic virtue (CV), courtesy (CT), conscientiousness (CN), and sportsmanship (ST). AT is measured by five items (e.g., "I help others who have heavy workloads"), CV is measured by four items (e.g., "I keep abreast of changes in the organization"), CT is measured by five items (e.g., "I try to avoid creating problems for co-workers"), CN is measured by five items (e.g., "I believe in giving an honest day's work for an honest day's pay"), and finally ST is measured by five items (e.g., "I tend to make mountains out of molehills"). A five-point rating scale anchored by 1 = "Strongly disagree" and 5 = "Strongly agree" was used in this study, and participants were asked to indicate their degree of agreement with the statements. Reliability analysis on the ST items indicated that one item (i.e., "I am the classic "squeaky wheel" that always needs greasing") had a very low total item correlation, hence that item was omitted from the scale. Reliabilities of the sub-dimensions were .72, .61, .67, .60, and .48 for AT, CV, CT, CN, and ST respectively. Overall reliability of the scale was .81. Mean scores were calculated for each of the five dimensions of OCB as indicators, and a latent OCB factor was created with the use of confirmatory factor analysis procedures. Items of the adapted scale are presented in (Appendix L).

***Turnover intentions.*** The 5-item turnover intentions scale of Walsh, Ashford and Hill (1985) was used in the study. The internal consistency reliability of the original scale was reported to be .92 and the scale was adapted to Turkish by Ok (2007). Participants were asked to indicate the degree to which they agreed to the presented statements, with the use of a 5-point Likert-type scale (1 = "Strongly disagree" and 5 = "Strongly agree"). In the present study, turnover intention scale's internal consistency reliability for the Time-1 measure was found to be .74. A sample item from the scale (Appendix M) was as follows; "I frequently think of

quitting this job.” An average score on turnover intentions was calculated for each participant.

#### **2.2.4. Measures for time II**

**Work events.** Work events were measured with the use of a work events (hassles and uplifts) inventory (Appendix F). The inventory consisted of 62 items representing affective work events that are likely to take place in the workplace. The items of the inventory were identified based on the preliminary study I that was carried out for identifying critical incidents of affective events. As mentioned before, the items developed were grouped under 5 categories: *task-relevant events*, *relations with the supervisor*, *relations with coworkers*, *relations with subordinates*, and *organizational policies*. For each category, a balanced number of positive events/items (e.g., “I completed an assignment successfully” and “My supervisor appraised me for my performance”) and negative events (e.g., “I had an argument with my coworker” and “Somebody else was promoted to the position I aspired for”) were available in the inventory. The participants were asked to indicate whether they experienced each event over the past week or not, by putting a check (✓) mark if they experienced the particular event or a cross (X) otherwise. For each participant, scores for positive events and negative events under each category were calculated separately based on the total number of category relevant positive or negative events that the participants reported to have experienced over the past week. As a result, each participant had 10 (5 [number of event categories] \* 2 [positive vs. negative work events]) work events scores. Additionally, two overall work event scores were also computed, by taking the total number of the experienced (1) positive events and (2) negative events, irrespective of the categories. The occurrences of the work events were independent from each other and the scales were in a checklist format.

**Affective reactions.** Affective reactions to work events were measured simultaneously with the work events (Appendix F). Based on the findings from the preliminary study on the dimensional structure of affect, a semantic differential scale was designed for measuring affective reactions on the three bi-polar dimensions of Pleasure (Sad - Happy), Calmness (Tense - Relaxed), and Energy (Tired - Energetic). The participants were asked to make three additional ratings for

those work events that they reported to have experienced in the last one week. The participants were asked to indicate how they felt after experiencing each event on the three dimensions. These three ratings were made on a 7-point semantic differential scale ranging from -3 to +3; Sad - Happy, Tense - Relaxed, Tired - Energetic. Scores on each of the three affect continuum were derived, by averaging the affect ratings for events that were experienced by the subjects during the last work-week. As a result, three overall affective reaction scores were computed, by averaging the affect ratings made for experienced work events on the three affect dimensions (1) Pleasure and (2) Calmness, and (3) Energy, irrespective of the broad event categories.

*Affective state.* In addition to affective reactions, affective state of the employees was also measured, with the use of a short version of the affect scale developed and tested in the preliminary study phase. As mentioned above, preliminary study results demonstrated that a 6-factor solution consisting of three bi-polar dimensions (Pleasure, Calmness, and Energy) best represented the affect space. Items with highest loadings for the six affect factors were reviewed by two subject matter experts, and 29 marker items were selected to be included in the short version of the affect scale. Items for the pleasure dimension consisted of happy, tranquil, cheerful, optimistic, fearful, ashamed, surprised, worried, guilty, and sad. Calmness dimension was assessed using items such as serene, calm, angry, fierce, hostile, cranky, and nervous. Items for the energy dimension were enthusiastic, lively, energetic, strong, determined, worn out, hesitant, tired, drowsy, and sleepy. This short list of affect descriptors was presented to the participants, and they were asked to indicate how frequently they felt each affect descriptor in the workplace, during the last week. The subjects were asked to use a 5-point Likert-type scale, ranging from 1 (Not at all) to 5 (All the time), for filling in the questionnaire. Reliability analyses revealed that for the Calmness dimensions, two of the items (“placid” and “quiet”) had very low item total correlations. Hence, these items were excluded from further analyses. Internal consistency values for the dimensions of pleasure, calmness, and energy were .74, .77, and .83 respectively. Mean scores for each affect dimension was computed, after recoding reverse items, for each participant. The items of the short version of the affect scale are presented in Appendix F.

***Job satisfaction.*** Similar to the Time 1 questionnaire, job satisfaction was measured by the adapted version (Bilgic, 1999) of the global job satisfaction subscale of the Job Diagnostic Survey (Hackman & Oldham, 1975). The internal consistency of the scale was found to be .78.

***Overall job satisfaction.*** In line with the Time 1 questionnaire, overall job satisfaction was also measured in the Time 2 questionnaire, by the one-item faces scale (Kunin, 1955).

***Turnover intentions.*** Time 2 ratings on turnover intentions were collected with the 5-item scale of Walsh, Ashford and Hill (1985), as was done in the Time 1 questionnaire. The internal consistency of the scale was found to be .83.

### **2.2.5. Overview of analyses**

Data were gathered through two questionnaire packages filled out by the participants. For data entry using SPSS (Statistical Package for the Social Sciences), Time 1 and Time 2 questionnaires were matched with the use of the pseudonym provided by the participants in both questionnaires. Data from those participants that filled out both Time 1 and Time 2 questionnaire were used for the analyses. Prior to analyses, data cleaning and screening was conducted to meet the assumptions of multivariate analyses. Reverse items were recoded for calculating the descriptive statistics, assessing scale reliabilities, and computing scale scores.

Data for the main study were analyzed using Structural Equation Modeling (SEM) techniques. SEM is a collection of statistical techniques that allows answering research questions involving multiple regression analyses of factors simultaneously (Tabachnick & Fidell, 1996). For testing the relationships among the variables in a SEM model, a two-step procedure is followed (Anderson & Gerbing, 1988). Firstly, a measurement model is estimated, which excludes the paths/relationships between the variables. The measurement model is informative for assessing the measurement properties of the indicators and for examining how well the latent constructs are assessed by the observed indicators. In the second step, the relationships between the latent variables are also included in the model, and the strength of the relationships is tested.

Goodness-of-fit indices and chi-square tests are used for assessing the adequacy of the measurement and structural models. In this study, the following

goodness-of-fit indices were used: ratio of  $\chi^2$  to degrees of freedom ( $\chi^2 / df$ ), goodness-of-fit index (GFI), comparative fit index (CFI), Akaike's information criterion (AIC), and the root mean-square error of approximation (RMSEA). A  $\chi^2/df$  ratio of 3.0 or less has been suggested to indicate a reasonable fit (Carmines & McIver, 1981). The GFI and CFI indices range between 0.0 and 1.0, and values close to 1.0 are indicative of a good fit. The AIC measure indicates a better fit when it is smaller. The RMSEA index assesses the lack of fit between the observed and the fitted correlation matrices, and values lower than .05 indicate that the model fits the data well (Byrne, 1998).

SEM techniques also enable the comparison of alternative and/or nested structural models. For statistically comparing the goodness of fit between two nested models (including exactly the same set of variables, with different paths/relationships between the variables), a chi-square difference test is used. Non-statistical methods are used for comparing models that are not nested. In this case, the RMSEA indices or AIC (Akaike's information criterion) indices of two alternative models can be compared, and the model with superior fit indices can be concluded to have a better fit to the data (Browne & Cudeck, 1993).

In the present study, indicators for each latent construct were created first. For measures that were assessed via multiple-item scales, three indicators were created for each construct following the procedures described by Fitzgerald, Drasgow, Hulin, Gelfand, and Magley (1997). Models were tested separately for positive work events and negative work events. Six measurement models were created, each corresponding to the combination of work events (positive and negative) and dimensions of the affective state measure (Pleasure, Calmness, and Energy). The same analyses were repeated for the affective reactions measure. After that, structural models were estimated and best fitting models were identified based on the goodness-of-fit indices. In cases where needed, model comparisons were performed using the chi-square difference test. Maximum likelihood estimation procedures of LISREL VIII (Joreskog & Sorbom, 1993) were used for estimating the measurement and structural models. The correlation matrix of the indicators was used as input for the tested models.

The latent constructs and the respective indicators used in the study were as follows: Positive work events (five indicators, each corresponding to the five

positive event categories), Negative work events (five indicators, each corresponding to the five negative event categories), Core self-evaluations (three indicators of scale items), Core external-evaluations (three indicators of scale items), Pleasure (three indicators of scale items), Calmness (three indicators of scale items), Energy (three indicators of scale items), Job satisfaction (two indicators representing the cognitive and affective components of the construct), Organizational commitment (three indicators, each corresponding to the AC, CC, and NC dimensions of commitment), Organizational citizenship behaviors (5 indicators, each corresponding to the dimensions of OCB), and finally Turnover intentions (3 indicators of scale items).

For testing the moderating influences of core self- and external-evaluations on the relationship between work events and affective states, Multiple Hierarchical Regression techniques were employed using SPSS. In order to control for possible multi-collinearity among the predictor variables, all of the predictors were centered before testing (Aiken & West, 1991), and interaction terms were created using the centered variables. Work event measures and the core self- and external evaluations measures were entered to the regression analysis at Step 1, and the interaction terms were entered at Step 2.

## CHAPTER 3

### RESULTS

The results of the statistical analysis of the main study are presented in this chapter. First, information on the data screening and cleaning procedures are provided, followed by the presentation of the descriptive statistics. Next, the findings of the hypothesis testing via structural equation modeling and multiple regression techniques are provided. Finally, the results of the exploratory analyses are presented.

#### 3.1. Data Screening

Examination of the data entries for missing values revealed that some participants did not complete at least one scale. A large portion of the missing data was from the affective work events section of the Time-2 questionnaire package. As a result, 9 cases were omitted from the data set. Out of 8140 data points, there were 129 (1.6 %) missing values, and 96 of these missing values were for the two demographic questions of age and tenure. Tabachnick and Fidell (1996) argue that when the missing data points are less than 5% of the whole data set, almost any procedure for handling missing values would yield similar results. Therefore, for the computed scale scores, missing values were replaced with the item mean, in order to keep the remaining sample size as high as possible. Both univariate and multivariate outliers were screened by the researcher. Four cases were deleted, since their standardized  $z$  scores exceeded the critical value of 3.23 ( $p < .001$ ) for some of the study variables. Finally, 13 cases were deleted from the data set due to high Mahalanobis distance values ( $\chi^2 > 47.40$ ;  $p < .05$ ), leaving 220 cases for the data analysis. The normality and linearity of the measures were also screened in order to meet the assumptions of the multivariate analysis. The histograms for the study variables revealed that except the work event measures, all variables had acceptable distributions in terms of normality. Most of the time, the work event measures were positively skewed. These measures were kept in the subsequent

analysis without any transformations, since this nature of the work event measures was indicative of the likelihood of experiencing particular affective work events within a work week and was informative in itself. The scatter plots examined for determining the linearity of the associations between the study variables indicated that the linearity assumption was met.

### **3.2. Descriptive Statistics**

Descriptive statistics of mean and standard deviation for the study variables are presented in Table 1. The correlation matrix of the variables and the alpha coefficients of the scales are presented in Table 2. As can be seen from the descriptive statistics, on average the participants most frequently reported to have experienced task-relevant positive work events, followed by positive work events related with coworkers. In general, the frequency of reporting negative events tended to be lower than that of positive events.

The mean core self-evaluations score (3.60) was higher than the scale midpoint (3.0), however the mean core external-evaluations score (2.89) was lower than the scale midpoint. For organizational commitment and job satisfaction, the sample means were close to the scale midpoint. In general, the standard deviations of the scale measures ranged between 0.0 and 1.0. Job satisfaction values at Time-2 tended to be lower than Time-1, for both the scale measure and the single item faces scale measure. Test-retest reliabilities for the 3-item job satisfaction measure, single item faces scale measure, and the turnover intentions measure were .60, .79, and .75, respectively. The Cronbach's alpha reliabilities of the job satisfaction and turnover intentions measures were much lower at Time-1, compared to Time-2. This might be due to the fact that in Time-1 assessment, the items of the work attitudes and behaviors measures were presented in a mixed order. At Time-2 administration, the job satisfaction and turnover intentions items were presented together at a subsection of the questionnaire package. This might have led to the relatively higher reliabilities for these two scales at the Time-2 administration. Hence, due to the higher reliability values, the Time-2 measures of job satisfaction and turnover intentions were used for model testing in this study. Another reason for the preference of Time-2 measures was related with the direction of causality of relationships among the variables in the tested model. Since, work events are

proposed as antecedent variables and job satisfaction and turnover intentions are treated as outcome variables within the AET framework, using Time-2 measures would be more consistent with the propositions of the tested model, enabling the testing of causal associations. Work events were retrospectively assessed by referring to the past work week, and job satisfaction and turnover intentions were assessed at the end of that work week.

Job satisfaction was assessed using 2 alternative measures. The first one was a 3-item scale representing the cognitive evaluation of the construct, and the second one was the faces scale representing the affective component (Brief & Weiss, 2002). For model testing, these two measures were used as indicators of the latent construct of job satisfaction, in order to achieve a balance in reflecting both the cognitive and affective aspects of the construct.

Correlations among the study variables were in the expected direction. With only one exception, none of the correlations were higher than .90, eliminating multicollinearity as a potential threat to model testing and multivariate analysis. Correlation between overall organizational commitment and the sub-dimension of normative commitment was .94, which is quite expected considering that overall commitment is an aggregate measure consisting of normative commitment, affective commitment, and continuance commitment.

Overall negative work events tended to have higher correlations with affective states and reactions of employees (ranging between -.17 and -.53), as compared to overall positive work events (ranging between .04 and .26). Affective states and affective reactions were positively associated and their correlations ranged between .35 and .45. Core self-evaluations and external-evaluations positively correlated with positive affective states and reactions (ranging between .09 and .35). An interesting finding was the significant negative correlation ( $r = -.22$ ) between core external-evaluations and negative work events, indicating that individuals with positive beliefs about the world and other people in general were less likely to report experiencing negative work events. Affective experiences were positively and significantly correlated with job satisfaction, organizational commitment, and organizational citizenship behaviors, and they were negatively and significantly correlated with turnover intentions. Turnover intentions' correlations with affective experiences (i.e., -.35, -.27) tended to be weaker than

turnover intentions' correlations with job satisfaction measures (-.43 and -.64) and organizational commitment (-.57). Organizational citizenships' correlations with affective experiences (i.e., .28, .30) were similar in value to its correlation with organizational commitment (.28), whereas organizational citizenship was poorly correlated with job satisfaction measures (.13 and .16).

For majority of the scales, internal consistency reliability values were higher than .70. Reliabilities of only some sub-dimensions of OCB (organizational citizenship behavior) were lower than the .70 threshold. However, these dimensions were assessed with relatively few items (4 or 5 at most). The overall reliability of OCB (23 items) was .81. Following the arguments of Hoffman, Blair, Meriac, and Woehr (2007) in their meta-analytic study demonstrating the unidimensionality of the construct, OCB was included in the tested model as a latent variable, composed of 5 indicators corresponding to the 5 sub-dimensions.

Table 1. Means and standard deviations of the study variables

Variable	Mean	Std. dev.	Min.	Max.
Age	34.63	8.51	22.00	61.00
Tenure	11.99	9.02	.17	40.00
Overall positive events	3.75	2.13	.00	9.29
Overall negative events	1.43	1.47	.00	7.94
Task-relevant positive events	5.02	2.48	.00	10.00
Task-relevant negative events	2.47	2.28	.00	10.00
Positive events - Relations with the supervisor	2.96	2.82	.00	10.00
Negative events - Relations with the supervisor	.98	1.77	.00	9.00
Positive events - Relations with subordinates	3.01	4.05	.00	10.00
Negative events - Relations with subordinates	.34	1.12	.00	7.50
Positive events - Relations with coworkers	5.49	3.03	.00	10.00
Negative events - Relations with coworkers	1.34	2.20	.00	10.00
Positive events - Organizational policies	1.69	2.45	.00	10.00
Negative events - Organizational policies	1.81	2.04	.00	8.33
Core self-evaluations	3.60	.47	2.45	5.00
Core external evaluations	2.89	.49	1.31	4.62
Affective reaction - Pleasure	1.05	1.12	-3.00	3.00
Affective reaction - Calmness	.64	1.12	-3.00	3.00
Affective reaction - Energy	.69	1.19	-3.00	3.00
Affective state - Pleasure	4.02	.44	2.60	4.90
Affective state - Calmness	3.80	.57	1.86	4.86
Affective reaction - Energy	3.56	.60	1.44	5.00
Overall organizational commitment	2.96	.62	1.32	4.39
Affective commitment	3.17	.78	1.00	4.78
Normative commitment	2.80	.71	1.07	4.57
Continuance commitment	2.99	.70	1.00	4.56
Organizational citizenship behavior (OCB)	4.05	.38	2.91	4.96
OCB - Altruism	4.09	.53	2.80	5.00
OCB - Civic virtue	3.63	.67	1.75	5.00
OCB - Courtesy	4.29	.48	2.80	5.00
OCB - Conscientiousness	4.16	.52	2.60	5.00
OCB - Sportsmanship	4.01	.59	2.00	5.00
Job satisfaction at Time 1 (3-item scale)	2.94	.77	1.00	4.67
Job satisfaction at Time 2 (3-item scale)	2.87	.89	1.00	5.00
Job satisfaction at Time 1 (faces scale)	3.87	1.10	1.00	6.00
Job satisfaction at Time 2 (faces scale)	3.70	1.09	1.00	6.00
Turnover intentions at Time 1	2.57	.86	1.00	5.00
Turnover intentions at Time 2	2.60	.96	1.00	5.00

*Note.* Work event measures are reported on a 10-point scale and each point refers to the average frequency of experiencing the event in the past work week. The mean values for overall positive and negative events can be interpreted as the average of the means for corresponding categorical work events. Affective reactions are assessed by a 7-point scale ranging from -3 to +3. Affective state measures are based on a 5-point Likert-type scale (1=Not at all; 5=All the time). Job satisfaction (faces scale) values are based on a 6-point scale. All other variables are assessed on a 5-point scale ranging from “1=Strongly disagree” to “5=Strongly agree.”

Table 2. Correlation matrix for the study variables and reliabilities of the scales

	# of																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1. Age	-																			
2. Tenure	.77	-																		
3. Gender	-.08	.08	-																	
4. Education level	-.02	-.09	.06	-																
5. Overall positive events	-.18	-.08	-.07	-.17	-															
6. Overall negative events	-.14	-.11	.00	-.07	.44	-														
7. Task-relevant positive events (PE)	-.16	-.12	-.13	-.06	.77	.48	-													
8. Task-relevant negative events (NE)	-.22	-.12	-.03	.09	.44	.75	.54	-												
9. Relations with the supervisor - PE	-.23	-.10	-.02	-.21	.83	.30	.52	.34	-											
10. Relations with the supervisor - NE	-.06	-.07	-.06	-.07	.24	.83	.33	.50	.07	-										
11. Relations with subordinates - PE	.12	.08	-.05	-.13	.62	.22	.37	.18	.25	.19	-									
12. Relations with subordinates - NE	.00	-.05	-.01	-.03	.26	.55	.23	.29	.10	.45	.30	-								
13. Relations with coworkers - PE	-.21	-.08	.00	-.12	.75	.28	.45	.23	.57	.12	.33	.17	-							
14. Relations with coworkers - NE	-.13	-.11	.07	-.12	.35	.81	.32	.48	.35	.56	.02	.35	.28	-						
15. Organizational policies - PE	-.16	-.08	-.06	-.05	.64	.30	.38	.25	.50	.19	.34	.15	.34	.26	-					
16. Organizational policies - NE	-.05	-.05	.04	-.12	.35	.69	.29	.32	.22	.44	.26	.39	.27	.50	.25	-				
17. Core self-evaluations	.07	.02	-.11	.09	.12	-.07	.10	-.01	.08	-.07	.13	.00	.01	-.06	.10	-.11	.74			
18. Core external evaluations	.19	.13	-.14	.13	.07	-.22	.09	.01	.05	-.20	.07	-.13	-.02	-.22	.08	-.29	.37	.76		
19. Affective reaction - Pleasure	.10	.08	-.06	-.10	.15	-.53	.06	-.32	.16	-.49	.11	-.21	.18	-.41	.00	-.44	.09	.16	-	
20. Affective reaction - Calmness	.03	.02	-.16	-.15	.23	-.42	.08	-.30	.21	-.40	.17	-.15	.27	-.34	.05	-.28	.19	.21	.74	-

Table 2. Correlation matrix for the study variables and reliabilities of the scales *continued...*

	# of items	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
21. Affective reaction - Energy	7	.06	.10	-.09	-.10	.26	-.33	.15	-.18	.22	-.34	.19	-.06	.26	-.28	.09	-.26	.16	.14	.72	.74
22. Affective state - Pleasure	10	.04	.08	.04	-.13	.11	-.26	.13	-.10	.11	-.23	.05	-.20	.06	-.19	.02	-.28	.35	.22	.45	.41
23. Affective state - Calmness	7	-.03	.04	.01	.04	.04	-.35	.00	-.21	.05	-.25	.05	-.21	.02	-.26	-.01	-.37	.17	.24	.42	.43
24. Affective state - Energy	10	.22	.19	-.10	-.29	.22	-.17	.19	-.12	.23	-.14	.20	-.06	.07	-.13	.07	-.13	.36	.20	.43	.40
25. Overall organizational commitment	31	.03	.18	.03	-.21	.30	-.05	.18	.04	.28	-.06	.17	.00	.23	.01	.22	-.18	.05	.12	.35	.30
26. Affective commitment	9	.05	.14	-.03	-.08	.25	-.08	.17	.01	.20	-.08	.17	.05	.20	-.04	.19	-.18	.23	.22	.33	.34
27. Normative commitment	14	.01	.13	.00	-.19	.30	-.06	.17	.05	.28	-.08	.15	-.02	.23	-.01	.24	-.18	.07	.14	.33	.30
28. Continuance commitment	8	.04	.19	.13	-.27	.14	.04	.06	.03	.17	.06	.09	-.01	.08	.08	.08	-.05	-.25	-.16	.18	.04
29. Organizational citizenship behavior (OCB)	23	.01	.12	.10	.12	.15	-.05	.08	-.01	.11	-.08	.14	-.06	.13	.01	.08	-.04	.39	.13	.25	.26
30. OCB - Altruism	5	-.06	.03	.20	.17	.01	-.05	-.01	-.05	.01	-.06	-.04	-.08	.13	-.01	-.05	-.01	.21	-.03	.13	.10
31. OCB - Civic virtue	4	.02	.12	-.01	.18	.30	.11	.26	.15	.18	.07	.28	.13	.18	.04	.22	.05	.37	.20	.10	.20
32. OCB - Courtesy	5	-.06	.06	.07	.04	.07	-.09	.01	-.06	.08	-.12	.04	-.09	.11	-.03	-.01	-.07	.20	.05	.28	.28
33. OCB - Conscientiousness	5	.14	.20	.02	-.04	.11	.01	.06	.01	.07	.04	.15	-.10	.05	.02	.09	-.01	.26	.06	.14	.12
34. OCB - Sportsmanship	4	-.02	-.01	.07	.05	.00	-.14	-.08	-.10	.07	-.21	.01	-.06	-.02	.00	.01	-.12	.30	.17	.22	.20
35. Job satisfaction at Time 1 (3-item scale)	3	.05	.16	-.08	-.21	.26	-.05	.20	.03	.32	-.07	.03	-.02	.15	.03	.21	-.16	.15	.19	.26	.27
36. Job satisfaction at Time 2 (3-item scale)	3	.12	.12	-.10	-.21	.38	.05	.30	.12	.39	.00	.16	.07	.24	.11	.25	-.10	.13	.17	.31	.27
37. Job satisfaction at Time 1 (faces scale)	1	-.04	.00	.04	-.07	.19	-.18	.11	-.02	.21	-.17	.05	-.01	.14	-.11	.15	-.31	.13	.23	.41	.37
38. Job satisfaction at Time 2 (faces scale)	1	-.07	.08	.11	-.07	.25	-.19	.16	-.05	.26	-.16	.10	-.09	.22	-.10	.16	-.32	.14	.25	.46	.37
39. Turnover intentions at Time 1	5	-.10	-.13	-.07	.10	-.14	.25	-.03	.13	-.19	.20	-.09	.14	-.05	.16	-.10	.30	-.12	-.22	-.32	-.28
40. Turnover intentions at Time 2	5	-.07	-.14	-.09	.12	-.18	.23	-.09	.11	-.19	.22	-.13	.12	-.11	.13	-.12	.28	-.05	-.17	-.40	-.32

Table 2. Correlation matrix for the study variables and reliabilities of the scales *continued...*

	# of																																								
	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40																					
21. Affective reaction - Energy	-																																								
22. Affective state - Pleasure	10	.40	.74																																						
23. Affective state - Calmness	7	.35	.54	.77																																					
24. Affective state - Energy	10	.45	.64	.35	.83																																				
25. Overall organizational commitment	31	.27	.25	.20	.29	.91																																			
26. Affective commitment	9	.28	.32	.24	.32	.85	.83																																		
27. Normative commitment	14	.28	.22	.15	.31	.94	.74	.87																																	
28. Continuance commitment	8	.05	.04	.06	.05	.65	.30	.47	.76																																
29. Organizational citizenship behavior (OCB)	23	.28	.30	.23	.29	.28	.36	.25	.06	.81																															
30. OCB - Altruism	5	.15	.09	.07	.09	.13	.15	.10	.08	.75	.72																														
31. OCB - Civic virtue	4	.21	.16	.16	.21	.30	.44	.29	-.07	.70	.39	.61																													
32. OCB - Courtesy	5	.28	.26	.23	.19	.27	.29	.22	.16	.77	.55	.37	.67																												
33. OCB - Conscientiousness	5	.14	.22	.08	.29	.18	.19	.15	.10	.69	.37	.41	.42	.60																											
34. OCB - Sportsmanship	4	.20	.33	.27	.23	.10	.17	.09	-.05	.54	.25	.19	.32	.15	.48																										
35. Job satisfaction at Time 1 (3-item scale)	3	.18	.24	.13	.31	.53	.54	.51	.20	.16	.01	.21	.09	.14	.10	.50																									
36. Job satisfaction at Time 2 (3-item scale)	3	.27	.25	.09	.38	.50	.49	.47	.24	.13	.01	.18	.10	.14	.04	.60	.78																								
37. Job satisfaction at Time 1 (faces scale)	1	.33	.42	.39	.27	.61	.60	.57	.28	.14	.02	.17	.13	-.07	.27	.53	.47	.72*																							
38. Job satisfaction at Time 2 (faces scale)	1	.37	.44	.33	.33	.52	.53	.50	.21	.16	.03	.19	.12	.01	.22	.48	.51	.79	.72*																						
39. Turnover intentions at Time 1	5	-.22	-.35	-.33	-.29	-.57	-.52	-.53	-.33	-.19	.01	-.16	-.14	-.14	-.24	-.45	-.37	-.60	-.57	.74																					
40. Turnover intentions at Time 2	5	-.27	-.39	-.35	-.35	-.57	-.51	-.51	-.37	-.13	.00	-.10	-.11	-.09	-.15	-.38	-.43	-.59	-.64	.75	.83																				

Note. For the "gender" variable, males were coded as "1", and females were coded as "2". Correlations below  $|.14|$  are non-significant. Correlations between  $|.14|$  and  $|.17|$  are significant at the 0.05 level, and correlations higher than  $.17$  are significant at the 0.01 level. Reliabilities are presented at the diagonal. Estimated reliability of the single-item faces scale is taken from the meta-analytic study of Wanous, Reichers, and Hudy (1997).

### **3.3. Hypothesis Testing**

#### **3.3.1. Structural equation modeling**

For testing the extended AET model proposed by the study, a series of analyses were conducted using structural equation modeling technique. Initially, the models were tested where positive work events, negative work events, core self-evaluations, and core external evaluations were the exogenous latent variables predicting the individual dimensions of affective states and affective reactions. In turn, the endogenous latent variables of affective states and reactions were tested as predictors of work attitudes and behaviors (e.g., job satisfaction, OCB, organizational commitment). However, results of the preliminary analyses showed that the signs of the b-weights of certain exogenous variables (although non-significant) and their respective zero-order bivariate correlation with the dependent latent variable were in opposite directions. This finding was attributed to a potential suppression effect by the researcher, based on the pattern of correlations between positive work events, negative work events, and affective states or reactions. Positive work events were positively correlated with the affect dimensions of pleasure, calmness, and energy. As expected, negative work events had negative correlations with these variables. At the same time, positive and negative work events were positively and significantly correlated ( $r = .44$ ). In this case, the variable of negative events is acting in one direction (negative) in terms of its direct effect on affective states, and in the opposite direction (positive) by its effect via positive work events. Therefore, the negative work events variable was concluded to act as a suppressor, and in order to avoid misinterpretations and counterfactual findings, the influence of negative work events and positive work events were tested by separate models.

In the first group of analyses, affective states measures were used in the AET model. In the second group of analyses, affective reactions measure was used. Results of the measurement and structural models created for each group of analyses are presented below.

### 3.3.1.1. Measurement models using affective states

Six measurement models were assessed (2 x 3), each corresponding to the combination of work events (positive events and negative events) and affective state dimensions (pleasure, calmness, and energy). The initial screening of the measurement models consistently signaled for particular modification suggestions. Specifically, the modification indices pointed to the need to let the error terms of indicators of some latent variables to correlate. The error term of the sportsmanship dimension/indicator of the OCB latent variable was suggested to correlate with the indicators of other latent variables. Since the reliability of this sub-dimension had been found to have a very low reliability (.48), this indicator was removed from further analysis. A similar pattern was identified for the indicators of “relations with subordinates – positive events” and “relations with subordinates – negative events.” Therefore, these two indicators were also removed from the measurement models. Only for those indicators under the same latent construct, the error terms were let to correlate (i.e., OCB - courtesy & OCB - altruism, OCB - courtesy & OCB - civic virtue, external-evaluations 1 & external evaluations 2, continuance commitment & affective commitment, and finally, continuance commitment & normative commitment). After the modifications, the measurement models were reanalyzed. The goodness-of-fit indices for each measurement model are presented in Table 3.

Table 3. Goodness-of-fit indices for the measurement models using affective states

Measurement models	$\chi^2$	df	$\chi^2/df$	RMSEA	GFI	CFI	AIC
1. Positive work events-Pleasure	386.30	242	1.60	.05	.88	.93	545.15
2. Negative work events-Pleasure	379.47	242	1.57	.05	.88	.94	541.10
3. Positive work events-Calmness	374.47	242	1.55	.05	.88	.94	538.06
4. Negative work events- Calmness	389.52	242	1.61	.05	.87	.93	557.87
5. Positive work events-Energy	385.80	242	1.59	.05	.88	.94	541.96
6. Negative work events- Energy	387.18	242	1.60	.05	.88	.94	542.12

Table 4. Measurement model factor loadings (affective state)

Measurement models	Indicator			
	1	2	3	4
Job satisfaction	.62 (.07)	.81 (.06)		
Core self-evaluations	.79 (.07)	.75 (.07)	.57 (.07)	
Core external-evaluations	.61 (.08)	.59 (.08)	.76 (.09)	
Pleasure (affective state)	.82 (.06)	.75 (.06)	.61 (.07)	
Calmness (affective state)	.83 (.07)	.80 (.07)	.32 (.07)	
Energy (affective state)	.83 (.06)	.85 (.06)	.73 (.06)	
Organizational commitment	.90 (.06)	.82 (.06)	.39 (.08)	
Turnover intentions	.88 (.06)	.90 (.06)	.73 (.06)	
Organizational citizenship behavior	.50 (.07)	.80 (.07)	.64 (.08)	.56 (.07)
Positive work events	.84 (.06)	.58 (.07)	.64 (.07)	.67 (.07)
Negative work events	.77 (.07)	.64 (.07)	.60 (.07)	.74 (.07)

*Note.* Standard errors are provided in parenthesis

As can be seen from Table 3, the  $\chi^2 / df$  values for all of the measurement models were lower than 3.00, indicating satisfactory fit of the measurement models to the data (Carmines & McIver, 1981). The t-statistics for each indicator were statistically significant ( $p < .01$ ), and the factor loadings of the indicators on their corresponding latent variables were quite high (see Table 4).

### 3.3.1.2. Structural models using affective states

Six structural models corresponding to the above mentioned measurement models were assessed using LISREL VIII (Joreskog & Sorbom, 1993). Paths among the latent variables were added to the measurement models, in line with the research hypotheses based on the AET (Weiss & Cropanzano, 1996) framework. Goodness-of-fit indices for each structural model are presented in Table 5. As can be seen from this table, the structural models had satisfactory fit with the data, indicating the validity of the AET model. The regression-weights and explained variances for the endogenous dependent variables are presented in Figures 4-9. Overall, the findings showed that both work events (positive and negative) and affective dispositions (core self- and external-evaluations) were predictive of affective states at work, which in turn significantly influenced work attitudes and behaviors.

Table 5. Goodness-of-fit indices for the structural models using affective states

Structural models	$\chi^2$	df	$\chi^2/df$	RMSEA	GFI	CFI	AIC
1. Positive work events-Pleasure	527.22	259	2.04	.07	.83	.88	687.56
2. Negative work events-Pleasure	504.63	259	1.95	.07	.84	.89	650.78
3. Positive work events-Calmness	563.96	259	2.18	.08	.82	.86	724.15
4. Negative work events- Calmness	552.29	259	2.13	.07	.83	.86	698.21
5. Positive work events-Energy	541.82	259	2.09	.07	.83	.88	680.82
6. Negative work events- Energy	527.88	259	2.04	.07	.84	.88	666.14

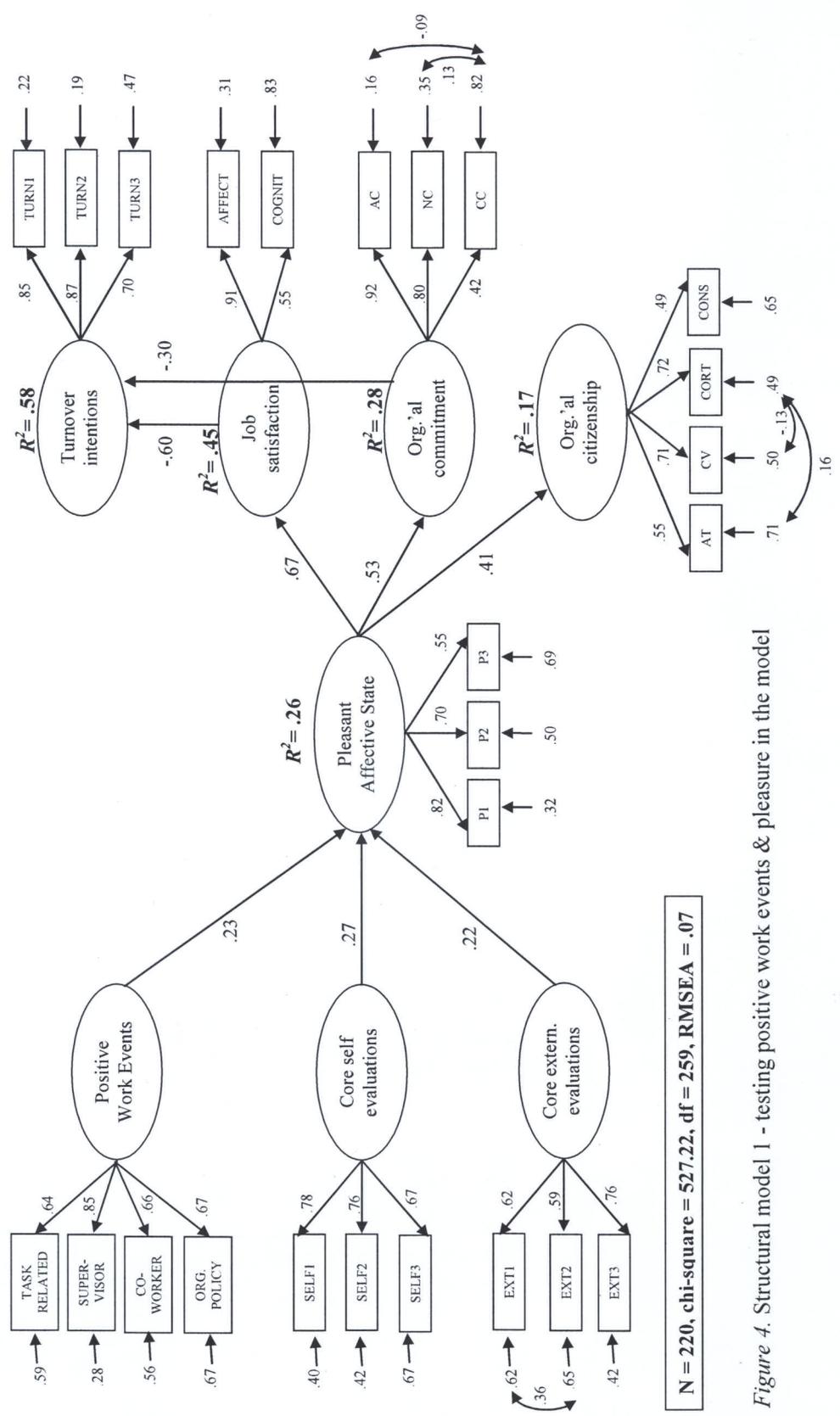
The relative influence of work events versus the affective dispositions on affective states varied, depending on the type of work event experienced (positive vs. negative), and the particular dimension of affective state under consideration. For example, when positive events took place, both the events and core evaluations were predictive of the experience of pleasant affective states. On the other hand, when negative events took place, the influence of core external evaluations became non-significant, and it was only the negative events and core self-evaluations predicting pleasure. For the affective state of calmness, when positive events took place, only core external-evaluations were predictive of the employees' feelings of tension or calmness. In that case, neither the positive events, nor core self-evaluations contributed to the prediction of calmness. However, when negative events took place, the influence of core-evaluations constructs disappeared, and the only significant predictor of calmness was the frequency of the negative events experienced in the workplace with a negative b-weight. For the dimension of energy, when positive events took place, these events and core self-evaluations contributed to the experience of high energy. On the other hand when negative events took place, positive evaluations of the self helped to maintain employees' energy levels high. Negative events themselves or core external evaluations were not significantly predicting energy level. Overall, when significant, the contribution of affective dispositions in the prediction of affective states was as much as those of work events.

All of the models tested consistently resulted in significant associations between affective states and work attitudes and behaviors. Affective states experienced by the employees at work explained a meaningful portion of variance, ranging from .19 to .45, in job satisfaction. Especially the affective state of pleasure had the strongest influence on job satisfaction, while calmness had a relatively

lower influence. The work attitude of organizational commitment was also significantly predicted by affective state, pleasure explaining the greatest portion of variance (.28), followed by energy (.22) and calmness having the lowest (.12) explanatory power. Organizational citizenship behaviors was conceptualized as an affect-driven behavior within the tested model, and the structural model tests confirmed that affective states at work can be used to predict citizenship behaviors of the employees. All of the three affective states had significant b-weights for predicting organizational citizenship behaviors, and consistent with the findings on work attitudes, the affective state of calmness explained a smaller portion of variance (.08). Results showed that experiencing positive affective states such as pleasure, calmness, and energy at work contributed to increased levels of job satisfaction, organizational commitment, and organizational citizenship behaviors.

In all models, turnover intentions were significantly predicted by the work attitudes of job satisfaction and organizational commitment and the two variables explained at least 55 percent of the variance in turnover intentions. Consistently in all models, job satisfaction was found to have higher b-weights in predicting turnover intentions, compared to organizational commitment. As the job satisfaction and organizational commitment of the employees increased, they were less likely to consider quitting their job.

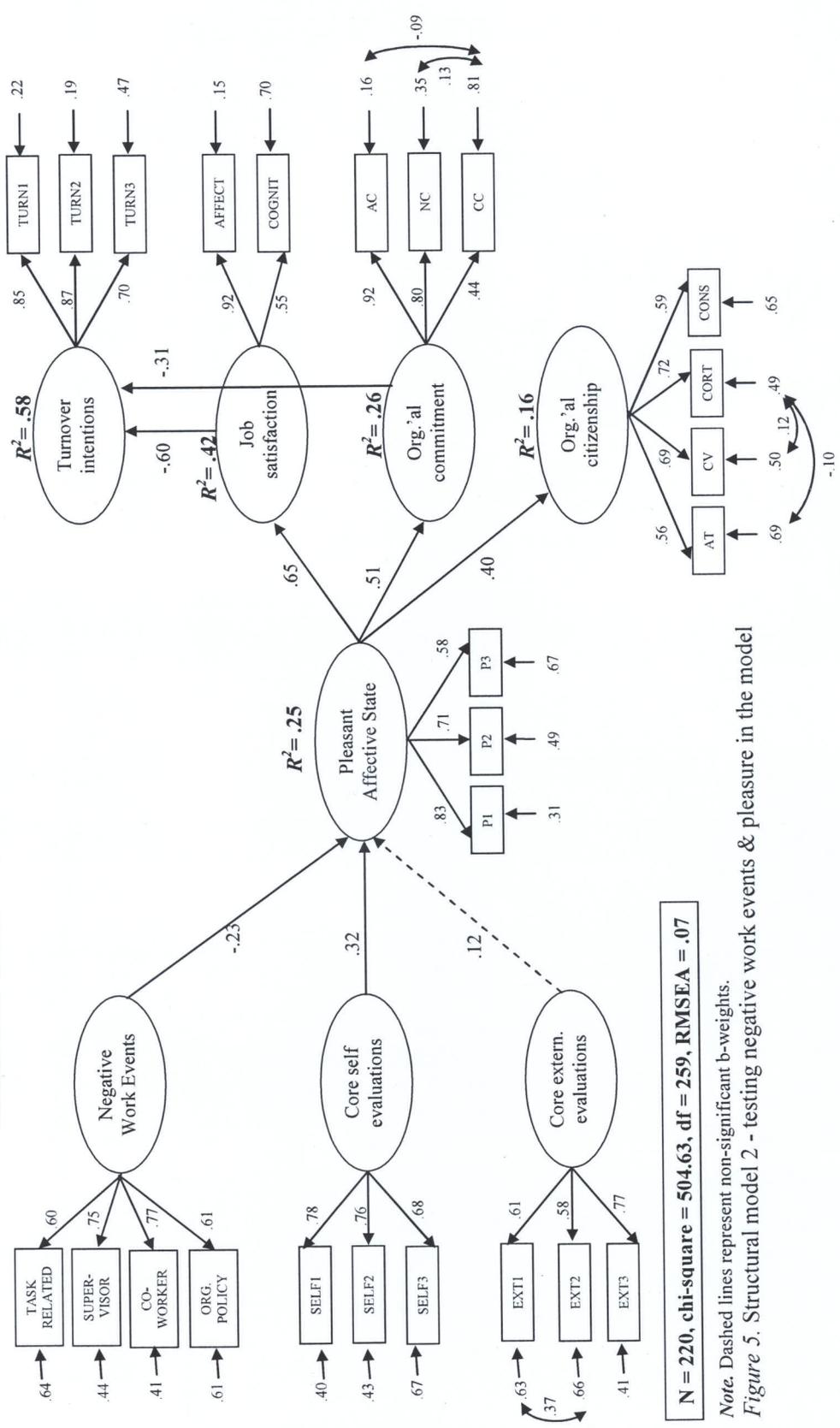
**AET Model 1 – Using positive work events and affective state of pleasure**



**N = 220, chi-square = 527.22, df = 259, RMSEA = .07**

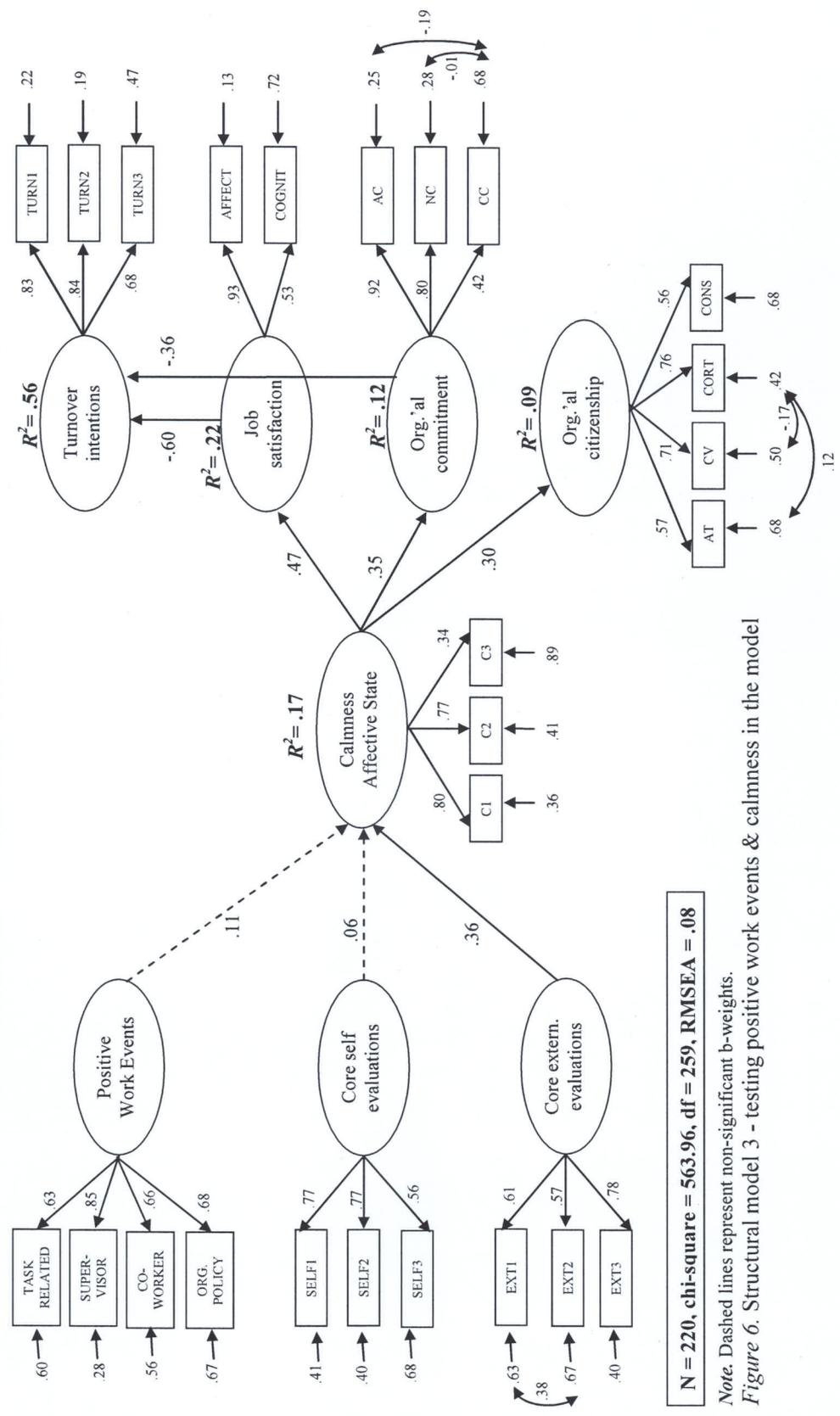
Figure 4. Structural model 1 - testing positive work events & pleasure in the model

**AET Model 2 – Using negative work events and affective state of pleasure**



*Note.* Dashed lines represent non-significant b-weights.  
 Figure 5. Structural model 2 - testing negative work events & pleasure in the model

**AET Model 3 – Using positive work events and affective state of calmness**



**N = 220, chi-square = 563.96, df = 259, RMSEA = .08**

Note. Dashed lines represent non-significant b-weights.

Figure 6. Structural model 3 - testing positive work events & calmness in the model

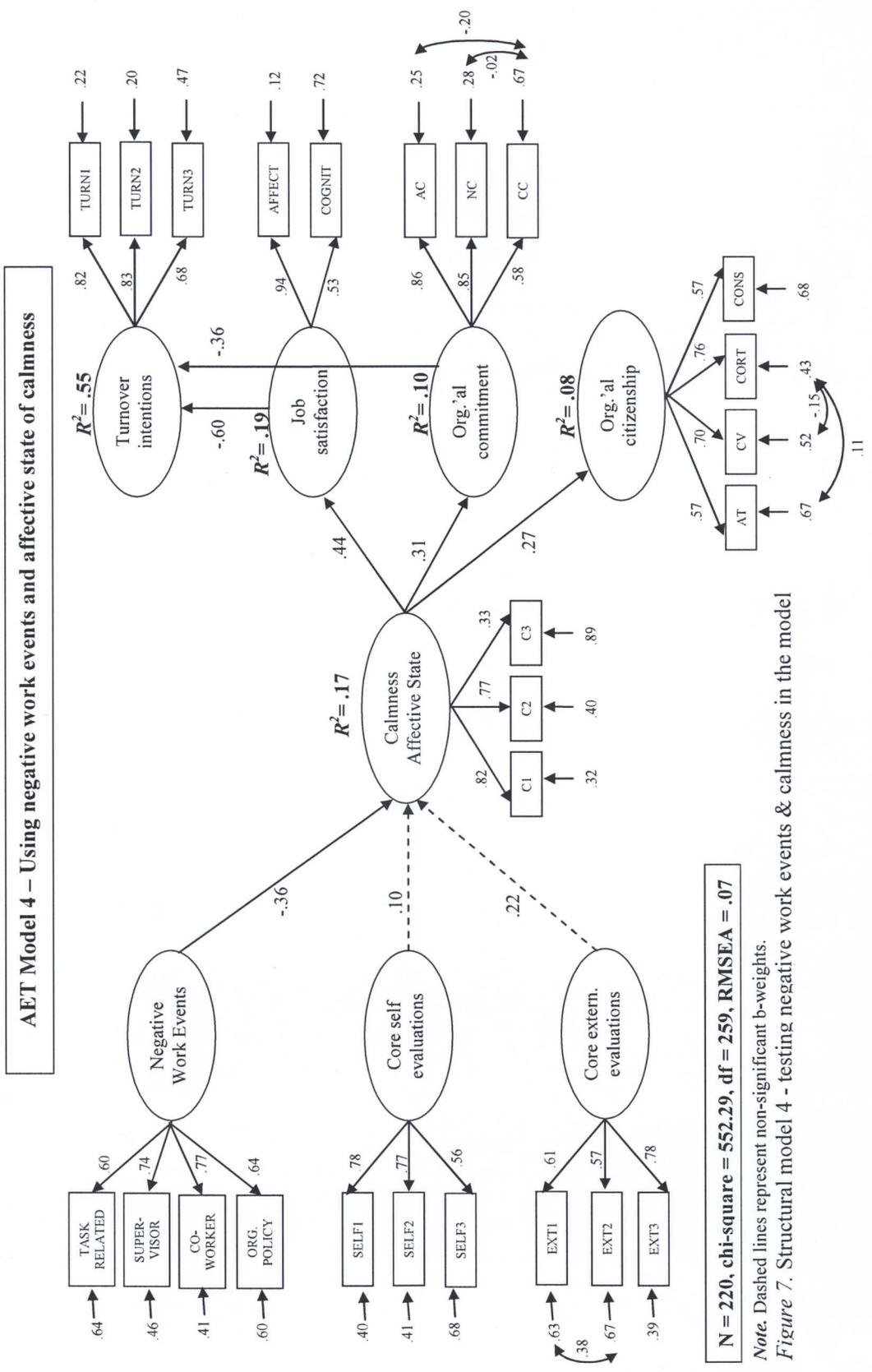
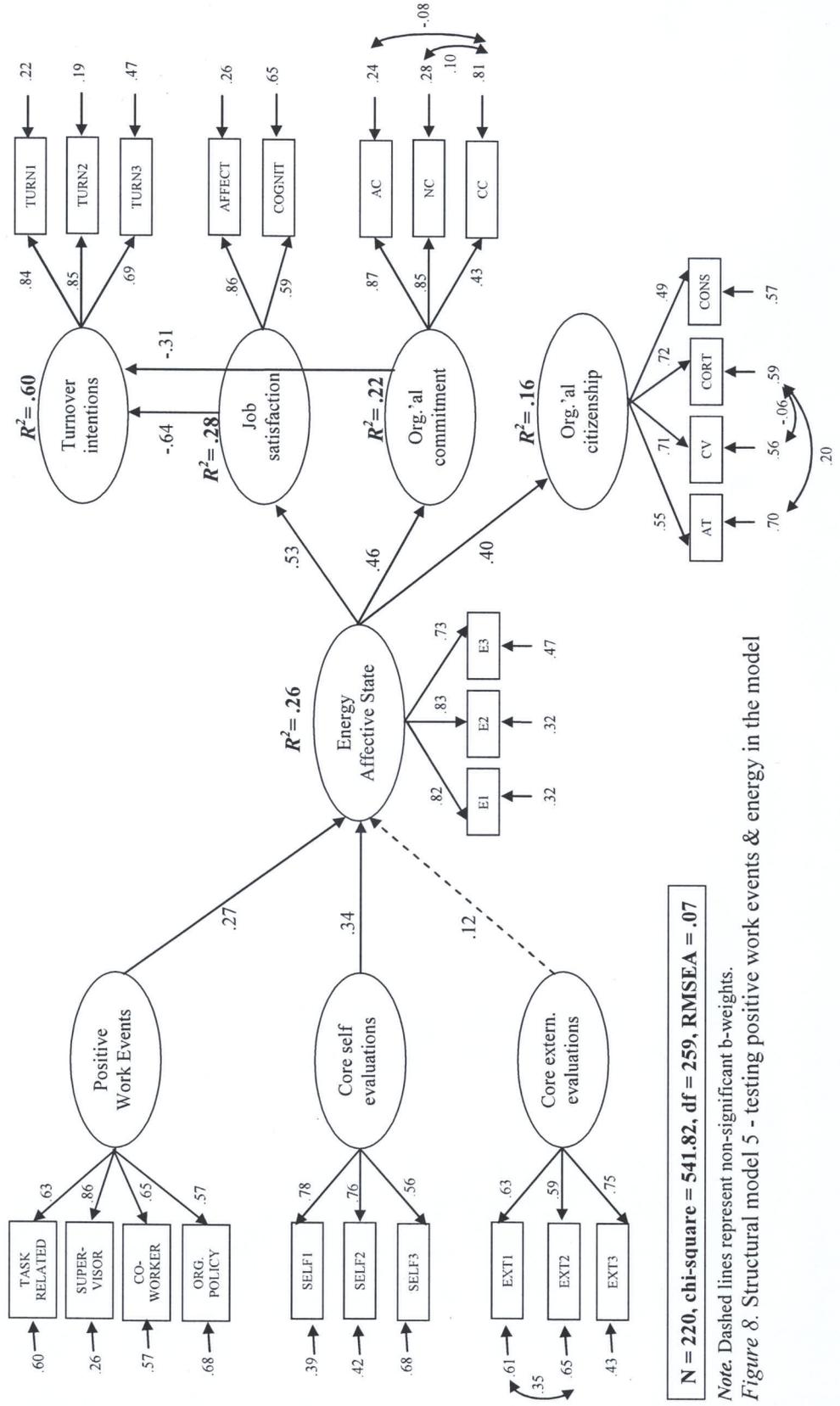


Figure 7. Structural model 4 - testing negative work events & calmness in the model

AET Model 5 – Using positive work events and affective state of energy

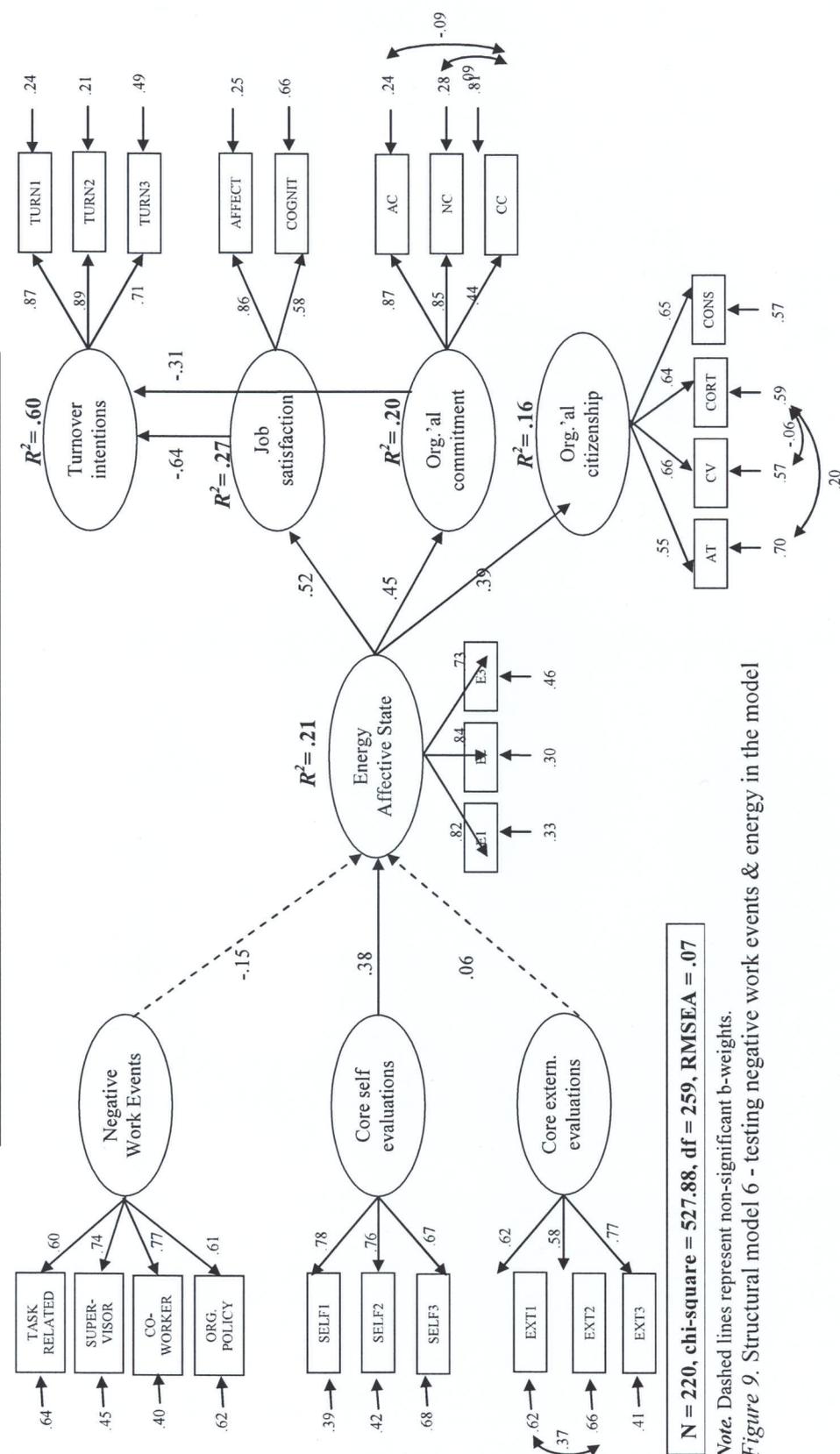


**N = 220, chi-square = 541.82, df = 259, RMSEA = .07**

Note. Dashed lines represent non-significant b-weights.

Figure 8. Structural model 5 - testing positive work events & energy in the model

**AET Model 6 – Using negative work events and affective state of energy**



**N = 220, chi-square = 527.88, df = 259, RMSEA = .07**

Note. Dashed lines represent non-significant b-weights.

Figure 9. Structural model 6 - testing negative work events & energy in the model

### ***3.3.1.3. Measurement models using affective reactions***

Since each dimension of affective reactions to work events (pleasure, calmness, and energy) was assessed as a single indicator, creation of a latent variable for each dimension would make it necessary to set the error variance of the indicator equal to 0.0. However, such a procedure would superficially increase the goodness-of-fit of the measurement model, and would decrease the likelihood of convergence of the structural model. Therefore, models using affective reactions were tested by creating a single latent variable of “affective reactions” based on the three dimensions as indicators of this latent variable. Two measurement models were tested; the first one for testing the influences of negative events and affective dispositions on affective reactions, and the second one for assessing the influences of positive events and affective dispositions.

The initial measurement model ( $\chi^2 = 444.71$ ;  $df = 247$ ;  $p < .001$ ;  $\chi^2 / df = 1.80$ ; GFI = .86; CFI = .92; AIC = 616.55; and RMSEA = .06) with negative events, affective dispositions, affective reactions and the outcome variables of work attitudes and behaviors resulted in particular modification suggestions. Similar to the measurement models using affective states, the modification indices pointed to the need to let the error terms of indicators of some latent variables to correlate (i.e., OCB - courtesy & OCB - altruism, OCB - courtesy & OCB - civic virtue, external-evaluations 1 & external evaluations 2, continuance commitment & affective commitment, continuance commitment & normative commitment, affective reaction pleasure & affective reaction calmness, and finally, affective reaction calmness & affective reaction energy). The error terms of these indicators were let to correlate for each subsequent measurement and structural model tests. The goodness-of-fit indices for each measurement model are presented in Table 6. As can be seen from this table, the  $\chi^2 / df$  values for both measurement models were lower than 3.00, and the RMSEA values were below the .10 threshold, indicating satisfactory fit of the measurement models to the data (Carmines & McIver, 1981). The t-statistics for the indicators of the newly created “affective reactions” latent variable were statistically significant ( $p < .01$ ), and the factor loadings of the indicators on their corresponding latent variables and standard errors were .95 (.07), .82 (.08), and .75 (.07) for pleasure, calmness, and energy respectively.

*Table 6.* Goodness-of-fit indices for the measurement models using affective reactions

<b>Measurement models</b>	$\chi^2$	df	$\chi^2/df$	RMSEA	GFI	CFI	AIC
1. Negative work events - Affective reactions	368.96	240	1.54	.05	.88	.95	533.85
2. Positive work events - Affective reactions	381.70	240	1.59	.05	.88	.94	548.77

#### **3.3.1.4. Structural models using affective reactions**

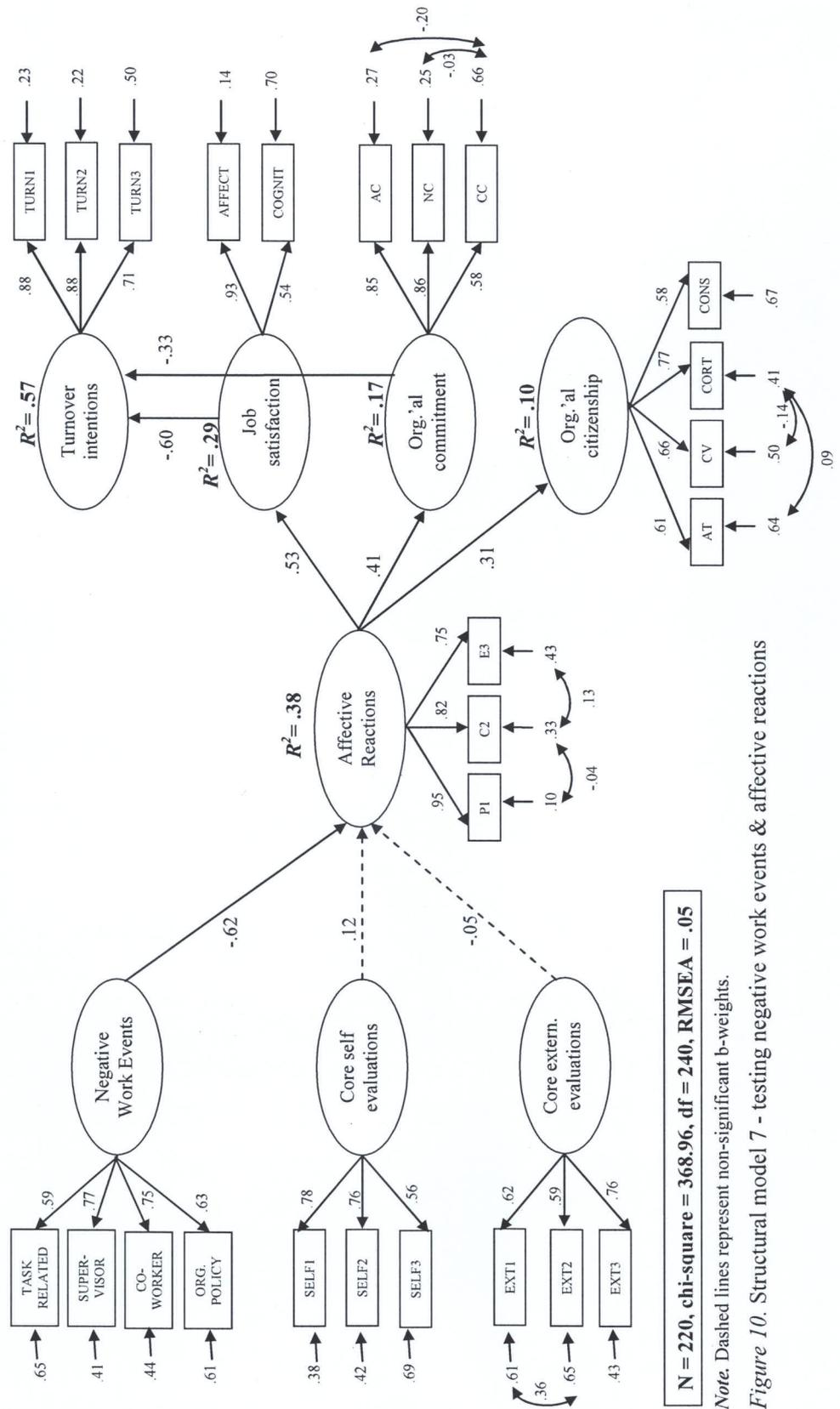
Two structural models corresponding to the above mentioned measurement models were assessed using affective reactions. Paths among the latent variables were added to the measurement models for testing the structural models. Goodness-of-fit indices for the structural models are presented in Table 7.

*Table 7.* Goodness-of-fit indices for the structural models using affective reactions

<b>Structural models</b>	$\chi^2$	df	$\chi^2/df$	RMSEA	GFI	CFI	AIC
1. Negative work events - Affective reactions	525.07	257	2.04	.07	.83	.89	697.14
2. Positive work events - Affective reactions	522.60	257	2.03	.07	.84	.89	669.30

As can be seen from Table 7, both structural models using affective reactions had reasonable fit with the data. The regression-weights and explained variances for the endogenous dependent variables are presented in Figures 10-11. Results showed that negative work events were strongly predictive of negative affective reactions, which in turn were influential on job satisfaction, commitment, and organizational citizenship behaviors. As suggested by the AET framework, the work attitudes of job satisfaction and commitment were predictive of turnover intentions, an indicator of withdrawal behaviors. Moreover, when positive work events were experienced, both these events and core external-evaluations of the employees contributed to positive affective reactions. However, negative work events alone explained greater variance in affective reactions, compared to the simultaneous influences of positive work events and core external-evaluations.

**AET Model 7 – Using negative work events and affective reactions**

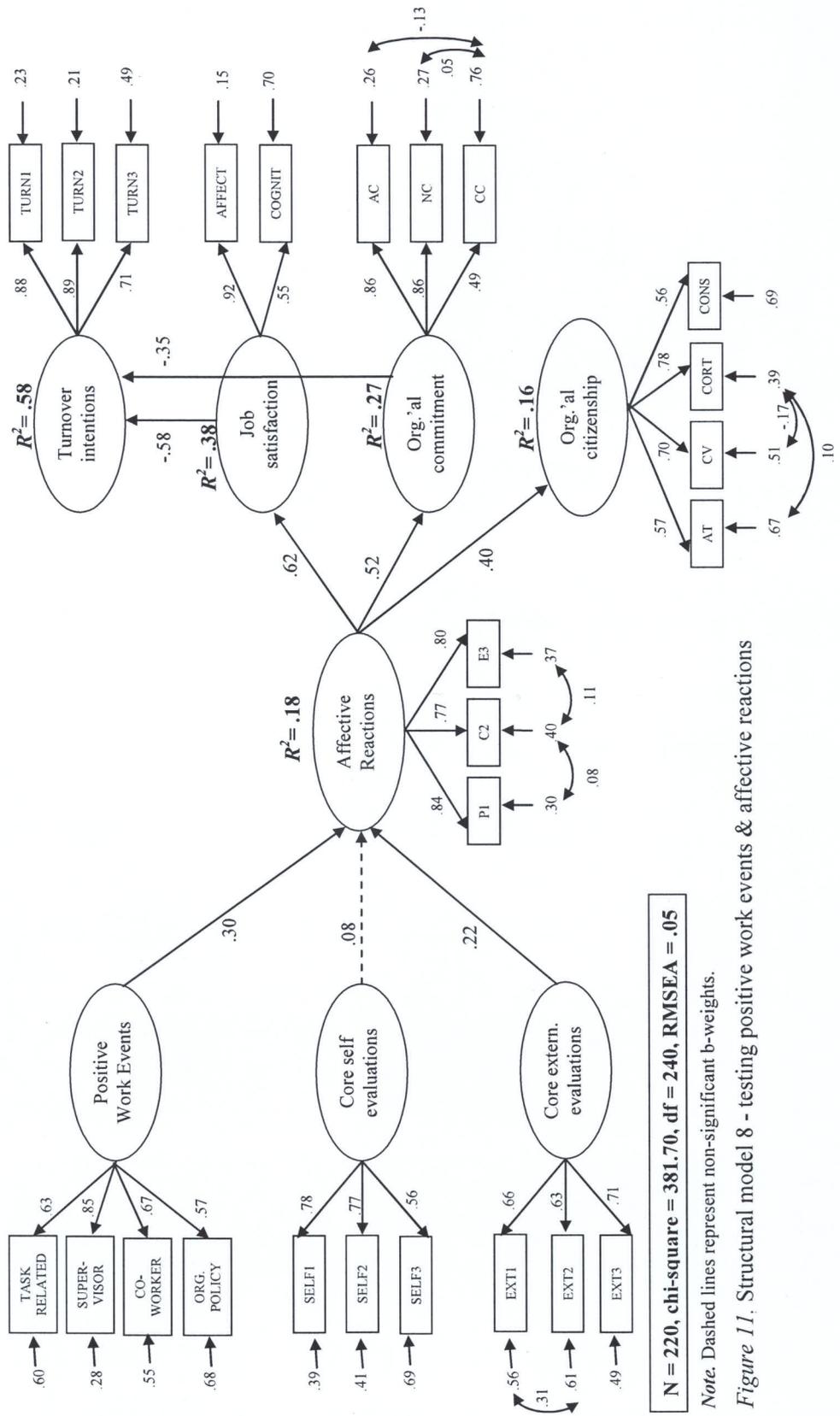


**N = 220, chi-square = 368.96, df = 240, RMSEA = .05**

Note. Dashed lines represent non-significant b-weights.

Figure 10. Structural model 7 - testing negative work events & affective reactions

**AET Model 8 – Using positive work events and affective reactions**



**N = 220, chi-square = 381.70, df = 240, RMSEA = .05**

Note. Dashed lines represent non-significant b-weights.

Figure 11. Structural model 8 - testing positive work events & affective reactions

Findings of the structural model tests provided support for hypotheses H1a and H1b that positive work events were associated with positive affective states at work, and negative work events were associated with negative affective states. Partial support for hypotheses H2a and H2b was provided, since core self- and external-evaluations were associated with positive affective states in only half of the model tests. Hypotheses related with organizational outcomes (H3a, H3b, H3c, and H3d) were all supported by the study findings. Positive affective states and reactions at work contributed to increased levels of job satisfaction, organizational commitment, and organizational citizenship behaviors. Moreover, the relationship between affective states and turnover intentions were mediated by work attitudes. In order to test whether affective states and reactions had any indirect influences on turnover intentions, additional analyses were conducted by adding a path between affective state dimensions/affective reactions and turnover intentions. These alternative models were compared to the models 1 through 8, which assume full mediation effect for work attitudes. Chi-square difference tests all revealed that the improvement in model fit was non-significant and negligible. The chi-square differences ranged between .00 and .87, all of which were lower than the critical chi-square value of 3.84 with one degree of freedom at alpha level .05. Therefore, it can be concluded that study findings provided full support for H3d.

### **3.3.2. Moderation analysis via hierarchical multiple regression**

For testing the hypotheses concerning the moderation effects of core self- (SELF) and external-evaluations (EXTERNAL) on the relationship between work events and affective states at work, a series of hierarchical multiple regression analyses were conducted. For each of the three affective states experienced at work (Pleasure, Calmness, Energetic), each affective disposition (core self- and external-evaluations), and work event type (positive and negative work events), separate hierarchical regression analyses were carried out for testing the potential moderation effects. Overall, 12 hierarchical regression analyses were run. In order to control for possible multi-collinearity among the predictor variables, all of the predictors were centered before testing (Aiken & West, 1991). Interaction terms

were created with the use of the centered variables, by multiplying the two core-evaluations constructs with scores of positive events (PE) and negative events (NE). As a result, four interaction terms were created; PE X SELF, PE X EXTERNAL, NE X SELF, and NE X EXTERNAL. In each regression analysis, positive or negative work events and core self- or external-evaluations were entered at Step 1, and the interaction term was entered at Step 2. Results of the regression analyses showed that none of the two-way interactions between work events and core evaluations constructs reached significance. Therefore, study findings did not support hypothesis H2c and H2d, which were proposing a moderating influence of affective dispositions on the relationship between work events and affective states at work.

### 3.4. Exploratory Analyses

In addition to hypotheses testing a series of exploratory analyses were conducted for identifying the specific associations of individual work events and work event categories with affective reactions and the relationships between affective reactions and affective states of the employees. Before the exploratory analyses, goodness-of-fit indices for Harman’s single factor model and a 12-factor model (including all of the measures assessed as part of the study) were computed in order to test the bias for common method variance. The resulting goodness of fit indices and the correlations between the latent variables are presented in Table 8 and Table 9, respectively. As can be seen from Table 8, the 12-factor measurement model had satisfactory fit with the data. The single factor Harman model resulted in a very high chi-square value and the fit indices revealed that a single factor does not account for the data.

*Table 8.* Goodness-of-fit indices for the 12-factor versus single-factor measurement models

Measurement models	$\chi^2$	df	$\chi^2/df$	RMSEA	GFI	CFI	AIC
1. 12-factor	1169.62	674	1.74	.06	.79	.88	1459.73
2. Harman’s single-factor	3355.39	779	4.31	.15	.48	.38	5036.46

Table 9. Correlation matrix for the latent variables

	1	2	3	4	5	6	7	8	9	10	11	12
1. Core self-evaluations	1.00											
2. Core external-evaluations	.41***	1.00										
3. Pleasure – affective state	.41***	.21**	1.00									
4. Calmness – affective state	.21*	.21**	.68***	1.00								
5. Energy – affective state	.41***	.18*	.79***	.42***	1.00							
6. Affective reactions	.19*	.21**	.57***	.50***	.54***	1.00						
7. Organizational citizenship beh.	.47***	.13	.36***	.24**	.32***	.35***	1.00					
8. Organizational commitment	.15	.21**	.37***	.23**	.38***	.42***	.39***	1.00				
9. Turnover intentions	-.08	-.19*	-.50***	-.44***	-.42***	-.42***	-.13	-.65***	1.00			
10. Job satisfaction	.19*	.31***	.63***	.34***	.52***	.58***	.22*	.77***	-.82***	1.00		
11. Positive work events	.12	.11	.18*	.04	.27***	.25***	.17*	.36***	-.21**	.45***	1.00	
12. Negative work events	-.11	-.25**	-.32***	-.46***	-.21**	-.59***	-.05	-.09	.27***	-.18*	.56***	1.00

\* Correlation is significant at  $p < .05$

\*\* Correlation is significant at  $p < .01$

\*\*\* Correlation is significant at  $p < .001$

### 3.4.1. Affective reactions to individual work events

In order to gain further insight on which work events were most frequently experienced at work among the study participants and to identify which of these events elicited the most intense affective reactions in turn, descriptive statistics of the work events and affective reactions were reviewed in detail. In Table 10 and 11, the frequencies of positive and negative work events are listed in a descending order. Most frequently reported positive work events refer to task-relevant accomplishments and positive interactions with coworkers. On the other hand, most frequently reported negative work events are related with workload, unfair organizational policies, and unfair task assignments.

*Table 10.* Frequencies of individual positive work events

<b>Positive work events</b>		<b>Frequency out of 220</b>
1	I completed my work on time	182
2	I completed a work task successfully	170
3	I had a pleasant time with coworkers on the job	160
4	My coworker/s helped me on a task	127
5	I solved a task-relevant problem	123
6	I worked with my coworkers in a team spirit	122
7	My coworker/supervisor consulted my advice	111
8	I disclosed my grievances to my coworker	111
9	My supervisor helpfully guided me through the work	97
10	Decisions of my supervisor facilitated my work	80
11	My supervisor appraised me for my performance	79
12	I produced a creative idea on the job	74
13	My subordinate behaved respectfully to me	70
14	My subordinate successfully completed the task I assigned to her/him	67
15	My supervisor put in practice a work relevant suggestion of mine	62
16	My subordinate executed my directives perfectly	54
17	My supervisor made a fair task distribution	51
18	I got a pay raise	51
19	I maintained discipline among my subordinates	48
20	My supervisor built my morale despite a mistake of mine	44
21	I was assigned an important new task	43
22	My coworker protected my rights	38
23	Management consulted our opinion for a future organizational decision	33
24	Rationale for an upcoming organizational change was communicated to us before the intervention	31
25	My supervisor resolved a conflict between me and a coworker	27
26	My supervisor supported me in front of top management	27
27	A new organizational policy was introduced fairly	22
28	I was promoted	18

Table 11. Frequencies of individual negative work events

Negative work events		Frequency out of 220
1	I had too much workload	90
2	I did not get the pay raise I expected	90
3	I had to deal with tasks irrelevant of my main job	83
4	I was assigned a task for which I am overqualified	76
5	A new organizational decision was taken without taking the opinion of employees	54
6	I had to work overtime	44
7	I had to work together with a coworker I dislike	39
8	A new organizational policy was introduced unfairly	38
9	My supervisor ignored my efforts and accomplishments	37
10	My coworker behaved offensively to me	35
11	I had a dispute with my coworker	34
12	My supervisor made an unjust task distribution	33
13	My coworker quit the job	32
14	My coworker made a mistake which influenced my work	30
15	My supervisor rejected my work relevant suggestions	25
16	My coworker lied to me	21
17	My supervisor destructively criticized me	18
18	My supervisor assigned me an unrealistic task, which I did not like	18
19	I witnessed an unethical behavior of my supervisor	17
20	My supervisor bawled out to me	15
21	My supervisor blamed me after a mistake	15
22	Somebody else was unfairly promoted for the position I deserved	15
23	I made a mistake that interrupted my work	14
24	My coworker complained about me to my supervisor	14
25	My subordinate failed to complete the task I assigned to her/him	14
26	I could not complete my work on time	12
27	I had a dispute with my supervisor	11
28	My supervisor did not protect me in front of top management	11
29	My coworkers excluded me	9
30	A coworker of mine was fired	8
31	My subordinate did not want to carry out a task	5
32	Management blamed me for a mistake of my subordinate	5
33	I had apprehensions about being fired	5
34	My subordinate behaved disrespectfully to me	2

For identifying those work events that are likely to elicit the most intense affective reactions on the three affect dimensions (pleasure, calmness, and energy), mean values for affective reactions were calculated for each single work event. Table 12-14 presents the events having the highest and lowest average values in terms of affective reactions. As can be seen from these tables, being promoted, being appraised by the supervisor, supervisory support, having good time with coworkers, and task accomplishments contribute to positive reactions on each

affect dimension. On the other hand, being treated disrespectfully by a supervisor or subordinate, unfair treatments by the supervisor and the organization, lack of support from the supervisor, working with a disliked coworker, not getting a pay raise, and having fears about job security contributed to negative affective reactions on the part of the employees. Almost all of the negative work events shared the common themes of unfair treatment, lack of support, and unmet expectations.

*Table 12.* Critical work events eliciting pleasant/unpleasant reactions

<b>Events eliciting most pleasant affective reaction</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
I was promoted	18	2.28	1.45
I had a pleasant time with coworkers on the job	160	2.20	0.84
I completed a work task successfully	170	2.16	0.80
My supervisor appraised me for my performance	79	2.10	1.07
My supervisor made a fair task distribution	51	2.08	1.15
<b>Events eliciting most unpleasant affective reaction</b>			
Somebody else was unfairly promoted for the position I deserved	15	-2.53	0.83
My supervisor did not protect me in front of top management	11	-2.18	1.08
I did not get the pay raise I expected	90	-2.14	1.15
A new organizational policy was introduced unfairly	38	-2.13	0.99
My supervisor bawled out to me	15	-2.13	1.13

*Note.* Affective reactions were assessed by a 7-point scale ranging from -3 to +3.

*Table 13.* Critical work events eliciting calmness/tension reactions

<b>Events eliciting calmness as an affective reaction</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
I had a pleasant time with coworkers on the job	139	1.81	1.09
My supervisor appraised me for my performance	69	1.80	1.01
My subordinate behaved respectfully to me	71	1.79	1.05
My supervisor supported me in front of top management	25	1.72	1.06
My supervisor made a fair task distribution	45	1.71	1.20

Table 13. Critical work events eliciting calmness/tension reactions *continued...*

<b>Events eliciting tension as an affective reaction</b>			
Somebody else was unfairly promoted for the position I deserved	14	-2.57	0.76
My coworker complained about me to my supervisor	14	-2.07	1.27
My supervisor did not protect me in front of top management	12	-2.00	1.71
I had apprehensions about being fired	5	-2.00	1.22
My supervisor bawled out to me	14	-1.93	1.38

*Note.* Affective reactions were assessed by a 7-point scale ranging from -3 to +3.

Table 14. Critical work events eliciting energy/tiredness reactions

<b>Events eliciting high energy as an affective reaction</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
I had a pleasant time with coworkers on the job	140	2.14	0.93
I was promoted	14	2.07	1.54
My supervisor appraised me for my performance	71	1.93	1.14
I worked with my coworkers in a team spirit	112	1.87	1.26
My subordinate behaved respectfully to me	68	1.75	1.10
<b>Events eliciting low energy as an affective reaction</b>			
My supervisor bawled out to me	14	-1.86	1.17
My supervisor did not protect me in front of top management	11	-1.82	1.78
Somebody else was unfairly promoted for the position I deserved	14	-1.79	1.42
My subordinate behaved disrespectfully to me	2	-1.50	0.71
I had to work together with a coworker I dislike	33	-1.45	1.44

*Note.* Affective reactions were assessed by a 7-point scale ranging from -3 to +3.

### 3.4.2. Prediction of affective experiences by work event categories

In addition to the above mentioned individual level of analysis for work events, a series of stepwise regression analyses was conducted in order to identify which work event categories are most strongly associated with the affective state dimensions. Ten work event categories were used as the predictors of the affective experiences. The analysis was repeated for each dimension of affective states and affective reactions. Results of the stepwise regression analyses, including the regression weights and explained variance in the dependent variable are presented in Table 15 and 16. In general, the explained variance by the significant work event categories was higher for affective reaction dimensions as compared to affective state. Moreover, a higher number of work event categories were significantly predicting affective reactions, as compared to affective states. For affective reactions, negative work events related with interactions with the supervisor, negative organizational policies, and positive relations with coworkers were among the most significant predictors. For affective states, negative organizational policies

and positive task relevant events were among the common work event categories best capturing the variance in different dimensions of affective states.

Complementary to these regression analysis results, the zero-order correlations between work event categories and affective state dimensions demonstrated that negative events related to organizational policies had the highest correlations with unpleasant affective states and tension as an affective state. Moreover, positive events associated with supervisory relations were positively and highly correlated with energy levels.

*Table 15.* Stepwise regression results for the prediction of affective reactions (AR) by work event categories

<b>DV</b>	<b>Significant predictors</b>	<b>B</b>	<b>SE</b>	<b><math>\beta</math></b>	<b>t</b>	<b>p</b>	<b>F</b>	<b>R<sup>2</sup></b>
Pleasure							33.3	.48
(AR)	Negative relations with the supervisor	-.217	.039	-.342	-5.63	.000		
	Negative organizational policies	-.210	.031	-.383	-6.71	.000		
	Positive relations with coworkers	.081	.021	.218	3.81	.000		
	Positive relations with subordinates	.043	.015	.154	2.81	.005		
	Positive task-relevant events	.116	.030	.256	3.89	.000		
	Negative task-relevant events	-.120	.032	-.244	-3.79	.000		
Calmness							19.0	.42
(AR)	Negative relations with the supervisor	-.122	.046	-.194	-2.67	.008		
	Positive relations with coworkers	.096	.025	.260	3.85	.000		
	Negative relations with coworkers	-.091	.039	-.178	-2.34	.020		
	Negative organizational policies	-.115	.035	-.210	-3.27	.001		
	Positive relations with subordinates	.036	.017	.130	2.13	.034		
	Negative task-relevant events	-.135	.035	-.275	-3.90	.000		
	Positive task-relevant events	.076	.033	.169	2.30	.022		
	Positive relations with the supervisor	.062	.029	.157	2.16	.032		
Energy							16.9	.32
(AR)	Negative relations with the supervisor	-.185	.047	-.275	-3.95	.000		
	Positive relations with coworkers	.095	.026	.241	3.69	.000		
	Negative organizational policies	-.154	.038	-.264	-4.04	.000		
	Positive relations with subordinates	.051	.018	.171	2.74	.007		
	Positive task-relevant events	.116	.036	.240	3.18	.002		
	Negative task-relevant events	-.091	.039	-.173	-2.35	.020		

Table 16. Stepwise regression results for the prediction of affective states (AS) by work event categories

DV	Significant predictors	B	SE	$\beta$	t	p	F	R <sup>2</sup>
Pleasure							13.2	.16
(AS)	Negative organizational policies	-.058	.015	-.272	-3.86	.000		
	Positive task-relevant events	.048	.012	.271	4.02	.000		
	Negative relations with the supervisor	-.048	.018	-.196	-2.73	.007		
Calmness							19.9	.16
(AS)	Negative organizational policies	-.113	.018	-.405	-6.27	.000		
	Positive relations with subordinates	.022	.009	.152	2.36	.019		
Energy							10.1	.16
(AS)	Positive relations with the supervisor	.051	.016	.241	3.21	.002		
	Negative relations with coworkers	-.048	.020	-.176	-2.41	.017		
	Negative task-relevant events	-.068	.021	-.259	-3.22	.002		
	Positive task-relevant events	.063	.020	.261	3.17	.002		

### 3.4.3. Prediction of organizational outcomes by affective state dimensions

For the organizational outcomes of job satisfaction, organizational commitment, and organizational citizenship behaviors, exploratory stepwise regression analyses were conducted using the three affective state dimensions simultaneously as predictors. Results revealed that job satisfaction was best predicted by the pleasure dimensions with a  $\beta$ -weight of .44 ( $p < .001$ ), explaining 20% of the variance in job satisfaction, whereas organizational commitment was best predicted by the energy dimension.  $\beta$ -weight of energy was found to be .29 ( $p < .001$ ) and it explained 9% of the variance in organizational commitment. Regression results for predicting organizational citizenship behaviors demonstrated that pleasure and energy together explained 11% of the variance in the dependent variable.  $\beta$ -weights for pleasure and energy were .20 ( $p = .02$ ) and .17 ( $p = .044$ ) respectively. The non-significant stepwise regression results for the affective state of calmness as a predictor of work attitudes and behaviors indicate that the contribution of calmness to these outcome variables was consumed by the shared variance of this dimension with pleasure and energy

#### **3.4.4. A model of work events – affective reactions – affective states – job satisfaction relationships**

An exploratory analysis was conducted to test whether the influence of work events on affective states is mediated by affective reactions to work events, using an iterative procedure to find the best fitting model. For negative work events and positive work events, the same set of analyses was run separately. In the first iteration, the full mediation model (Model 1 - work events predicting affective reactions, which in turn predict affective states, which in turn contribute to job satisfaction) was compared to a model (Model 2) where both affective reactions and affective states are predicted by work events, and they both contribute to job satisfaction. The full mediation model was compared to Model 2 with the use of chi-square difference test. The results suggested that both of the full mediation models (using negative work events and positive work events separately) had better fit to the data,  $\chi^2_{\text{change}}(1, N = 220) = 30.27, p < .001$ , and  $\chi^2_{\text{change}}(1, N = 220) = 41.67, p < .001$  respectively. After that, full mediation models were compared to partial mediation models (Model 3), where work events have both direct and indirect (via affective reactions) influences on affective states. Results of the chi-square difference tests for negative and positive work events both revealed that the difference between the models were non-significant ( $\chi^2_{\text{change}}(1, N = 220) = .65, p > .05$ , and  $\chi^2_{\text{change}}(1, N = 220) = 1.04, p > .05$  respectively). Moreover, in the partial mediation models the  $\beta$ -weights of the paths from positive and negative work events to the affective state of pleasure did not reach significance, supporting the full mediation model for affective reactions. Therefore, at the end of iteration 1 analyses, Model 1 was found to be the best fitting model, indicating that affective reactions to events fully mediated the relationship between work events and affective states. Job satisfaction was predicted by the affective states in this model.

Once the full mediation effect of affective reactions on the relationship between work events and affective states was supported, additional analyses (iteration 2) were carried out this time to test whether affective reactions had indirect influences on the outcome variable of job satisfaction. Model 4 was tested for both positive and negative work events. The difference of Model 4 from Model 1 was that, Model 4 included an additional path from affective reactions to job satisfaction. Comparison of the two models with the chi-square difference test

indicated that Model 4 had significantly better fit indices for both negative and positive work events models ( $\chi^2_{\text{change}}(1, N = 220) = 9.44, p < .05$ , and  $\chi^2_{\text{change}}(1, N = 220) = 10.38, p < .05$ , respectively). Goodness-of-fit indices for both positive work events and negative work events showed that, Model 4 had the best fit to the data. The lowest  $\chi^2 / \text{df}$  and AIC values were derived for this model, and the chi-square difference tests also proved the superiority of it. As a result, the iterative procedures and model comparisons pointed out that the pattern of relationships between work events, affective reactions, affective states, and job satisfaction was best captured by a model where work events led to affective reactions, which in turn influenced affective states. Moreover, both affective reactions and affective states contributed to job satisfaction. The goodness-of-fit indices for the measurement and structural models are presented in Table 17, and the regression-weights and explained variances for the endogenous dependent variables for the best model (Model 4) are presented in Figures 12-13. In line with previous findings of structural equation modeling analyses for hypothesis testing, negative work events explained greater variance in affective reactions, compared to positive work events.

Table 17. Goodness-of-fit indices for the measurement and structural models testing alternative models of the relationship between affective reactions and affective states

<b>Measurement models</b>	$\chi^2$	df	$\chi^2/df$	RMSEA A	GFI	CFI	AIC
Positive work events	87.74	48	1.83	.06	.94	.96	148.21
Negative work events	103.22	48	2.15	.08	.92	.95	166.57
<b>Iteration 1 - Structural models for positive work events</b>							
✓Model 1 – Full mediation of affective reactions	114.29	51	2.24	.07	.92	.94	166.10
Model 2 – Affective reactions and states predicted simultaneously by work events - No mediation	155.96	50	3.12	.10	.90	.90	203.85
Model 3 – Partial mediation of affective reactions	113.25	50	2.27	.08	.92	.94	168.83
<b>Iteration 1 - Structural models for negative work events</b>							
✓Model 1 – Full mediation of affective reactions	117.26	51	2.30	.08	.92	.94	172.01
Model 2 – Affective reactions and states predicted simultaneously by work events - No mediation	147.53	50	2.95	.10	.90	.91	209.19
Model 3 – Partial mediation of affective reactions	116.61	50	2.33	.08	.92	.94	174.18
<b>Iteration 2 - Indirect influences of affective reactions on job satisfaction</b>							
✓Model 4 - Positive work events (Indirect influences of affective reactions on job satisfaction)	103.91	50	2.08	.07	.93	.95	158.85
✓Model 4 - Negative work events (Indirect influences of affective reactions on job satisfaction)	107.82	50	2.16	.07	.92	.95	166.64

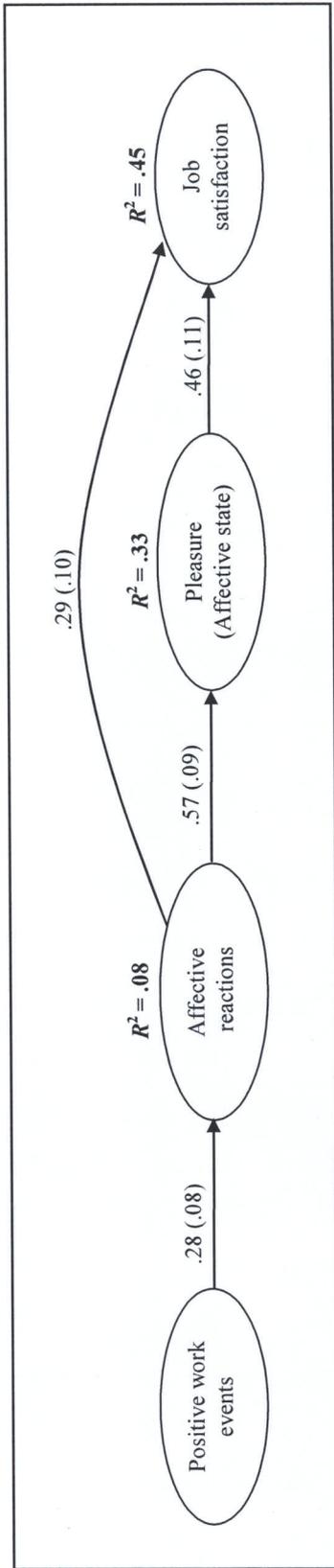


Figure 12. Best fitting model for positive work events

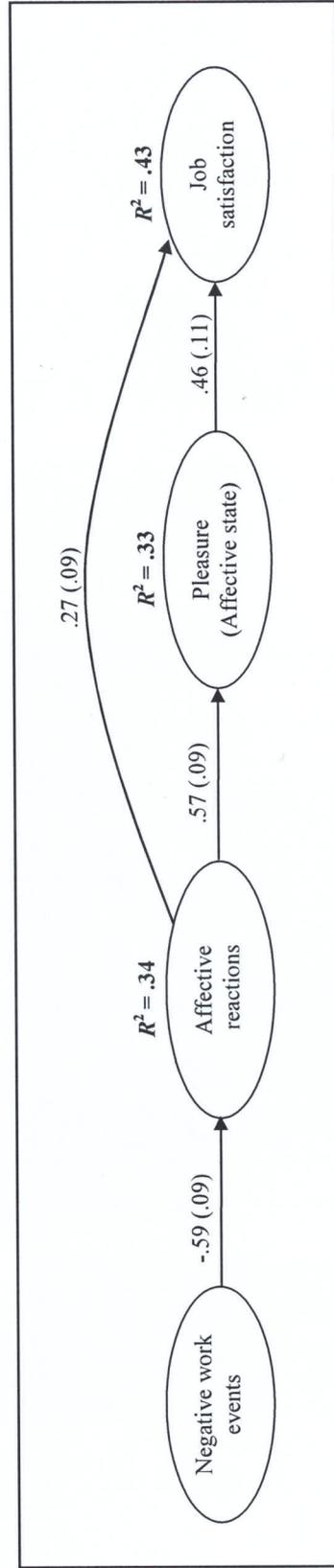


Figure 13. Best fitting model for negative work events

In summary, study findings provided support for most of the research hypotheses. Overall, the extended model of the AET (Weiss & Cropanzano, 1996) including a variety of work event categories and the affective dispositions of core self- and external-evaluations was found to represent a satisfactory model in terms of statistical criteria. Negative and positive work events were predictive of affective states and reactions of the employees, and in turn these affective experiences were associated with the work attitudes and behaviors of the employees. The affective dispositions of core self- and external-evaluations were found to be predictive of affective states and reactions in half of the model tests, providing partial support for their predictive utility within the AET framework. When significant, the contribution of affective dispositions to affective states was as much as the contribution of work events. However, in the prediction of affective reactions, the contributions of negative and positive work events outweighed those of affective dispositions. Moreover, no evidence was found in terms of the moderating influences of these affective dispositions on the relationship between work events and affective experiences.

Although employees tended to report positive work events more frequently, negative work events were found to be more strongly associated with affective reactions and affective states of the employees, as compared to positive work events. An interesting finding was the significant negative correlation ( $r = -.22$ ) between core external-evaluations and negative work events, indicating that individuals with positive beliefs about the world and other people in general were less likely to report experiencing negative work events.

In terms of the relationships between work event categories and affective experiences of the employees, negative work events associated with relations with the supervisor and organizational policies were the most detrimental, leading to the experience of unpleasant affective states, tension, and low energy by the employees. Furthermore, positive events associated with coworker relationships and positive task-relevant events contributed to positive affective states. Specifically, unfair procedures of the organization, workload and time pressures, and negative interactions with the supervisor and coworkers resulted in the experience of negative affective experiences. On the contrary, task

accomplishments, good relations with the coworkers and supportive behaviors and positive appraisals of the supervisor facilitated positive affective experiences.

Individual affective state dimensions were associated with organizational outcomes to differing degrees, proving the discriminant validity of the affect dimensions. Pleasure dimension alone was the best predictor of job satisfaction, whereas organizational commitment was best predicted by the energy dimension. Pleasure and energy together were predictive of organizational citizenship behaviors. Although the calmness dimension was significantly correlated with each organizational outcome, due to its shared variance with the other dimensions, it did not contribute significantly to the prediction of organizational outcomes, when considered simultaneously with the other two affect dimensions.

In testing the research hypotheses of this study via structural equation modeling, affective states and affective reactions were examined separately. Both types of affective experiences were considered at the center of the tested AET model, where work events and affective dispositions were antecedents of the affective experiences, and organizational outcomes were their consequences. As part of the exploratory analyses, an alternative model was tested, in which work events were the proximal antecedent of affective reactions, which in turn were predictive of affective states. Moreover, affective states were proposed to contribute to job satisfaction. As a result of an iterative procedure and model comparisons based on the chi-square difference test, the model with the best explanatory power was identified. According to this model, the relationship between work events and affective states were found to be fully mediated by affective reactions. Furthermore, both affective reactions and affective states were influential on job satisfaction. Consequently, the findings of the study showed that affective experiences at work were elicited mainly by affective work events, and affective experiences of the employees significantly influenced work attitudes and behaviors, supporting the propositions of the AET (Weiss & Cropanzano, 1996) framework.

## **CHAPTER 4**

### **DISCUSSION**

The present study mainly aimed to empirically test an extended model derived from the AET (Weiss & Cropanzano, 1996) for examining the antecedents and consequences of affective states of employees at work. This extended model included assessment of the positive and negative work events likely to be experienced by the employees comprehensively under five broad categories: task-relevant events, relations with the supervisor, relations with the coworkers, relations with the subordinates, and organizational policies. Moreover, core self-evaluations and core-external evaluations were examined in terms of their dispositional influences on the affective states of the employees. Affective states of the employees were assessed based on a three-dimensional affect structure, consisting of pleasure, calmness, and energy components, as opposed to the traditional two-dimensional PA-NA structure. Job satisfaction, organizational commitment, and organizational citizenship behaviors of the employees were included in the tested model as the consequences of affective states, and turnover intentions were proposed to be predicted by the work attitudes, rather than affective states of the employees. Examination of this model is likely to have important theoretical and practical implications for understanding the psychological and affective processes employees go through in a work setting and the potential organizational consequences of these processes concerning employee attitudes and behaviors.

In this chapter, I discuss the findings of this study and the theoretical and practical implications, followed by a discussion on the limitations of the study and suggestions for future research.

#### **4.1. Results of Model Testing**

Findings based on structural equation modeling were supportive of the propositions of the AET (Weiss & Cropanzano, 1996). For each affect dimension (i.e., pleasure, calmness, energy) and work event group (i.e., positive and negative events), separate analyses were conducted. In addition to affective states, the same model was also tested using affective reactions. Although statistical comparison of these models was not possible since the models were not nested, a non-statistical examination of the fit indices and standardized residuals suggested that structural Model 2 (using negative work events and pleasure as the affective state) had the most satisfactory goodness-of-fit indices. The AET models with both types of affective experiences (affective states and affective reactions) satisfactorily fit the data. Examination of the paths between the variables in the models indicated that most of the relationships were consistent across the models. Statistical model comparisons were made for investigating the potential direct influences of affective states on the withdrawal indicator of turnover intentions. However, adding direct paths from affective states to turnover intentions did not improve model fit in any of the analyses, therefore the findings were supportive of the original AET model favoring the indirect influences of affective experiences at work on judgment-driven behaviors of the employees.

In line with the hypothesis of the present study, work events were significantly related with the affective reactions and states of the employees. Positive work events operated in a way to boost positive affective experiences such as pleasure, happiness, energy, peacefulness, and calmness. On the contrary, negative work events led to the experience of unpleasant affective states such as anger, tension, sadness, tiredness, and nervousness. In turn, the work events influenced work attitudes and behaviors indirectly via affective experiences of the employees. Both affective reactions and affective states were strong predictors of job satisfaction, organizational commitment, and organizational citizenship behaviors of the employees. Positive affective states and reactions such as pleasure, calmness and feelings of high energy were associated with increased levels of job satisfaction and organizational commitment. Such positive affective experiences also were associated with increased likelihood of exhibiting extra work role behaviors such as helping coworkers, taking on voluntary tasks, and supportive

and cooperative behaviors. Moreover, job satisfaction and organizational commitment simultaneously predicted turnover intentions of the employees.

These findings support the main proposition of the AET (Weiss & Cropanzano, 1996) that affective work events initiate the process through which emotions are elicited at work. Accordingly, in this appraisal process, the event is evaluated by the individual in terms of relevance to well being in simple positive and negative terms. The intensity of the affective reaction is also based on this initial evaluation of the importance of the event concerning its potential capacity to pose a threat to individual well being or facilitation of it. Most cognitive appraisal theories (Lazarus, 1991; Stein, Trabasso, & Liwag, 1993) assert that the initial appraisal is followed by a secondary level of appraisal, where a more specific appraisal of the context of the event, its consequences, attributions, and potential coping strategies takes place. This secondary appraisal is suggested to result in the experience of an affective reaction in response to an affective work event. In this regard, study findings are in line with previous research demonstrating that work attitudes and behaviors are functions of the work relevant experiences of the employees, and affective experiences play role in the transmission of work relevant experiences into work attitudes and behaviors (Dencker, Joshi, & Martocchio, 2008; Weiss & Cropanzano, 1996).

In terms of the direct influence of affective dispositions on the affective states and affective reactions of the employees, partial support was found for the influences of core self- and external-evaluations. The two constructs were significant predictors of affective experiences of the employees in half of the models tested within this study. Moreover, when significant, their contribution to affective experiences was almost as much as the contribution of work events in majority of the model tests, proving that affective dispositions predispose an individual to experience similar affective states (George & Brief, 1992; Weiss & Cropanzano, 1996). However, moderation tests revealed that these affective dispositions did not moderate the relationship between affective work events and affective reactions or affective states of the employees.

The constructs of affective reactions and affective states are closely related since they both compose affect experienced at work. In this study affective reactions were assessed as the emotional reactions employees had in response to

the experience of particular affective work events. On the other hand, affective states were measured using affect descriptors for describing how the employees felt at work in general in the last work week. The distinction between affective reactions and affective states has been generally neglected in organizational psychology research, and the two have been used interchangeably for referring to affective experiences. However, as Frijda (1988) argues, emotions are expected to influence moods and affective states. Therefore, one can argue that affective reactions to particular work events might accumulate over time and result in the experience of certain affective states.

An exploratory analysis was conducted for examining the potential relationships between work events, affective reactions, affective states, and the outcome variable of job satisfaction. Based on the pattern of correlations between work events, affective reactions, and affective states, a model was tested where work events influenced affective reactions, which in turn influenced affective states. In line with the AET framework, affective state was proposed to influence job satisfaction within the tested model. Findings revealed that the model fit was satisfactory, and affective reactions also had direct significant influences on job satisfaction apart from its indirect influences via affective states.

The theoretical distinction made between emotions and affective states (Scherer, 2005) can be used to justify and support this finding of the study that affective reactions to work events might lead to the experience of affective states, and work attitudes and behaviors might be influenced by both affective reactions and affective states.

#### **4.1.1. Affective work events and affective experiences**

Affective work events were assessed comprehensively under five categories within this study, and for model testing these five categories of events were used as indicators of two groups of events - positive work events and negative work events. The event categories were task-relevant work events, relations with the supervisor, relations with the subordinates, relations with the coworkers, and finally organizational policies. Each event category included items referring to work hassles (negative events) and uplifts (positive events). Structural model tests revealed that both positive and negative events were significantly associated with

the affective reactions and states of the employees at work. Positive work events were related with positive affective experiences of the employees, whereas negative work events were related to negative affective experiences characterized with displeasure, tension, and low energy levels.

The predictive utility of positive versus negative work events could not be tested within the same structural models, due to the suppression effect observed when the two variables were simultaneously tested. However, model fit statistics were more satisfactory for the models using negative work events, and the exploratory analysis for examining the relationships between affective reactions and affective states also demonstrated that negative work events explained a greater portion of variance in affective reactions. Moreover, bivariate correlations of positive and negative work events with affective reactions and affective states portray that negative work events tend to have greater associations with affective experiences. This finding is in line with the results of a previous study conducted by Mignonac and Herrbach (2004). These researchers found negative work events to be significantly predictive of a variety of affective states such as pleasure, comfort, anxiety, anger, and tiredness. However, positive affective states were reported to be rather weakly predictive of only pleasure, comfort and tiredness, but not of anger or anxiety. Similarly, Miner, Glomb, and Hulin (2005) have reported the relationship between negative events and mood at work to be approximately five times stronger than that between positive events and mood, even though positive events were reported more frequently than negative events.

This common finding can be explained by the mobilization-minimization hypothesis of Taylor (1991), aiming to explain the asymmetrical effects of positive and negative events on affect. Previous research has consistently shown that other things being equal, negative events appear to elicit more physiological, affective, cognitive, and behavioral activity and prompt more cognitive analysis than neutral or positive events (e.g., Persson & Sjoberg, 1985; Suls & Mullen, 1981; Vinokur & Selzer, 1975). Research on stressful life events also suggests negative events to have more influence on emotional reactions, compared to positive events (Mandler, 1984). Taylor argues that individuals go through a mobilization-minimization process in response to a threat arising from the experience of a negative event. At first, the negative event mobilizes the physiological, affective, cognitive, and

certain types of social resources of the individual. Following this short-term mobilization, a long-term minimization occurs in which the individual tries to “damp down, minimize, and even erase the impact (p. 67)” of the negative event. Taylor uses the opponent-process theory (Solomon & Corbit, 1974) to support the minimization process of his hypothesis. The opponent-process theory provides a theoretical account of reactions to negative events, and mainly asserts that individuals’ cognitive systems function to reduce or suppress any departures from hedonic neutrality. This theory helps to explain opposing emotional reactions such as relief, relaxation, or exhilaration that take place after the negative emotional reactions to threatening conditions. Taylor (1991) provides a review of potential reasons underlying negative events’ consumption of more cognitive and affective resources than positive events. These reasons include the novelty and the surprising (unexpected) nature of the negative events; evolutionary arguments pointing to the survival advantages of mobilizing resources for quickly coping with negative events; general tendency of people to have positive illusions and biases and a positive view of the self which contributes to the motive for eliminating any negative views; and finally an exaggerated perception of personal control, and an unrealistic optimism about the future. All these aspects of the human nature are suggested to operate in a way to minimize the effects of negative events (Taylor, 1991).

In addition to the investigation of the influences of positive and negative work events on the affective experiences of employees at work, frequency of individual work events were also examined based on descriptive statistics. In general, the participants reported to experience positive work events more frequently than negative work events, despite the stronger effects observed for negative work events, as mentioned above. Most frequently reported positive events referred to task-relevant accomplishments such as “I completed my work on time,” “I completed a task successfully,” or “I solved a task-relevant problem.” Moreover, positive interaction episodes with coworkers were reported frequently by the employees, such as “I had an enjoying time with coworkers on the job,” “My coworkers helped me on a task,” or “I worked with my coworkers in a team spirit.” On the other hand, most frequently reported negative work events were related with task-relevant problems such as workload, being assigned to irrelevant

tasks or to tasks for which the individual is overqualified, and working overtime. Undesirable organizational policies were also reported frequently such as “I did not get the pay raise I expected,” “A new organizational decision was taken without taking the opinion of employees,” or “A new organizational decision was introduced unfairly.” Working together with a disliked coworker, having a dispute with a coworker and supervisory ignorance of an employee’s efforts and accomplishments were among the other frequently reported negative work events.

In terms of the events that elicited the most intense positive affective reactions, events such as having an enjoying time with coworkers on the job, being promoted, being appraised by the supervisor for one’s performance, fair task distributions by the supervisor, being respectfully treated by a subordinate, supervisory support, and task accomplishments triggered the strongest affective reactions. On the other hand, being the target of a supervisory bawl out, not being supported by the supervisor in front of top management, somebody else being promoted unfairly for a position one deserved, unfair introduction of a new organizational policy, and unfair treatments such as whistle blowing of a coworker or disrespectful treatment by a subordinate were among the negative events that elicited the most intense negative affective reactions.

In addition to individual level of analysis for work events, stepwise regression analyses were carried out for identifying the most predictive work event categories for predicting affective experiences. Negative work events associated with relations with the supervisor, negative organizational policies, positive events associated with coworker relationships, and positive task-relevant events were among the common predictors of different affect dimensions.

When the individual work events under each broad category are reviewed, it can be seen that there are common aspects or themes intersecting with each category. For example, both of the relations with the coworkers and relations with the supervisor categories include events related with receiving support/ lack of support from coworkers or supervisors. Moreover, fairness/unfairness of relational interactions with supervisors, coworkers, and subordinates is another shared theme underlying these broad categories. Similarly, a majority of the individual work events related with the organizational policies category include aspects of fairness/unfairness of organizational policies. This study has shown that work

events are significantly associated with affective experiences of the employees, which in turn directly or indirectly influence important organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behaviors, and turnover intentions. Therefore, the broad categories of events, the individual work events under each category, and the shared themes of social support and fairness identified in this study can provide cues for managers in terms of which types of negative events they should try to eliminate or avoid in a workplace, and at the same time the types of positive events that should be facilitated.

When one considers the justice aspects of the identified work events and their respective consequences in terms of affective reactions and work attitudes and behaviors, great similarities with the propositions of organizational justice research and the AET framework can be noticed. Organizational justice research mainly deals with the notion of fairness or justice in organizational settings (Greenberg, 1990). In previous research, perceptions of justice were found to be positively associated with job satisfaction, organizational commitment, organizational citizenship behavior (OCB), customer satisfaction, employee performance, and decreased levels of turnover, retaliation, and theft (Ambrose, Hess, & Ganesan, 2007; Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Greenberg, 1990; Rupp & Cropanzano, 2002; Simon & Roberson, 2003). Moreover, empirical evidence has been provided regarding emotions and affective reactions of employees in response to justice/injustice (Barclay, Slarlicki, & Pugh, 2005; Rupp & Spenser, 2006; Weiss, Suckow, & Cropanzano, 1999).

Adam's (1965) distributive justice phenomena, Thibaut and Walker's (1975) procedural justice concept, Bies and Moag's (1986) interactional justice concept, and Greenberg's (1993) informational justice concept are among the dimensions suggested to influence people's perceptions of fairness. The most popular organizational justice scale used in research is the four-dimensional scale of Colquitt (2001), which includes items for assessing each of the above mentioned justice dimensions. There are some overlaps between some aspects of the work events identified by this study and the items of Colquitt's organizational justice scale. For example, the interpersonal justice dimension mainly considers whether the authority figure (the supervisor, coworker or subordinate, in this case) treated

the individual in a polite manner, with dignity and respect. The work events such as “My supervisor bawled out to me,” “My subordinate behaved disrespectfully to me,” or “My coworker behaved offensively to me” are examples of work events that are closely linked with the interactional justice dimension. Moreover, the procedural justice dimension of the scale consists of items related with the extent to which the procedures used for a decision were free of bias and whether the individual had the chance to influence the decision or express her/his views and feelings during the implementation of the procedures. This dimension can be linked to work events such as “Somebody else was unfairly promoted for the position I deserved” or “A new organizational policy was introduced unfairly.” The distributive justice dimension referring to the extent that the allocation of an outcome is made in accordance with recipient’s contributions can be associated with the work events of “My supervisor made a fair task distribution,” “I was assigned a task for which I am overqualified,” or “I got a pay raise.” All these close links between the organizational justice dimension and the work events indicate that fairness perceptions of the employees about the experienced work events might be part of the process through which work events are appraised and affective reactions and states arising from these events are translated into work attitudes and behaviors. The affective component of fairness judgments has been especially underlined by Skarlicki and Folger (1997) in their proposition about *deontic anger* which occurs in response to injustice and is associated with retaliation towards the perceived cause of injustice.

On the other hand, a number of organizational justice theories have aimed to explain why justice matters to people. Most promising and well accepted explanations refer to the instrumental value of justice for people in terms of promoting their self-interest (Thibaut & Walker, 1975); the relational nature of justice in terms of providing information for employees about their membership status and group-related identity (Lind & Tyler, 1988); the cognitive information processing value of fairness in serving as a heuristic for employees based on which they can infer the likelihood of being exploited or rejected by authority figures and for evaluating the trustworthiness of the authority figure and guiding reactions to work events (Lind, 2001); the counterfactual thought processes triggered by

negative events related with fairness such as “would,” “could,” and “should” thoughts (Folger & Cropanzano, 1998).

To sum up, in addition to the Affective Events Theory (Weiss & Cropanzano, 1996), organizational justice theories can be also used for providing complementary support in explaining why the studied work events were found to significantly influence affective reactions and work attitudes and behaviors of the employees. As suggested by Weiss and Cropanzano (1996), work events are reflections of the work environment features, and particular work events are likely to be experienced consistently in a working environment with certain characteristics. Task-relevant work events and events related with supervisory support/lack of support, and supervisory recognition can be theoretically linked with Herzberg’s motivator-hygiene theory (1976) or the Leader-Member-Exchange theory (Dansereau, Graen, & Haga, 1975), both of which have been also previously considered by researchers in the measurement of facets of job satisfaction. The work events used in this study provide a comprehensive list of daily hassles and uplifts that can be experienced by employees in a work setting and these events represent daily reflections of the general characteristics of a work environment based on which employees form their attitudes and act on in interacting with their coworkers, supervisors, or customers. This study shows that the affective experiences employees go through in response to these work events play a significant role in shaping the employee attitudes and behaviors.

#### **4.1.2. Affective dispositions and affective experiences at work**

Core self- and external-evaluations were used as the affective dispositions in the prediction of affective experiences of employees at work, in addition to the affective work events. This study was the first one to investigate the influences of core evaluations constructs on affective states and reactions. Previous research on core self- and external-evaluations had been only conducted for testing associations with other affective trait or personality measures. In half of the structural model tests, either core self-evaluations or core external-evaluations contributed significantly to the prediction of affective states or reactions of the employees. In the prediction of pleasure as an affective state, both core self-evaluations and external-evaluations were significant contributors when positive work events were

experienced. When negative work events were experienced, only core self-evaluations were significantly related with the affective state of pleasure. When calmness was the dependent affective state, only core-external evaluations and positive work events were significant predictors. On the other hand negative events themselves were sufficient to predict calmness in response to negative work events. For the affective state of high energy, only core self-evaluations and positive work events were predictive. When affective reactions were used in the tested models instead of affective states, core self- and external-evaluations did not have incremental predictive power over and above negative work events. However for positive work events, core external-evaluations were also significantly related with affective reactions. In some instances, work events alone were the strongest predictors of affective states or reactions of the employees, indicating the essential role work events play in influencing the affective experiences of individuals while working. Moreover, neither core self-evaluations nor core external-evaluations had any moderating influence on the relationship between work events and affective reactions or states. According to the overall findings of this study, core self- and external-evaluations as alternative measures of affective dispositions received partial support as components of the AET (Weiss & Cropanzano, 1996) framework.

Examination of the pattern of correlations between affective dispositions (core evaluations), affective states, and affective reactions revealed that, affective dispositions tended to have higher correlations with affective states, than with affective reactions. This is expected, since both affective dispositions and affective states are more global assessments of affective experiences, compared to affective reactions that were measured as emotional reactions to particular work events. According to study findings, positive and negative work events tend to have higher correlations with affective reactions rather than affective states. This finding is also expected since affective states are probably also influenced by variables other than work events, such as individual dispositions, life events, or the general work environment. George (1996) suggests that affective states can take the form of emotions or moods. While emotions have a specific target (i.e., an affective work event), moods are not focused on any particular object, event, individual, or behavior (Frijda, 1993). Therefore, affective states might be more open to the

influence of the affective disposition of the individual, since an enduring personality trait predisposes an individual to experience similar affective states (George & Brief, 1992; Thoresen et al, 2003).

Previous research on the relationship between affective dispositions and affective states or moods at work has generally relied on the PA and NA measures of trait affectivity (Brief & Weiss, 2002). A variety of studies reported statistically significant correlations between affective dispositions and workplace mood (e.g., Brief, Burke, George, Roberson, & Webster, 1988; George, 1989; Judge & Ilies, 2004; Schaubroeck, Ganster, & Fox, 1992; Spector & O'Connell, 1994). These findings are supportive of the argument that dispositional affect can have a causal influence on affective states (George, 1996), since the dispositional makeup of individuals predispose them to be more or less susceptible to particular emotional states (Larsen & Ketelaar, 1991), and in terms of their sensitivity to signals of rewards versus punishments (Gray, 1987).

The significant relationships found between the core self- and external-evaluations and affective states and reactions indicate that these constructs can be used alternatively, instead of the traditional PA-NA structure of trait affect as part of the AET framework. Use of core evaluations constructs is expected to contribute to decreasing common method bias, as dispositional affectivity and state affect at work are measured with the use of different scales. Findings of this study suggested that individuals who positively evaluated their self and capabilities were less likely to experience undesirable affective states in the work setting. This finding is consistent with past research, showing that positive evaluations of the self is predictive of individual differences in positive and negative affectivity (Schimmack & Diener, 2003), which predispose the individual to experience similar emotional states at work (George & Brief, 1992). An individual who scores high on core self-evaluations is proposed to be someone who is well-adjusted, positive, self-confident, efficacious, and emotionally stable (Judge et al., 2003), thus more capable of emotional regulation in response to work events taking place at work. In their review of hedonic well-being Ryan and Deci (2001) state that perceived competency and self-efficacy is associated with enhanced well-being of individuals. In line with these propositions of positive psychology (Snyder & Lopez, 2007), one can argue that positive core self-evaluations facilitate well-being

of employees in the work setting, and contribute to the experience of desirable affective states in reaction to work events.

Concerning the specific relationships between core self-evaluations and individual affect dimensions, core self-evaluations were significantly predictive of the pleasure and energy dimensions of affective states of the employees. In other words, positive evaluations of one's self-worth and abilities, control beliefs, and emotional stability contributed to increased pleasure and feelings of high energy levels by the employees at work. This finding is consistent with previous research by Judge et al. (2005) reporting a positive and significant correlation of .48 between core self-evaluations and positive affectivity. In a similar vein, findings of the "self" literature also indicate positive associations of mastery beliefs (Ben-Zur, 2002), self-esteem (Baumeister et al., 2003; Robinson & Meier, 2005), locus of control (Klonowicz, 2001), and emotional stability (Griffin, 2001) with positive affectivity.

Moreover, individuals with positive core external-evaluations were found to experience relatively higher levels of positive affective states and reactions in the workplace, as compared to employees with pessimistic evaluations of the external world. The core external-evaluations construct consists of trust in others, belief in a just world and belief in a benevolent world. The buffering effect of belief in a just world against anger provoking events has been previously supported in empirical research by Dalbert (2002). Belief in a just world is also proposed to enhance trust in others and belief in one's fate and it is positively related with individual well-being (Dalbert, 2001). Moreover, sense of trust in others' goodwill is suggested to serve as a useful strategy and resource for individuals in emotion regulation and coping (Shaver & Hazan, 1993). Therefore, one can conclude that the identified influences of the core external-evaluations construct on the affective states and reactions of the employees are in line with the literature and prove that core external-evaluations construct is a useful tool to be employed in research on emotions in the workplace.

Core external-evaluations were especially predictive of the calmness dimension among the three affect dimensions. Considering the nature of items included, calmness can be conceptualized as similar to low levels of negative affectivity and proneness to feelings of anger. Previous research on the

relationships between the underlying components of core external-evaluations and negative affectivity are consistent with the findings of the present study. For example, Dzuka and Dalbert (2006) found a significant negative relationship between belief in a just world and negative affectivity. Kaler (2009) has recently tested the construct validity of a newly developed World Assumptions Questionnaire (WAQ), and reported significant negative relationships between negative affect and the sub-dimensions of the WAQ, such as controllability of events, and trustworthiness and goodness of people. Especially the trustworthiness and goodness of people dimension is closely related with the core external-evaluations construct. Supporting the observed relationships, general tendency to trust other people and the individual disposition of trait anger seem to be innately and conceptually linked. Barefoot (1992) defined hostility in terms of cynical beliefs and attributions, angry emotional states, and aggressive behaviors. Trait anger is suggested to reflect an individual's tendency to view the world in a negative and cynical fashion. Therefore it has relational implications, and emotional states of anger are intrapersonal and other-directed in nature (Barefoot, 1992; Buss & Perry, 1992; Spielberger, Jacobs, Russell, & Crane, 1983). Considering these conceptual linkages between the elements of core external-evaluations and the affective dimension of calmness, the findings of the present study provided empirical evidence confirming these associations, and supported the utility of core external-evaluations in studying affectivity and emotions in the workplace, at least in the context of the present study.

In a previous study, Judge, Locke, Durham, & Kluger (1998) had reported core self-evaluations to have higher explanatory power in predicting job and life-satisfaction, as compared to core external-evaluations. They had found that core external-evaluations did not explain incremental variance in satisfaction beyond core self-evaluations. In an effort to explain this finding, these researchers argued that the way in which people view themselves is more fundamental and is the source of the way in which people view others and their world. However, this argument rather represents an individualistic assumption. Findings of the present study provide support for the marginal predictive utility of the core external-evaluations construct. In some of the tested models, core external-evaluations alone was the only significant predictor of affective states of the employees (e.g., the

model (3) testing the influence of positive work events and affective dispositions on the affective state of calmness), or it significantly contributed to the prediction of an affective state together with work events and core self-evaluations (e.g., the model (1) testing the influence of positive work events and affective dispositions on the affective state of pleasure). In this regard, the present study demonstrates that the core external-evaluations construct can serve as a useful variable in the prediction of people's affective experiences. Findings of the present study are confirmatory of the arguments supporting the association between beliefs about the external world and affective experiences and adjustment.

The cultural context of the study might have also influenced the significant contributions detected for core external-evaluations. As stated by Markus and Kitayama (1991), "People in different cultures have strikingly different construals of the self, of others, and of the interdependence of the two. These construals can influence, and in many cases determine, the very nature of the individual experience, including cognition, emotion, and motivation" (p.224). In the limited number of studies using core external evaluations (i.e., Judge et al, 1998) the sample averages for the core external-evaluations variable were higher than the scale mean. However, in the present study, a pessimistic view of the external world and other people was detected, reflected by the low mean value for core external evaluations. This might be due to the cultural and societal characteristics of Turkey, a country characterized with high power distance and moderate levels of individualism (Hofstede, 2001). According to Inglehart's (1997) cross-cultural index of survival/self-expression, Turkey is defined as a survival country in which economic and physical security is low and material values are emphasized above other goals. Inglehart and Oyserman (2004) asserted that in survival countries people show low levels of interpersonal trust. On the other hand, Yamagishi and Yamagishi (1994) found individualistic American people, in comparison to the collectivistic Japanese individuals, to be more trusting of other people in general. Furnham (1991) reported unjust world beliefs to be positively associated with Hofstede's (1984) power distance dimension of culture, and argued that beliefs about the external world are not only a function of personal experience but also of societal factors and a country's structural features (Furnham, 2003). All these findings and arguments support the idea that there are cross-cultural differences in

terms of beliefs about the world and other people in general, and can be used to explain the emergence of core external-evaluations as a critical variable in predicting affective states and reactions in some of the tested models of the present study.

Another interesting finding of the study was the significant negative correlation between core external-evaluations and the frequency of reported negative work events for the last work week. Those individuals with positive views and beliefs about life, the external world, justice, and trustworthiness of other people in general reported lower numbers of negative events. This association implies that affective dispositions also influence perception and interpretation of work events, and individuals with a positive outlook to the world might be seeing their work environment more positively and perceiving less threat from work hassles. Researchers supporting the dispositional basis of job satisfaction have made similar arguments based on empirical findings on significant relationships between affective dispositions and evaluations employees make about the characteristics of their jobs (e.g., Judge & Locke, 1993; Judge, 1992). These studies offer support for the idea that individual differences in the tendency to view the world in a positive or negative light are associated with how individuals perceive and interpret environmental conditions and the extent to which they are sensitive to negative or positive stimuli (Judge, Bono, & Locke, 2000; Levin & Stokes, 1989; Motowidlo, 1996; Watson & Tellegen, 1985). Information-processing view suggests that use of schemas and categorization may help individuals selectively attend to and interpret events so as to accommodate their self-concepts, and such information processing mechanisms may lead people to perceive and experience what they are prepared to see (Snyder & Ickes, 1985; Staw & Cohen-Charash, 2005). Following a similar logic, affective dispositions are also expected to influence memory and retrieval of negative or positive experiences, in addition to the coding of these experiences. Positive individuals are expected to remember positive experiences in performing tasks or interacting with others, whereas negative individuals may have the tendency to remember more unpleasant or disturbing events. Moreover, considering the fact that most people have a positive affective tone, in terms of retrieval of past experiences, a general positive bias for memory can be expected (Staw & Cohen-Charash, 2005). The findings of

the study in terms of the significant negative correlation between core external-evaluations and frequency of reporting negative work events, and the comparatively higher mean value for reporting of positive events rather than negative events, are both in line with these propositions about the potential influences of affective dispositions on information processing.

#### **4.1.3. Influences of affective states and reactions on work attitudes and behaviors**

The findings of the study provided support for the basic premise of the AET (Weiss & Cropanzano, 1996) about the influence of affective experiences at work on employees' overall judgments of job satisfaction. In the present study job satisfaction was assessed based on both cognitive and affective components of the construct. The cognitive component was measured using an evaluative scale, while the affective component was measured using the faces scale of Kunin (1955). As expected, the correlation of affective state and affective reaction dimensions tended to be higher for the affective component of job satisfaction. Structural equation modeling tests consistently indicated significant and strong associations between affective experiences and job satisfaction judgments of employees. Similarly, organizational commitment was also significantly associated with affective experiences of the employees, although the explained variance was highest for job satisfaction.

The significant associations between affective states and job satisfaction and organizational commitment judgments indicate that although work attitudes are relatively stable, they are open to the influence of affective work events and the affective states of employees in response to these events. On the one hand, stable characteristics of the job or the work environment, such as the pay level or job characteristics constitute rather more objective aspects of one's job and might be contributing to the stable evaluations and beliefs about one's job or organization. On the other hand, the affective experiences associated with work events might be coloring individuals' work attitude reports, as they make certain aspects of a job or organizational context more salient in negative or positive terms depending on the nature of the experienced events. It is likely that when an individual is asked to report her/his job satisfaction or organizational commitment, s/he is likely to

construct these attitudes on demand, based on the retrieval of stored information about the attitude subject.

In the present study, affective states and reactions were also found to have significant influences on organizational citizenship behaviors of the employees, which are conceptualized as affect-driven behaviors in AET (Weiss & Cropanzano, 1996). The theoretical model of George and Brief (1992) on organizational citizenship behavior points out the importance of mood as a predictor of voluntary and helping behavior at work. These researchers argued that mood mediates the influences of affective dispositions and contextual work characteristics on citizenship behaviors. Similarly, Spector and Fox (2002) argued that positive emotions should have a central role in predicting citizenship behaviors since emotional responses determine action tendencies. All these arguments are in line with the propositions of AET in terms of the influences of affective experiences on citizenship behaviors. Findings of the present provide empirical support for these arguments and portray the associations between affect and behavior in the organizational context.

It was not the intention of this study to investigate the cognitive processes through which affective states come to influence work attitudes and behaviors of the employees, however particular theories can be used to gain insight on potential explanations on the identified influences of affective states. The central role of affect in motivation and action tendencies (George & Brief, 1996), and on information processing (Isen & Baron, 1992) has been suggested by a number of researchers in the literature. Clore and Gaper (2000) provided a review of how affective experiences are closely related to formation and change of beliefs and thought processes. Forgas and George's (2001) affect infusion model (AIM) is one of the notable theoretical models aiming to explain the mechanisms through which affect influences attitudes and behavior. AIM emphasizes the critical role of cognitive processes in moderating the effects of affect on organizational attitudes and behaviors, and suggests that affect infuses or colors individuals' cognitive processing in forming evaluations of the attitude object. According to the AIM, four alternative information processing strategies people use might influence employee attitudes and behaviors in organizational setting, each having different degrees of potential for affect infusion. These strategies are (1) *direct access* of a

preexisting response, (2) *motivated processing* in service of a preexisting goal, (3) use of a simplified *heuristic*, and (4) use of a *substantive* generative processing strategy. Forgas and George argue that direct access and motivated processing strategies do not require generative and constructive processing and therefore have limited potential for affect infusion. In contrast, using affect-as-information heuristic (Schwarz & Clore, 1983) and how-do-I-feel-about heuristic (Schwarz & Clore, 1988) or substantive generative processing strategies are suggested to have high affect infusion potential, since these strategies are open to affect priming influences. Whenever people are using an open and constructive information processing strategy, they might rely on mood-congruent associations in the interpretation of ambiguous social information, and this might lead to a persistent mood-consistent bias in organizational judgments and behaviors (Forgas & George, 2001). Especially the affect-as-information heuristic seems to be the most plausible explanation for the influences of affect on work attitudes and behaviors.

Another plausible explanation for the associations between affective experiences and behaviors of the employees can be made using the sentiment override proposition suggested by Weiss (1980), which he developed based on his clinical observations of the behaviors of discordant spouses. Weiss recognized that the responses and behaviors of discordant spouses were relatively noncontingent of their partner's behaviors, but rather seemed to be a reflection of their global representations of their partner or relationship - their sentiment about the relationship. In other words, a sentiment override process was taking place in which spouses engaged in "top-down" processing in responding to their partner, and their response was to a large extent theory-driven and reflecting the spouse's global sentiment about the partner or the relationship. Following the same logic, the sentiment override model can be used to understand the behavior of employees considering their interactions and relationships with their organization as a whole, their supervisors, coworkers, or subordinates. The affective experiences of the employees might be contributing to the formation of the fundamental sentiments about their particular relationship, on which employees act and behave in the work setting.

The significant associations found between affective states at work and work attitudes and behaviors suggest that the workplace is not fully guided by

rational exchange relationships between the employee and the organization. The affective experiences of the employees need to be taken into account in order to fully understand employees' work relevant evaluations and behaviors.

Finally, with regard to the prediction of turnover intentions as an indicator of withdrawal behaviors, findings were supportive of the AET (Weiss & Cropanzano, 1996) propositions. Turnover intentions were best predicted by the work attitudes of job satisfaction and organizational commitment. Structural model tests including additional paths from affective states to turnover intentions did not significantly improve model fit, indicating that the relationship between affective states and turnover intentions was mediated by work attitudes. This finding is consistent with the arguments of the most prevailing theories of turnover (e.g., Griffeth & Hom, 2001; Mobley, Horner, & Hollingsworth, 1978), which presume job satisfaction and organizational commitment as the proximal predictors of withdrawal cognitions of the employees. Since actual turnover behavior is a high stakes decision for the employees, a well considered decision making process is suggested to be taking place, in which leavers engage in a series of withdrawal decisions and behaviors during the termination process (Griffeth, Hom, & Gaertner, 2000). In this process, turnover intentions are suggested to mediate the relationship between work attitudes and actual turnover behavior.

Contrarily to the findings of previous research on the comparative influences of job satisfaction and commitment on turnover (Griffeth, Hom, & Gaertner, 2000; Mobley, Griffeth, Hand, & Meglino, 1979), job satisfaction was found to be a better predictor of turnover intentions in this study. The regression weights for job satisfaction tended to be higher than that of organization commitment, and the correlations between the latent variables also followed the same pattern. There might be three plausible explanations for this finding, based on the characteristics of the present study. Firstly, in the present study job satisfaction was assessed with the use two indicators, one for the cognitive and the other for the affective appraisal of one's job. Majority of the previous studies on job satisfaction rather focus on the cognitive evaluation of working conditions. This distinctive feature of the study might be one of the underlying reasons for the superior predictive power identified for job satisfaction-turnover intentions relationship in this study. Secondly, this finding might be explained as a byproduct of range

restriction. The standard deviation of organizational commitment measure (.62) tended to be lower than the standard deviation of the 3-item scale measure of job satisfaction (.89) and the single-item faces measure of job satisfaction (1.09). The relatively limited variance in organizational commitment might partially be responsible for the weaker influence of this variable on turnover intentions. Thirdly, this inconsistent finding might simply be something specific to the sample of the study. Participants of the study were employees working in a government organization and majority of them were university graduates. Previous research has demonstrated differences between public and private sector employees with respect to turnover intentions and behaviors (Carmeli & Weissberg, 2006). To sum up, the identified associations between job satisfaction, organizational commitment, and turnover intentions should be interpreted cautiously, considering the limited generalizability of the findings restricted by the sample characteristics of the present study.

#### **4.2. A Three-dimensional Structure of Affect**

Instead of relying on the traditional PA-NA structure of affect, an alternative measure was developed and used for testing the research hypotheses in this study. Factor analysis of the affect inventory developed as part of the preliminary studies revealed a 6-factor solution consisting of three bipolar dimensions; Pleasure (happy - sad), Calmness (relaxed - tense), and finally Energy (energetic - tired). This three-dimensional structure was used in the main study and the model tests were separately carried out for each affect dimension. This affect structure is similar to that proposed by several researchers previously (i.e., Schimmack & Grob, 2000), consisting of pleasure-displeasure, tension-relaxation, and awake-tiredness. Although there is plenty of empirical papers published supporting the three-dimensional model of affect (Matthews, Jones, Chamberlain, 1990), mainstream psychology has adopted the use of the two-dimensional structure. This might be due to the practical easiness of interpreting findings on the two dimensions of negative and positive affectivity. However, although use of a two-dimensional structure makes conceptualization and explanation easier, it fails to fully represent the affect space and leads to loss of valid information. A review by Schimmack and Grob (2000) suggests that American researchers prefer to use

models with two orthogonal factors (i.e., pleasure vs. arousal, or positive vs. negative affect), while European models most of the time result in three factors based on oblique rotation. On the other hand, the competing models of the dimensional structure of affect are basically rotated versions of each other. For example, Watson and Tellegen's (1985) PA-NA model was discovered by a 45 degrees rotation of Russell's (1980) Pleasure-Arousal circumplex. The three dimensional structure (Pleasure, Calmness, Energy) suggested by the present study can be conceptualized as a combination of previously suggested two-dimensional models. The first dimension of Pleasure is similar to Russell's Pleasure dimension, and was measured based on adjectives such as happy, sad, and cheerful. Moreover, the Arousal dimension is broken down into the two sub-dimensions of energy and tension (calmness in this study), similar to Thayer's model. Thayer's energetic arousal consists of marker adjectives such as energetic, carefree, elated, and tired, which are similar to the affect adjectives used in this study such as energetic, vigorous, eager, tired, and exhausted. On the other hand, Thayer's tense arousal consists of marker items such as tense, intense, anxious, still, and calm, similar to the adjectives used for assessing calmness dimension in this study such as angry, nervous, calm, quiet, and serene.

The correlations between the three affect dimensions ranged between .35 and .64, indicating that these dimensions were related but yet not identical. The antecedents and consequences of the dimensions also varied. For example, the Pleasure dimension was predicted by positive events, negative events, and the affective dispositions of core self- and external evaluations. However, Calmness was predicted by negative work events, and core external evaluations. Energy was predicted by positive events, and core self-evaluations. On the other hand, job satisfaction was best predicted by Pleasure, and organizational commitment was best predicted by Energy. Pleasure and Energy together explained significant variance in organizational citizenship behaviors. Calmness dimension did not stand out as a predictor of organizational outcomes, when simultaneously considered with Pleasure and Energy. Previous research has found significant associations between anger and counterproductive work behaviors (Fox & Spector, 1999). Moreover, in their meta-analytic review, Kaplan et al. (2009) have reported significant positive associations between negative affectivity and counterproductive

work behaviors, and work stress was found to mediate this relationship. In this regards, one could expect low levels of Calmness (indicating tension) to be predictive of counterproductive work behaviors of employees. Although not sufficient, findings of the present study can be used to provide evidence for the convergent and discriminant validity of these affective dimensions. However, further research is needed to elaborate on the validity of this three dimensional structure of affect.

#### **4.3. Limitations of the Study**

There are four limitations of the present study. The first one is concerned with the limited possibility of making causal inferences among a subset of study variables. The second limitation is related with the retrospective measurement of work events, affective reactions, and affective states. The third limitation is about the potential influences of common method bias on study findings. And the fourth one is the limited generalizability of the study findings due to the sample characteristics of the present study.

With regard to the first limitation, the design of the study limited drawing particular causal inferences among a subset of study variables. The present study relied on longitudinal data collected at only two times. Affective dispositions, organizational commitment, and organizational citizenship behaviors were assessed at Time 1, and work events, reactions to work events, and affective states at work were assessed at Time 2. Work events and affective experiences were assessed retrospectively, asking the participants to respond on these variables considering the past work week. Job satisfaction and turnover intentions were assessed at both Time 1 and Time 2, however for data analyses only Time 2 measures of these variables were used in order to be able to make causal inferences. Due to the study design, causal associations can be formed between only particular variables. Since work events and affective experiences (affective states and reactions) were assessed retrospectively for the past work week and the outcome variable of job satisfaction was assessed referring to the end of the work week, a causal association can be suggested for both work events and affective experiences as antecedents of job satisfaction. Moreover, affective reactions to work events were assessed by asking the participants to indicate how they reacted to each work event. Therefore it is

plausible to form a causal relationship between work events and affective reactions, work events being the antecedent. However, for the relationships between work events and affective states, the associations were based on co-occurrence and causality can not be suggested.

For the outcome variables of organizational commitment and organizational citizenship, which were assessed at Time 1, the findings should be interpreted as relationships, without any causality. On the other hand, considering the nature of affective dispositions as stable personality characteristics, and the transient nature of affective states and reactions, it might be still theoretically plausible to assert causal relationships between affective dispositions and affective states or reactions.

In order to eliminate this limitation about the inability to make causal relationships between the study variables, alternative study designs can be used. For AET, time is an important parameter when examining affect and satisfaction, since affect levels at work fluctuate over time (Weiss & Cropanzano, 1996). Experience sampling methodology (Larson & Csikszentmihalyi, 1983) is proposed to be a solution to the study of mood at work, since it enables the analysis of within-person fluctuations over time. Separate analysis of within and between-person changes makes it possible to distinguish the influences of affective dispositions and daily work events on affective experiences. Moreover, changes in daily work attitudes and behaviors can be captured and the stability/instability of them can be monitored. At the same time, the experience sampling method enables the formation of causal relationships between the study variables. For the majority of the bivariate relationships between the variables, the present study relied on theory (AET) and the previous literature in generating the paths for the tested structural models. Therefore, although the design of the present study limited drawing causal inferences among some of the study variables, consistency of study findings with theory is believed to engender confidence in the tested associations.

As mentioned above, retrospective assessment of work events, affective reactions, and affective states contributed to the formation of causal relationships among some of the study variables. However, this approach in data collection is a second limitation of the present study. Retrospective data collection is subject to recall biases on the part of the participants. In order to reduce such biases, a short time frame (past one week) was used in this study. However, asking the

respondents to retrieve information about the work events they experienced in the last work week might have still influenced the findings of the study. On the other hand, the participants' current mood at the time of recalling might have colored the type of events they reported or their ratings of affective reactions and affective states. Retrospective methods have been widely used in previous empirical studies on affective states (i.e., George, 1991; Lee & Allen, 2002; Miner & Hulin, 2000), however diary keeping or experience sampling methods of data collection can better deal with the problem of such memory biases.

The third limitation of the study is related with common method bias. The findings are based on self-report data, and this might have influenced the results. In order to explore this possibility, Harman's single factor test was conducted using confirmatory factor analysis based on the recommendations of Podsakoff et al. (2003). Measurement models of the study were reanalyzed, this time using only one factor (self-report factor) for the indicators to load on. The critical chi-square value, corresponding to a degrees of freedom difference of 33 was 47.40 at  $p = .05$ . However, the measurement models with only a single factor resulted in very high chi-square values around 2000, resulting in chi-square difference values around 1000, which were far higher than the critical value of 47.40. These high chi-square difference values suggest that self-report factor alone could not account for the study findings, however reliance on a single source for data collection might still have influenced some of the results.

The fourth limitation is concerned with the restricted generalizability of the study findings due to the sample characteristics. The sample used in this study constituted of administrative employees of a public organization. Majority of the participants held at least a bachelor's degree, indicating an educated sample. Since most of the participants were public workers, their job security is expected to be relatively higher than private sector employees. Hence, for the public sector employees involuntary turnover does not pose as much threat as it does for private sector employees, and mobility of the workforce and turnover intentions are much lower in the public sector (Carmeli & Weissberg, 2006). In this regard, the turnover intentions measure used in this study might have been conceptualized and perceived differently by the participants of the present study. Therefore, the generalizability of the study findings is limited with the sample characteristics.

#### **4.4. Practical Implications**

The findings of this study have important practical implications especially relevant for managers and supervisors in organizations. The critical affective work events identified as part of the study were found to be significantly associated with organizational outcomes such as work attitudes and behaviors of the employees. Managers can contribute to the creation of positive attitudes and a cooperative workforce by facilitating the occurrence of positive work events that enhance the affective states of the employees. On the other hand, managers can take actions to eliminate the occurrence of negative work events, which are strongly associated with negative affective experiences and undesirable organizational outcomes.

In fact, one of the broad work event categories identified directly referred to employees' relations with the supervisor. Moreover, this event category was found to be one of the strongest predictors of affective states. These findings imply that supervisor and managers can have positive influences on the affective experiences of their subordinates by being supportive of their employees, by recognizing their accomplishments, and by following procedural, distributive, and interactional justice principles. Application of organizational procedures fairly, allocating resources equitably, and treating the subordinates with respect and dignity are expected to be reciprocated by cooperative behaviors on the part of their subordinates. Managers can aim to introduce more fair organizational practices and policies in order to maintain an affectively positive and cooperative working climate in their units and organizations.

Moreover, the study provided evidence for the influences of affective dispositions of employees on their affective experiences. Considering the associations between affective experiences and organizational outcomes, these affective dispositions also provide cues for managers about those employees that are more likely to be satisfied with their job and exhibit voluntary and helping behaviors, and those that are less likely to withdraw or retaliate against the organization. Although it is unlikely for managers to be able to change the basic assumptions of their employees about the world in general, at least they can enhance job-specific beliefs and assumptions of their employees by building a trusting relationship with their subordinates, by being fair, and by managing task delegations and assignments in a way to match with the competencies of their

employees to boost the self-efficacy beliefs of their subordinates. Such practices of managers are expected to elicit subordinate feelings of being a valued member of a group and might contribute to their positive self-evaluations.

#### **4.5. Future Research**

Research on the antecedents and consequences of affective states and reactions using experience sampling methodology needs to be undertaken to fully understand the processes through which work events influence daily attitudes and behaviors of the employees. Such an approach can contribute to disentangle the influences of affective traits and situational factors on the affective states of employees. Furthermore, this approach can enable researchers to investigate how behaviors and attitudes change over time and through which mechanisms. Rather than using paper-and-pencil surveys for assessing affective states, new methods can be employed with the use of technology such as e-mails or palm-top computers for alerting the participants to report their affective states or emotions and the target of their emotions simultaneously.

Research on the role of affect at work needs to make a fine tuning in examining the antecedents and consequences of moods versus discrete emotions. Affective states can refer to both moods and emotions. Moods are feeling states that are less intense as compared to emotions, and moods do not have a clear object or cause, in contrary to emotions (Frijda, 1993). Since emotions are more intense, their consequences might be different from that of moods. On the other hand, moods and emotions might differ in terms of the extent to which they are influenced by personality and affective dispositions. While affective dispositions might be coloring the affective tone/direction (positive vs. negative) of people's moods, they might be rather influencing the intensity of the emotions elicited by a particular target or work event, rather than the tone/valence of the emotional reaction. Moreover, affective and personality dispositions might also influence the expression of emotions, besides the experience of emotions. Future research could investigate which factors play a role in the experience versus expression of discrete emotions in the work setting.

The AET framework can be used for assessing the relationships between affective states and job performance. Weiss and Cropanzano (1996) argue that both

positive and negative emotional reactions at work are likely to lead to performance decrements, as management of both types of affective reactions would require consumption of cognitive resources. These researchers also predict an asymmetry for the performance implications of positive and negative affective states. They suggest that performance detriments would be higher for negative affective states, since negative experiences would necessitate adoption of a coping strategy for correcting the situation, while appraisal of a positive state would not require taking any action. All these propositions of the AET framework needs to be empirically tested in future research. Furthermore, AET model can be extended to include coping and emotional regulation strategies individuals adopt in managing their affective reactions. The influences of different coping strategies on work attitudes and behaviors can be examined. Individuals' affective styles of behavioral inhibition versus activation or problem focused coping versus emotion focused coping could be used as alternative dispositional tendencies in explaining the consequences of affective experiences. Emotional intelligence can be also investigated as a personality characteristic, which is likely to influence how people perceive and interpret events and react in response.

Another potential outcome variable closely related with affective dispositions and affective states is counterproductive work behaviors. In previous research, Fox and Spector (1999) have pointed out to the associations between trait anger and counterproductive work behaviors. Further research on AET could elaborate on the positive associations between negative affective states and dysfunctional behaviors of the employees such as theft, intentionally decreasing performance, sabotage, and similar retaliatory behaviors. Employees might tend to exhibit such behaviors in order to compensate for or to offset the negative emotions they experience in response to daily work events.

AET model can be also used in employee well-being and adjustment research. Current research on employee well-being deals with organizational stressors and strain relationships. Work stressors-strain research rather focuses on negative emotions, and conceptualizes negative affective states and emotions at work as the outcome variables, among others such as employee burnout, exhaustion, adjustment, and physical well-being symptoms (Spector & Goh, 2001). Spector and Goh have proposed an emotion-centered occupational stress model for

relating negative emotions at work to job stressors and strains. Their arguments are consistent with those of AET (Weiss & Cropanzano) concerning the mediational role emotions play on the relationship between work stressors and strain. Relying on these similarities between the two lines of research, AET framework can be used as an alternative theoretical model for investigating the relationships between work stressors, affective experiences, and employee well-being. AET's contribution to work stressors-strain research could be via its emphasis on the importance of daily work events as another source of stress for the employees. On the other hand, AET could be further extended by integrating additional sources of stress identified by work stress-strain research as the antecedents of affective states of employees, and by including employee well-being as another potential outcome variable.

Another research topic closely related with the AET propositions is organizational fairness. Organizational justice theories and the AET framework can be integrated within future empirical studies. Work events experienced at work are at the same time accompanied by justice judgments and perceptions on the part of the employees. In this regard, work events can be conceptualized as antecedents of justice perceptions, which in turn might be linked to affective reactions. Alternative models can be tested using event-level justice perceptions as mediators of the work event – affective state relationship. On the other hand, based on the affect-as-information argument, one could also argue that affective reactions to work events might be influencing people's justice judgments about events. Experimental studies using affect priming can be conducted to clarify the true mechanisms underlying the event – affective reaction – justice perception relationships. In addition to event-level analysis of organizational justice perceptions, overall organizational justice perceptions (which are formed over time and are quite stable evaluations about one's organizations) can be studied as predictors of affective states of employees together with affective dispositions, and their moderating influences on the relationship between work events and affective states can also be tested.

Emotional labor can be conceptualized as a specific type of work event or work environment feature especially for service sector occupations. In this regard, research on the influences of emotional labor and emotional dissonance on the

affective experiences of employees can be integrated with both the AET framework and organizational justice theories.

The present study used a three dimensional affect structure for assessing the affective states of the employees. The proposed structure consisted of Pleasure, Calmness, and Energy as the underlying dimensions of affect. Although similar three dimensional structures have been suggested before, mainstream psychology research is dominated by the two dimensional PA-NA structure developed by Watson, Clarke, and Tellegen (1988). Further evidence is needed about the convergent and divergent validity of the three-dimensional structure. Comparative studies using both of the alternative structures should be conducted in order to provide support for the expected marginal predictive utility of the three dimensional structure. Especially the energy dimension is believed to deserve special attention. Recent studies on the construct of “vigor” relate this variable empirically to many organizational outcomes such as performance at work and employee well-being, and use scales similar to Thayer’s (1996) energetic arousal/energy level scale (Shirom, 2004) for measuring the construct. In this regard, the energy dimension has just started to become a rising topic of interest among organizational psychologists, though under differing labels. Future research on affective traits/states and employee attitudes and behaviors should consider the neglected energy/vigor dimension in addition to the positive affect, negative affect or trait anger measures, which have been already heavily studied until now.

In order for gaining deeper insight on the process through which work events are transformed into affective, attitudinal, and behavioral reactions of the employees, experimental research needs to be conducted. Such research should aim to disentangle how affect and cognition interact to influence the behavioral responses of the individuals. Literature on affect-laden cognition and information processing (e.g., Berkowitz, 1993; Cacioppo, 2004; Epstein, 1993; Leventhal, 1993; Shiv & Fedorikhin, 1999; Zajonc, 1980) can be used in guiding future research investigating the interplay of affect and cognition in behavior and decision making.

Future research should attempt to use multiple sources for gathering data, especially in the assessment of work behaviors such as organizational citizenship behaviors, counterproductive work behaviors, absenteeism, job withdrawal, and

performance. Use of peer or supervisory ratings of such observable behaviors would contribute to the elimination of common method bias and enhance the generalizability of the results.

#### **4.6. Conclusions**

This study tested the propositions of Weiss and Cropanzano's (1996) AET, aiming to explain the antecedents and consequences of affective experiences of employees at work. Findings of the study provided empirical support for the significance of relationships between affective work events and affective states and reactions. Positive work events facilitated the experience of positive affective states of pleasure, calmness, and energy, whereas negative work events were related with negative affective experiences of displeasure, tension and exhaustion. Although positive work events were reported more frequently, negative work events explained greater variance in affective experiences, as compared to positive work events. In addition to work events, the affective dispositions of core self- and external-evaluations were positively predictive of positive affective experiences of the employees. However, these affective dispositions did not have any moderating influence on the relationship between work events and affective experiences, which was the only hypothesis that failed to be supported in the present study.

In terms of consequences of affective experiences, job satisfaction was found to be the best predicted work attitude by affective states and reactions, followed by organizational commitment and organizational citizenship behaviors. In line with the arguments of AET, turnover intentions were predicted by the work attitudes of job satisfaction and organizational commitment, and affective experiences did not have any direct influence on turnover intentions.

This study also presented a model in which the relationship between work events and affective states is mediated by affective reactions. In this model job satisfaction was found to be predicted by both affective reactions and affective states. In this regard, the present study pointed out the need to make a distinction between affective reactions and affective states, and suggested that affective reactions might accumulate over time and transform into affective states.

Overall, this research provided evidence for the importance of the affective aspects of the work situations, as an antecedent of important organizational

outcomes. Exploratory analyses of the study demonstrated the types of work events that boost positive affect of the employees and that elicit negative affective states. The common themes underlying the affective work events referred to organizational and interactional justice/injustice, coworker or supervisory support/lack of support, and task accomplishments/failures. In this regard, another important contribution of the present study is believed to be the development of a comprehensive work events inventory. Along with empirical research purposes, this inventory can be used by managers and practitioners to identify the daily sources of stress in a workplace.

Use of an alternative affect structure was another distinct feature of the study. Although findings on the direction of associations with predictor and outcome variables were consistent for all of the three dimensions, they varied in terms of the strength of associations found. To the knowledge of the author, this study represents the first attempt to test the AET model in the Turkish context, characterized with moderate levels of collectivism and high power distance. Therefore, the study contributed to the generalizability of the AET framework. Moreover, empirical evidence on the utility of the core self- and external-evaluations constructs was provided by the study. In this regard, findings of the study have promising implications for theory, practice, and future research.

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## APPENDICES

### APPENDIX A

#### OPEN ENDED QUESTIONNAIRE

#### FOR GENERATION OF WORK EVENTS POOL - FORM I

##### Çalışma Ortamında Yaşanan “Duygu Durumları”

Bu çalışma Orta Doğu Teknik Üniversitesi (ODTÜ) Sosyal Psikoloji Doktora Programı çerçevesinde yürütülmekte olan bir tez çalışmasının bir parçasıdır. Söz konusu tez çalışmasının amacı, çalışma ortamında yer alan çevresel faktörler ve kişilik özelliklerinin etkileşimi sonucunda çalışanların işte yaşadıkları ruh hallerinin ve tüm bunların sonucu olarak da işe yönelik tutumlarının incelenmesidir.

Bu anket çalışması aracılığı ile iş yerinde yaşanan ruh hallerini ya da duygu durumlarını etkileyen çalışma ortamı özelliklerini tespit etmeye yönelik veri toplanması planlanmaktadır. Sizden istenen, Bölüm I’de sunulan demografik soruları ve daha sonra Bölüm II’de yer alan açık uçlu soruları cevaplamanızdır. Katılımınız ve katkılarınız için şimdiden çok teşekkür ederiz.

**H. Tuğba EROL**  
ODTÜ Sosyal Psikoloji  
Doktora Öğrencisi

**Doç Dr. H. Canan SÜMER**  
ODTÜ Psikoloji Bölümü  
(Tez Danışmanı)

BÖLÜM I – DEMOGRAFİK SORULAR	
İşiniz:	
Ünvanınız:	
Çalışılan Kurum:	
Cinsiyet:	<input type="checkbox"/> Kadın <input type="checkbox"/> Erkek
Yaş:	
Eğitim Durumu:	
Medeni Durum:	
Söz konusu işte kaç yıldır çalışıyorsunuz?:	

Lütfen arka sayfaya geçiniz →

## **BÖLÜM II – ÇALIŞMA ORTAMINDA YAŞANAN DUYGU DURUMLARI**

*1. Son 6 ay içinde iş yerinizde yaşadığınız, işinizle ilgili olan ve ruh halinizi belirgin bir şekilde etkileyen bir olayı anlatır mısınız?*

--

*1.1. Bu olay sizin ruh halinizi nasıl etkiledi ve kendinizi nasıl hissetmenize neden oldu?*

--

*2. Bir iş arkadaşınızın son 6 ay içinde iş yerinizde yaşadığı, işiyle ilgili olan ve arkadaşınızın ruh halini belirgin bir şekilde etkileyen bir olayı anlatır mısınız?*

--

*2.1. Bu olay iş arkadaşınızın ruh halini nasıl etkiledi ve kendisini nasıl hissetmesine neden oldu?*

--

**Çalışmaya katıldığınız için teşekkürler!**

## APPENDIX B

### OPEN ENDED QUESTIONNAIRE

#### FOR GENERATION OF WORK EVENTS POOL - FORM II\*

#### Çalışma Ortamında Yaşanan “Duygu Durumları”

Bu çalışma Orta Doğu Teknik Üniversitesi (ODTÜ) Sosyal Psikoloji Doktora Programı çerçevesinde yürütülmekte olan bir tez çalışmasının bir parçasıdır. Söz konusu tez çalışmasının amacı, çalışma ortamında yer alan çevresel faktörler ve kişilik özelliklerinin etkileşimi sonucunda çalışanların işte yaşadıkları ruh hallerinin ve tüm bunların sonucu olarak da işe yönelik tutumlarının incelenmesidir.

Bu anket çalışması aracılığı ile iş yerinde yaşanan ruh hallerini ya da duygu durumlarını etkileyen çalışma ortamı özelliklerini tespit etmeye yönelik veri toplanması planlanmaktadır. Sizden istenen, Bölüm I’de sunulan demografik soruları ve daha sonra Bölüm II’de yer alan açık uçlu soruları cevaplamanızdır. Katılımınız ve katkılarınız için şimdiden çok teşekkür ederiz.

**H. Tuğba EROL**  
**ODTÜ Sosyal Psikoloji**  
**Doktora Öğrencisi**  
**Doç Dr. H. Canan SÜMER**  
**ODTÜ Psikoloji Bölümü**

BÖLÜM I – DEMOGRAFİK SORULAR	
İşiniz:	
Ünvanınız:	
Çalışılan Kurum:	
Cinsiyet:	<input type="checkbox"/> Kadın <input type="checkbox"/> Erkek
Yaş:	
Eğitim Durumu:	
Medeni Durum:	
Söz konusu işte kaç yıldır çalışıyorsunuz?:	

**Lütfen arka sayfaya geçiniz →**

\*Twelve versions of Form II were used in generating the pool of critical work events. Each form included 6 different affect descriptors. The batches of affect descriptors are as follows: 1. *Dikkatli, Enerjik, Keyifli, Öfkeli, Sersemlemiş, Yalnız*; 2. *Hayat dolu, Uysuk, İyi, Telaşlı, Mahzun, Sakin*; 3. *İlgili, Samimi, Değerli, Sıkıntılı, Aksi, Dingin*; 4. *İlhamlı, Huzurlu, Şefkatli, Asabi, Kızgın, Hüzünlü*; 5. *Hevesli, Gururlu, Tatmin olmuş*; 6. *Heyecanlı, Güçlü, Uyanık, Mutsuz, Suçlu, Tedirgin*; 7. *Kararlı, Sevinçli, İstekli, Utanmış, Zaavallı, Yorgun*; 8. *Aktif, Neşeli, Anlayışlı, Korkmuş, Kederli, Buruk*; 9. *Sessiz, Canlı, Hayrete Düşmüş, Yorgun, Şaşkın, Uysal*; 10. *İyimser, Güven dolu, Ağırılık basmış, Morali bozuk, Tükenmiş, Pişman*; 11. *Hoşnut, Mutlu, Memnun, Bitkin, Değişken, Kararsız*; 12. *Ağır, Durgun, Donuk, Kafası karışmış, Gergin, Kaygılı*.

**BÖLÜM II – ÇALIŞMA ORTAMINDA YAŞANAN DUYGU DURUMLARINI ETKİLEYEN FAKTÖRLER**

*1. Son 6 ay içinde, iş yerinizde yaşadığınız ve kendinizi DİKKATLİ (dikkat seviyesi yüksek) hissetmenize neden olan bir olayı anlatır mısınız? Lütfen, bu olayın sizi neden dikkatli hissettirdiğini belirtiniz.*

*2. Son 6 ay içinde, iş yerinizde yaşadığınız ve kendinizi ENERJİK hissetmenize neden olan bir olayı anlatır mısınız? Lütfen, bu olayın sizi neden enerjik hissettirdiğini belirtiniz.*

*3. Son 6 ay içinde, iş yerinizde yaşadığınız ve kendinizi KEYİFLİ hissetmenize neden olan bir olayı anlatır mısınız? Lütfen, bu olayın sizi neden keyifli hissettirdiğini belirtiniz.*

**Lütfen arka sayfaya geçiniz →**

**BÖLÜM II – ÇALIŞMA ORTAMINDA YAŞANAN DUYGU DURUMLARINI ETKİLEYEN FAKTÖRLER**

4. Son 6 ay içinde, iş yerinizde yaşadığınız ve kendinizi **ÖFKELİ** hissetmenize neden olan bir olayı anlatır mısınız? Lütfen, bu olayın sizi neden öfkeli hissettirdiğini belirtiniz.

5. Son 6 ay içinde, iş yerinizde yaşadığınız ve kendinizi **SERSEMLEMİŞ** hissetmenize neden olan bir olayı anlatır mısınız? Lütfen, bu olayın sizi neden sersemlemiş hissettirdiğini belirtiniz.

6. Son 6 ay içinde, iş yerinizde yaşadığınız ve kendinizi **YALNIZ** hissetmenize neden olan bir olayı anlatır mısınız? Lütfen, bu olayın sizi neden yalnız hissettirdiğini belirtiniz.

**Çalışmaya katıldığınız için teşekkürler!**

## APPENDIX C

### GENERAL AFFECT SCALE

#### Duygu Durumu Envanteri Geliştirilmesi – Pilot Çalışma

Bu çalışma Orta Doğu Teknik Üniversitesi (ODTÜ) Sosyal Psikoloji Doktora Programı çerçevesinde yürütülmekte olan bir tez çalışmasının bir parçasıdır. Söz konusu tez çalışmasının amacı, çalışma ortamında yaşanan çeşitli olayların, çalışanların işteki duygu durumlarına ve dolaylı olarak işe yönelik davranış ve tutumlarına etkilerinin belirlenmesidir.

Sizden istenen, Bölüm I’de sunulan demografik soruları cevaplamanız ve daha sonra Bölüm II’de yer alan her bir duygu durumu için sunulan 5-noktalı ölçek aracılığı ile kendinizi değerlendirmenizdir. Katılımınız ve katkılarınız için şimdiden çok teşekkür ederiz.

H. Tuğba EROL  
ODTÜ Sosyal Psikoloji  
Doktora Öğrencisi

Doç Dr. H. Canan SÜMER  
ODTÜ Psikoloji Bölümü  
(Tez Danışmanı)

BÖLÜM I – DEMOGRAFİK SORULAR	
Cinsiyet:	<input type="checkbox"/> Kadın <input type="checkbox"/> Erkek
Yaş:	
Sınıf:	

Lütfen arka sayfaya geçiniz →

## BÖLÜM II

Bu bölümde, kişilerin genel duygu durumunu betimleyen 73 adet duygu ve ruh hali sıfatı sunulmaktadır. Lütfen, kendinizi genel olarak değerlendirerek, her bir duyguyu ya da ruh halinizi yansıtan her bir sıfatı hangi sıklıkta hissettiğinizi, sunulan 5 basamaklı ölçek üzerinde belirtiniz. Herhangi bir madde için, genel duygu durumunuzu en iyi yansıttığını düşündüğünüz rakamı daire içine alınız.

**1****2****3****4****5****Hiçbir zaman****Nadiren****Bazen****Çoğu zaman****Her zaman**

DUYGU DURUMU	Hiçbir zaman	Nadiren	Bazen	Çoğu zaman	Her zaman
HAYAT DOLU	1	2	3	4	5
TELAŞLI	1	2	3	4	5
ENERJİK	1	2	3	4	5
KAFASI KARIŞIK	1	2	3	4	5
NEŞELİ	1	2	3	4	5
BİTKİN	1	2	3	4	5
İYİMSER	1	2	3	4	5
KEDERLİ	1	2	3	4	5
HUZURLU	1	2	3	4	5
MORALİ BOZUK	1	2	3	4	5
GÜVEN DOLU	1	2	3	4	5
KIZGIN	1	2	3	4	5
MUTLU	1	2	3	4	5
TÜKENMİŞ	1	2	3	4	5
ANLAYIŞLI	1	2	3	4	5
DEĞİŞKEN	1	2	3	4	5
SEVİNÇLİ	1	2	3	4	5
BURUK	1	2	3	4	5
KEYİFLİ	1	2	3	4	5
KAYGILI	1	2	3	4	5
İSTEKLİ	1	2	3	4	5
ZAVALLI	1	2	3	4	5
HOŞNUT	1	2	3	4	5
SALDIRGAN	1	2	3	4	5

<b>DUYGU DURUMU</b>	<b>Hiçbir zaman</b>	<b>Nadiren</b>	<b>Bazen</b>	<b>Çoğu zaman</b>	<b>Her zaman</b>
SERSEMLEMİŞ	1	2	3	4	5
ŞEFKATLİ	1	2	3	4	5
YORGUN	1	2	3	4	5
SAMİMİ	1	2	3	4	5
HÜZÜNLÜ	1	2	3	4	5
MEMNUN	1	2	3	4	5
AKSİ	1	2	3	4	5
TATMINKAR	1	2	3	4	5
KARARSIZ	1	2	3	4	5
SESSİZ / SÜKUT İÇİNDE	1	2	3	4	5
ÜZGÜN	1	2	3	4	5
DURGUN	1	2	3	4	5
HAYRETE DÜŞMÜŞ	1	2	3	4	5
UYUŞUK	1	2	3	4	5
GERGİN	1	2	3	4	5
AĞIRLIK BASMIŞ	1	2	3	4	5
MAHZUN	1	2	3	4	5
DONUK / HİSSİZ	1	2	3	4	5
ENGELLENMİŞ	1	2	3	4	5
UYKULU	1	2	3	4	5
YALNIZ	1	2	3	4	5
ŞAŞKIN	1	2	3	4	5
UYSAL	1	2	3	4	5
İYİ	1	2	3	4	5
SAKİN	1	2	3	4	5
DEĞERLİ	1	2	3	4	5
DİNGİN	1	2	3	4	5
HUZURSUZ - TETİKTE	1	2	3	4	5
ÖFKELİ	1	2	3	4	5
İLGİLİ	1	2	3	4	5
SIKINTILI	1	2	3	4	5
MUTSUZ	1	2	3	4	5
HEYECANLI	1	2	3	4	5
GÜÇLÜ	1	2	3	4	5
SUÇLU	1	2	3	4	5
HEVESLİ	1	2	3	4	5

<b>DUYGU DURUMU</b>	<b>Hiçbir zaman</b>	<b>Nadiren</b>	<b>Bazen</b>	<b>Çoğu zaman</b>	<b>Her zaman</b>
ÜRKMÜŞ	1	2	3	4	5
GURURLU	1	2	3	4	5
DÜŞMANCA	1	2	3	4	5
CANLI	1	2	3	4	5
ASABI	1	2	3	4	5
İLHAMLI	1	2	3	4	5
UTANMIŞ	1	2	3	4	5
KARARLI	1	2	3	4	5
SİNİRLİ	1	2	3	4	5
DİKKATLİ	1	2	3	4	5
TEDİRGİN	1	2	3	4	5
AKTİF	1	2	3	4	5
KORKMUŞ	1	2	3	4	5

**Çalışmaya katıldığınız için teşekkürler!**

## APPENDIX D

### FACTOR SOLUTION OF THE GENERAL AFFECT SCALE

#### Eigenvalues for the 6-Factor Solution

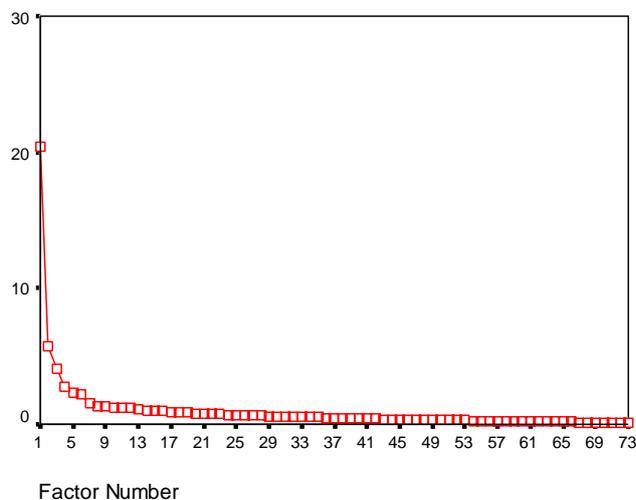
Factor	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	20.369	27.903	27.903
2	5.783	7.922	35.825
3	4.083	5.593	41.418
4	2.787	3.818	45.236
5	2.300	3.151	48.387
6	2.248	3.080	51.467

#### Total Variance Explained

Factor	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total
1	19.891	27.248	27.248	12.794
2	5.262	7.208	34.456	10.466
3	3.588	4.915	39.370	9.590
4	2.251	3.083	42.454	8.578
5	1.767	2.421	44.875	2.841
6	1.709	2.341	47.216	7.655

*Note.* Extraction Method: Principal Axis Factoring

Scree Plot



**Pattern Matrix – Indicating Factor Loadings (loadings higher than .30 are presented)**

	Factor 1 PLEASURE	Factor 2 ENERGETIC	Factor 3 TENSE	Factor 4 DIS- PLEASURE	Factor 5 CALM	Factor 6 TIRED
HUZURLU	-.712					
MUTLU	-.643					
IYIMSER	-.631					
HOSNUT	-.569	.323				
KEDERLI	.555					
KEYIFLI	-.544	.362				
NESELI	-.536	.364				
SEVINCLI	-.523	.359				
KAFAKARI	.488					-.369
MORALI	.470					-.325
BOZUK						
MEMNUN	-.444	.420				
BURUK	.440			.350		
TETIKTE	.434			.301		
MUTSUZ	.390					
KAYGILI	.383					-.334
UZGUN	.356					
YALNIZ	.322			.301		
TUKENMIS	.316					-.303
DEGISKEN	.303					
AKTIF		.649				
HEVESLI		.643				
ILGILI		.629				
CANLI		.611				
KARARLI		.594				
GUCLU		.578				
ENERJIK		.570				
HEYECANLI		.562				
DEGERLI		.513				
HAYATDOLU	-.379	.503				
ISTEKLI		.494				
DIKKATLI		.477				
IYI		.457	.306			
ILHAMLI		.455				
SEFKATLI		.423				
GURURLU		.419				
SAMIMI		.401				
TATMINKAR	-.319	.359				
ASABI			-.793			
OFKELI			-.752			
SINIRLI			-.734			
SALDIRGA			-.708			
KIZGIN			-.677			
AKSI			-.657			
DUSMANCA			-.587			
UYSAL			.485			
ANLAYISLI			.357			

**Pattern Matrix *continued...***

	<b>Factor 1</b> <b>PLEASURE</b>	<b>Factor 2</b> <b>ENERGETIC</b>	<b>Factor 3</b> <b>TENSE</b>	<b>Factor 4</b> <b>DIS- PLEASURE</b>	<b>Factor 5</b> <b>CALM</b>	<b>Factor 6</b> <b>TIRED</b>
<b>URKMUS</b>				.697		
<b>KORKMUS</b>				.622		
<b>UTANMIS</b>				.574		
<b>SASKIN</b>				.574		
<b>SUCLU</b>				.529		
<b>TEDIRGIN</b>				.521		
<b>HAYRETE</b>				.464		
<b>DÜŞMÜŞ</b>						
<b>ZAVALLI</b>	.411			.455		
<b>ENGELLEN</b>				.410		
<b>MAHZUN</b>				.374		
<b>SERSEML</b>				.329		-.327
<b>TELASLI</b>				.326		
<b>HUZUNLU</b>				.324		
<b>SESSİZ</b>					.608	
<b>DURGUN</b>					.511	
<b>SAKIN</b>			.305		.505	
<b>DINGIN</b>					.501	
<b>AGIRLIK</b>						-.633
<b>KARARSIZ</b>						-.534
<b>YORGUN</b>						-.525
<b>UYUSUK</b>		-.338				-.451
<b>UYKULU</b>						-.449
<b>BITKIN</b>	.368					-.430
<b>GERGIN</b>						-.414
<b>SIKINTIL</b>						-.408

*Note:* Extraction Method: Principal Axis Factoring. Rotation Method: Oblimin with Kaiser Normalization. Rotation converged in 26 iterations.

### Eigenvalues for the 3-Factor Solution

Factor	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	20.37	27.90	27.90
2	5.78	7.92	35.83
3	4.08	5.59	41.42

### Total Variance Explained for the 3-Factor Solution

Factor	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total
1	19.82	27.15	27.15	12.14
2	5.20	7.12	34.27	11.55
3	3.51	4.81	39.08	4.84

*Note.* Extraction Method: Principal Axis Factoring

### Rotated Factor Matrix for the 3-Factor Solution – Indicating Factor Loadings (loadings higher than .30 are presented)

	Factor 1 PLEASURE	Factor 2 ENERGY	Factor 3 CALMNESS
UZGUN	.720		
KEDERLI	.688	-.352	
BURUK	.668		
HUZUNLU	.660		
KAYGILI	.629		
TEDIRGIN	.618		
MORALIBO	.615	-.323	
SIKINTIL	.602		
MAHZUN	.601		
GERGIN	.585		.380
SERSEML	.582		
TETIKTE	.581		
MUTSUZ	.562	-.314	
URKMUS	.558		
KORKMUS	.553		
KARARSIZ	.547		
ENGELLEN	.532		
YORGUN	.532		
KAFAKARI	.531		
TUKENMIS	.527		
BITKIN	.527	-.438	
ZAVALLI	.509		
AGIRLIK	.502		
TELASLI	.501		
UTANMIS	.494		
DURGUN	.489	-.316	
YALNIZ	.485	-.328	

**Rotated Factor Matrix for the 3-Factor Solution *continued...***

	<b>Factor 1 PLEASURE</b>	<b>Factor 2 ENERGY</b>	<b>Factor 3 CALMNESS</b>
SASKIN	.484		
SUCLU	.463	-.306	
UYUSUK	.392	-.348	
HAYRETED	.368		
UYKULU	.303		
<b>DEGISKEN</b>			
CANLI		.755	
HAYATDOL		.719	
ENERJIK		.714	
AKTIF		.695	
SEVINCLI		.694	
NESELI		.693	
KEYIFLI		.692	
ILGILI		.691	
MEMNUN		.683	
HEVESLI		.679	
MUTLU	-.349	.643	
HOSNUT	-.310	.634	
ISTEKLI		.621	
IYIMSER		.573	
GUCLU		.561	
KARARLI		.558	
IYI		.551	-.343
DEGERLI		.533	
HUZURLU	-.352	.523	
HEYECANL		.519	
TATMINKA		.495	
SEFKATLI		.457	-.315
ILHAMLI		.415	
DONUK	.405	-.415	
DIKKATLI		.402	
SAMIMI		.383	
<b>GURURLU</b>			
<b>GUENDO</b>			
ASABI	.359		.692
SINIRLI	.430		.676
OFKELI	.370		.658
SALDIRGA			.584
UYSAL			-.557
AKSI	.350		.547
SAKIN			-.535
KIZGIN	.367		.521
DUSMANCA			.492
ANLAYISL		.387	-.419
SESSIZ	.307		-.378
DINGIN			-.350

*Note:* Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 6 iterations.

## APPENDIX E

### MAIN STUDY QUESTIONNAIRE PACKAGE TIME I



Orta Doğu Teknik Üniversitesi  
Psikoloji Bölümü

### İŞTE YAŞANAN OLAYLAR VE ÇALIŞANLARIN DUYGU DURUMU ARAŞTIRMASI



#### **I. Anket Uygulaması:** İşe Yönelik Tutumlar ve Kişilik Özellikleri



## İŞE YÖNELİK TUTUMLAR VE KİŞİLİK ÖZELLİKLERİ

Sayın katılımcı,

Bu anket, Orta Doğu Teknik Üniversitesi Psikoloji Bölümü Sosyal Psikoloji alanı Doktora öğrencisi H. Tuğba EROL tarafından Prof. Dr. Canan SÜMER'in danışmanlığında yürütülmekte olan '**İş Yerinde Yaşanan Olayların Çalışanların Duygularına ve İşe Yönelik Tutumlarına Etkisi**' konulu tez çalışması kapsamında yürütülmektedir.

**Çalışma kapsamında, 2 hafta ara ile 2 adet anket uygulaması yapılacaktır.** I. Anket Uygulamasının amacı, çalışanların işe yönelik tutumlarını ve bireysel özelliklerini değerlendirmek üzere veri toplamaktır. II. Anket Uygulamasında ise, çalışanların iş yerinde yaşadıkları olaylar ve bu olaylara yönelik algıları ile ilgili veri toplanması hedeflenmektedir.

Sizden istenen, bu ankette yer alan sorulara, her bölümde sunulan açıklamalar doğrultusunda dikkatli ve özenli yanıtlar vermenizdir. **Sizlerden kimlik belirtici herhangi bir bilgi istenmemektedir.** Ancak, anketin en son bölümünde sizden, kişisel bilgilerin yanı sıra bir **RUMUZ** belirtmeniz istenmektedir. RUMUZ bilgisi, I. ve II. Anket Uygulaması eşleştirmesi yapabilmek amacıyla kullanılacaktır. **Anket sorularına verilen tüm cevaplar gizli tutulacak ve anketi uygulayan kişi dışında hiçkimse tarafından incelenemeyecektir.**

Lütfen, tüm açıklamaları ve soruları dikkatlice okuyarak cevaplandırınız. Katkılarınız ve yardımlarınız için şimdiden teşekkür ederiz.

Çalışma hakkında ayrıntılı bilgi için;

H. Tuğba EROL  
[e104070@metu.edu.tr](mailto:e104070@metu.edu.tr)

Prof. Dr. Canan SÜMER  
[hcanan@metu.edu.tr](mailto:hcanan@metu.edu.tr)

## BÖLÜM I

Bu bölümde **işinize ve çalıştığınız kuruma yönelik** tutumunuzu belirten çeşitli ifadeler yer almaktadır. Lütfen, her bir ifadeye ne derece katıldığınızı, aşağıdaki 5-basamaklı ölçeği kullanarak ve görüşünüzü yansıtan rakamı daire içine alarak belirtiniz.

1	2	3	4	5
Hiç Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

1	Meslek hayatımın kalan kısmını bu kurumda geçirmek beni çok mutlu eder.	1	2	3	4	5
2	İş yükü ağır olan diğer çalışanlara yardım ederim.	1	2	3	4	5
3	Genel olarak konuşmak gerekirse, bu iş beni çok tatmin ediyor.	1	2	3	4	5
4	Daha iyi bir imkan çıkarsa çalıştığım kurumdan ayrılmanın ayıp olmadığını düşünüyorum.	1	2	3	4	5
5	Önemsiz konularla ilgili şikayet ederek çok zaman kaybederim.	1	2	3	4	5
6	Bu kurumun meselelerini gerçekten kendi meselelerim gibi hissediyorum.	1	2	3	4	5
7	Diğer çalışanlarla sorun oluşmaması için önlemler alırım.	1	2	3	4	5
8	Bu kurumdan ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır.	1	2	3	4	5
9	Buradaki işimi kendi özel işim gibi hissediyorum.	1	2	3	4	5
10	Kurumsal duyuru, haber, not ve benzeri materyalleri okur ve takip ederim.	1	2	3	4	5
11	Kurumuma karşı güçlü bir aidiyet hissim yok.	1	2	3	4	5
12	Büyük bir olasılıkla önümüzdeki yıl içinde bu işten ayrılacağım (emeklilik vb. dışındaki nedenler yüzünden).	1	2	3	4	5
13	Sık sık bu işi bırakmayı düşünürüm.	1	2	3	4	5
14	Her zaman çevremdekilere yardım etmeye hazırım.	1	2	3	4	5
15	Buradaki insanlara karşı yükümlülük hissettiğim için kurumumdan şu anda ayrılmam.	1	2	3	4	5
16	Grupta her zaman başkaları tarafından idare edilmesi gereken, açıkları kapatılması gereken biriyimdir.	1	2	3	4	5
17	Bu işyerinden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
18	Fazladan molalar vermem.	1	2	3	4	5
19	İstesem de şu anda kurumumdan ayrılmak benim için çok zor olurdu.	1	2	3	4	5
20	Aldığım paranın hakkını vermenin gerekliliğine inanırım.	1	2	3	4	5

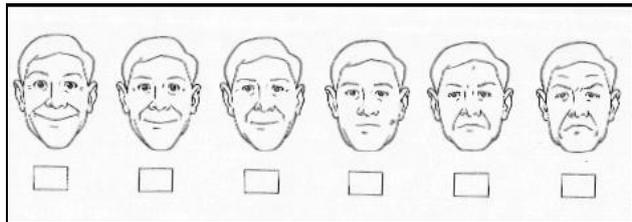
1	2	3	4	5
Hiç Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

21	Bu işyerinden ayrılıp başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5
22	Kurumdaki değişiklikleri sürekli olarak takip ederim.	1	2	3	4	5
23	Bu işte yaptığım çalışmalar, genel olarak, beni tatmin ediyor.	1	2	3	4	5
24	Görev bilinci en yüksek çalışanlardan biriyimdir.	1	2	3	4	5
25	Kurumumdan şimdi ayrılısam kendimi suçlu hissederim.	1	2	3	4	5
26	Bu kurumun benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
27	İş arkadaşlarıma sorun yaratmaktan kaçınırım.	1	2	3	4	5
28	Davranışlarımla iş arkadaşlarımla üzerindeki etkisini dikkate alırım.	1	2	3	4	5
29	Şu anda kurumumdan ayrılmak istediğime karar versem hayatım büyük oranda alt üst olur.	1	2	3	4	5
30	Başka bir kurumda başka bir iş arıyorum.	1	2	3	4	5
31	Katılımı zorunlu olmayan fakat önemli görülen toplantılara katılırım.	1	2	3	4	5
32	Yeni bir işyerine alışmak benim için zor olur.	1	2	3	4	5
33	Yeni gelenlerin ortama alışmalarına zorunlu olmadığım halde yardım ederim.	1	2	3	4	5
34	Bu işte çalışanların çoğu işlerinden tatmin olmaktadırlar.	1	2	3	4	5
35	Bu kuruma kendimi duygusal olarak bağlı hissetmiyorum.	1	2	3	4	5
36	Kimsenin farkında olmadığı zamanlarda bile şirket kurallarına uyarım.	1	2	3	4	5
37	Başka bir işyerinin buradan daha iyi olacağını garanti yok, burayı hiç olmazsa biliyorum.	1	2	3	4	5
38	Başka bir iş bulur bulmaz bu kurumdaki işimden ayrılacağım.	1	2	3	4	5
39	Kurumuma çok şey borçluyum.	1	2	3	4	5
40	Kurumun yaptıklarında her zaman kusur bulurum.	1	2	3	4	5
41	Biraz daha fazla para için mevcut işyerimi değiştirmeyi ciddi olarak düşünmezdim.	1	2	3	4	5
42	Davranışlarımla diğer çalışanların işlerini nasıl etkileyeceğine dikkat ederim.	1	2	3	4	5
43	Kendimi kurumumda ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5
44	İşe gelememiş bir kişiye yardım ederim.	1	2	3	4	5
45	Benim için avantajlı olsa da kurumumdan şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5

1	2	3	4	5
Hiç Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

46	İşe devamlılığım standartların üzerindedir.	1	2	3	4	5
47	Bu kuruma sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5
48	Pireyi deve yaparım.	1	2	3	4	5
49	Kurumum maddi olarak zor durumda olsa bile onu asla bırakmam.	1	2	3	4	5
50	Başkalarının hakkını suiistimal etmem.	1	2	3	4	5
51	Bu kuruma gönül borcu hissediyorum.	1	2	3	4	5
52	Katılımı zorunlu olmayan fakat kurum imajı için önemli olan görevleri üstlenirim.	1	2	3	4	5
53	Bu kurumun bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	1	2	3	4	5
54	İşle ilgili problemleri olanlara kendi isteğimle yardım ederim.	1	2	3	4	5
55	Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5
56	Olumlu yönlere odaklanmak yerine her zaman hata ararım.	1	2	3	4	5
57	Bu kurumu bırakmayı düşünemeyecek kadar az iş seçeneğim var.	1	2	3	4	5
58	Bu işteki insanların çoğu, sık sık işlerinden çıkmayı düşünürler.	1	2	3	4	5
59	Bu kurumun amaçlarını benimsiyorum.	1	2	3	4	5
60	Bu kurum benim sadakatimi hak ediyor.	1	2	3	4	5
61	Bu kurum sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	1	2	3	4	5
62	Eğer bu kuruma kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5
63	Kurumumdan ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
64	Zaman geçtikçe çalışmakta olduğum kurumdan ayrılmanın zorlaştığını hissediyorum.	1	2	3	4	5

Lütfen, genel olarak işinizden ne derece memnun olduğunuzu en iyi temsil eden yüz ifadesinin altındaki kutuyu işaretleyiniz. →



## BÖLÜM II

Bu bölümde, kişilerin kendilerine, diğer insanlara ve hayata yönelik genel değerlendirmelerini betimleyen ifadeler sunulmaktadır. **Lütfen, kendinizi genel olarak değerlendirerek, her bir ifadeye ne derece katıldığınızı, sunulan 5 basamaklı ölçek üzerinde belirtiniz.** Herhangi bir madde için, düşüncelerinizi en iyi yansıttığını düşündüğünüz rakamı daire içine alınız.

1	2	3	4	5
Hiç Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

1	Hayatta hak ettiğim başarıyı yakaladığıma eminim.	1	2	3	4	5
2	Bazen kendimi depresyonda hissederim.	1	2	3	4	5
3	Uğraştığım zaman genelde başarıyorum.	1	2	3	4	5
4	Bazen başarısız olduğumda kendimi değersiz hissederim.	1	2	3	4	5
5	İşleri başarıyla tamamlarım.	1	2	3	4	5
6	Bazen kendimi işime hakim hissetmem.	1	2	3	4	5
7	Genel olarak, kendimden memnunum.	1	2	3	4	5
8	Yeteneklerimle ilgili şüphe duyarım.	1	2	3	4	5
9	Hayatımda ne olacağını ben belirlerim.	1	2	3	4	5
10	Meslek yaşamımdaki başarımların kontrolünün elimde olmadığını hissederim.	1	2	3	4	5
11	Sorunlarımın çoğuyla başa çıkabilirim.	1	2	3	4	5
12	Bazı zamanlar var ki her şey bana karamsar ve ümitsiz görünür.	1	2	3	4	5
13	Çoğu insan, eğer karşılığında bir kazanç sağlayacaksa, yalan söyler.	1	2	3	4	5
14	İnsanlar dürüstlük ve doğruluk hususunda ahlaki prensipleri (ilkeleri) olduğunu iddia eder; ama para söz konusu olduğunda, çok azı bu prensiplere bağlı kalır.	1	2	3	4	5
15	İnsanlar gerçekte olduklarından daha çok birbirlerini umursuyormuş gibi gözüktürler.	1	2	3	4	5
16	Çoğu insan özünde dürüst değildir.	1	2	3	4	5
17	Genellikle, insanlar hak ettikleri şeyi elde ederler.	1	2	3	4	5
18	Talihsizlik yaşayan insanlar, çoğunlukla buna kendileri neden olmuşlardır.	1	2	3	4	5

1	2	3	4	5
Hiç Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

19	Dünya temelde adil bir yerdir.	1	2	3	4	5
20	Çoğu insan, kendisinin sorumlu olmadığı hataların cezasını çeker.	1	2	3	4	5
21	Dünya hiç adil değildir.	1	2	3	4	5
22	Temelde, diğer insanlara güvenilebilir.	1	2	3	4	5
23	Er ya da geç insanlar seni incitir.	1	2	3	4	5
24	Çoğu insan iyidir.	1	2	3	4	5
25	Bu dünyada mutluluğu yakalamak mümkündür.	1	2	3	4	5
26	İnsanoğlu hayatta trajedi ve kederle karşılaşmaya mahkumdur.	1	2	3	4	5

\*\*\*\*\*

### BÖLÜM III – Kişisel Bilgiler

Son olarak, sizden bazı kişisel bilgiler istenmektedir. Bu bilgiler sadece araştırma amaçlı olarak kullanılacak ve araştırmacılar dışındaki kişi ve kurumlarla paylaşılmayacaktır. Sizden istenmekte olan RUMUZ bilgisi, anket uygulamalarının eşleştirilmesinde kullanılacaktır. Katılımınız için tekrar teşekkür ederiz.

**Rumuz** : \_\_\_\_\_

**Cinsiyet** :  Kadın  Erkek

**Yaş** : \_\_\_\_\_

**Medeni durum** :  Evli  Bekar  Diğer (Açıklayınız) \_\_\_\_\_

**Eğitim durumu** : \_\_\_\_\_

**Kurum** : \_\_\_\_\_

**İş/Ünvan** : \_\_\_\_\_

**Toplam çalışma süresi** : \_\_\_\_\_

**ÇALIŞMAMIZA KATILIMINIZ VE DEĞERLİ KATKILARINIZ İÇİN ÇOK TEŞEKKÜR EDERİZ!**

## APPENDIX F

### MAIN STUDY QUESTIONNAIRE PACKAGE TIME II



Orta Doğu Teknik Üniversitesi  
Psikoloji Bölümü

### İŞTE YAŞANAN OLAYLAR VE ÇALIŞANLARIN DUYGU DURUMU ARAŞTIRMASI



#### **II. Anket Uygulaması:** İşte Yaşanan Olaylar ve Çalışanların Duygu Durumu Üzerindeki Etkileri



## İŞTE YAŞANAN OLAYLAR VE ÇALIŞANLARIN DUYGU DURUMU ÜZERİNDEKİ ETKİLERİ

Sayın katılımcı,

Bu anket, Orta Doğu Teknik Üniversitesi Psikoloji Bölümü Sosyal Psikoloji alanı Doktora öğrencisi H. Tuğba EROL tarafından Prof. Dr. Canan SÜMER'in danışmanlığında yürütülmekte olan '**İş Yerinde Yaşanan Olayların Çalışanların Duygularına ve İşe Yönelik Tutumlarına Etkisi**' konulu tez çalışması kapsamında yürütülmektedir.

**Bu anket çalışması (II. Anket Uygulaması), 2 hafta önce katılmış olduğunuz anket uygulamasının devamı niteliğindedir.** Anket kapsamında, çalışanların iş yerinde yaşadıkları olaylara, bu olayların kişinin duygu durumu üzerindeki etkilerine ve kişinin genel duygu durumuna yönelik sorular yer almaktadır.

Sizden istenen, bu ankette yer alan sorulara, her bölümde sunulan açıklamalar doğrultusunda dikkatli ve özenli yanıtlar vermenizdir. Anketin en son bölümünde sizden I. Anket Uygulamasında kullandığınız RUMUZU tekrar belirtmeniz istenmektedir. RUMUZ bilgisi, I. ve II. Anket Uygulaması eşleştirmesi yapabilmek amacıyla kullanılacaktır. **Anket sorularına verilen tüm cevaplar gizli tutulacak ve anketi uygulayan kişi dışında hiçkimse tarafından incelenemeyecektir.**

Lütfen, tüm açıklamaları ve soruları dikkatlice okuyarak cevaplandırınız. Katkılarınız ve yardımlarınız için şimdiden teşekkür ederiz.

Çalışma hakkında ayrıntılı bilgi için;

H. Tuğba EROL  
[e104070@metu.edu.tr](mailto:e104070@metu.edu.tr)

Prof. Dr. Canan SÜMER  
[hcanan@metu.edu.tr](mailto:hcanan@metu.edu.tr)

## BÖLÜM I

Bu bölümde, iş yerinde çalışanlar tarafından yaşanabilecek çeşitli olaylar sunulmaktadır. Her bir maddeyi okuyarak, o olayı **SON 1 HAFTA** içinde iş yerinde yaşayıp yaşamadığınızı belirtmeniz gerekmektedir. Öncelikle, olayı yaşayıp yaşamadığınızı ilk sütunu işaretleyerek (✓) belirtiniz.

**Yaşadığınız her bir olay için 3 ayrı değerlendirme yapınız.** Bu değerlendirmelerde, yaşadığınız olayın sizi ne kadar üzdüğünü ya da mutlu ettiğini (1. ölçek), ne kadar gergin ya da sakin hissettirdiğini (2. ölçek) ve ne kadar yorgun ya da enerjik hissettirdiğini (3. ölçek), sunulan (-3'ten +3'e giden) ölçekleri kullanarak, aşağıdaki örnekte de gösterildiği gibi, belirtiniz.

Eğer, söz konusu olayı son 1 hafta içinde hiç yaşamadıysanız, herhangi bir değerlendirme yapmayınız.

### Örnek Değerlendirme:

	OLAYI YAŞADIMI	
	EVET	HAYIR
1 İşle ilgili yaralı bir fikir ürettim	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2 Fazla mesai yapmak zorunda kaldım.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

ÖLÇEK 1				
YORGUN	-			
	AZ	ORTA	AZ	ÇOK FAZLA
	-3	-2	-1	0
	-1	0	+1	+2
	+1	+2	+3	

ÖLÇEK 2				
GERGİN	-			
	AZ	ORTA	AZ	ÇOK FAZLA
	-3	-2	-1	0
	-1	0	+1	+2
	+1	+2	+3	

ÖLÇEK 3				
YORGUN	-			
	AZ	ORTA	AZ	ÇOK FAZLA
	-3	-2	-1	0
	-1	0	+1	+2
	+1	+2	+3	

AMIRLE İLİŞKİLER	OLAYI YAŞADIM	UZGUN				MUTLU				GERGİN				SAKİN				YORGUN				ENERJİK							
		ÇOK FAZLA	ORTA	AZ	0	AZ	ORTA	ÇOK FAZLA	0	AZ	ORTA	ÇOK FAZLA	0	AZ	ORTA	ÇOK FAZLA	0	AZ	ORTA	ÇOK FAZLA	0	AZ	ORTA	ÇOK FAZLA					
1	Amirim beni başarımdan / performansımdan dolayı takdir etti.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
2	Amirim, yaptığım çalışmalar ve emeklerimi görmesizlikten geldi.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
3	Amirim yaptığım işi olumsuz yönde eleştirirdi.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
4	Amirim işle ilgili bir talebimi/önerimi reddetti.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
5	Amirim verdiği doğru kararlar işlerimizi kolaylaştırdı.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
6	Amirim beni azarladı / bana bağardı.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
7	Amirim bana yardımcı oldu / yol gösterdi.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
8	Amirim işle ilgili yaşadığımız bir sorunu çözdü.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
9	Amirimle tartışım / kavga ettim.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
10	Amirim, üst yönetime karşı beni savundu.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
11	Amirim iş ahlakına aykır davranışına şahit oldum.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
12	Amirim bana istemediğim / gerçekçi olmayan bir görev verdi.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
13	İşle ilgili yaptığım bir hata karşısında amirim bana destek oldu ve moral verdi.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
14	İşle ilgili bir başarısızlıktan amirim beni sorumlu tuttu.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3
15	Amirim görev dağılımını hakkaniyetli yaptı.	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3	-3	-2	-1	0	+1	+2	+3



OLAYI YAŞADIM	EVET <input type="checkbox"/> HAYIR <input checked="" type="checkbox"/>	UZGUN				MUTLU				GERGİN				SAKİH				YORGUN				ENERJİK				
		ÇOK FAZLA	ORTA	AZ	0	ÇOK FAZLA	ORTA	AZ	0	ÇOK FAZLA	ORTA	AZ	0	ÇOK FAZLA	ORTA	AZ	0	ÇOK FAZLA	ORTA	AZ	0	ÇOK FAZLA	ORTA	AZ	0	
ASTLARLA İLİŞKİLER																										
1	Astım verdiğim görevi başlarıyla tamamladı.																									
2	Astılarım arasında disiplini temin ettim.																									
3	Astım verdiğim görevi yapmak istemedi.																									
4	Astım verdiğim direktifleri harfiyen uyguladı.																									
5	Astım bana saygısızca davrandı.																									
6	Astımın hatası yüzünden yönetim beni suçladı.																									
7	Astım bana saygılı davrandı.																									
8	Astım verdiğim görevi eksik / yanlış yaptı.																									
<b>KURUM POLİTİKALARI</b>																										
1	Maaşıma zam aldım.																									
2	Benim istediğim göreve haksız yere bir başkası atandı.																									
3	Yeni getirilen bir kurum politikasında hakkaniyetli davranıldı.																									
4	Çalışanların fikri alınmadan, çalışanları etkileyen yeni bir karar alındı.																									
5	İşten atılma korkusu yaşadım.																									
6	Yönetim tarafından alınacak bir karara yönelik fikrimize başvuruldu.																									
7	Haksız ve adaletsiz bir kurum politikası uygulandı.																									
8	Kurumsal bir değişiklik öncesi, çalışanlara gerekçeleriyle ilgili açıklama yapıldı.																									
9	Maaşıma beklediğim zammı alamadım.																									
10	Bir iş arkadaşım işten çıkarıldı.																									

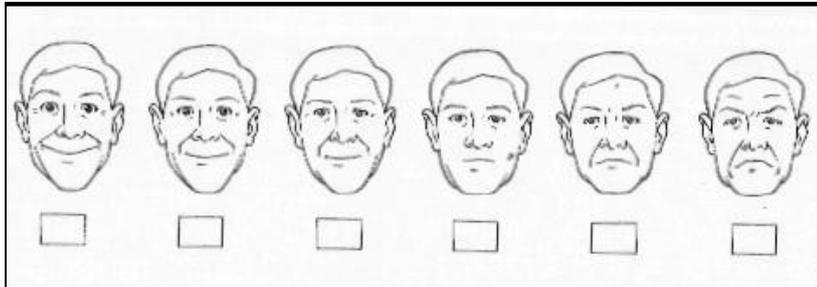
## BÖLÜM II

Bu bölümde işinize ve çalıştığınız kuruma yönelik tutumunuzu belirten çeşitli ifadeler yer almaktadır. Lütfen, her bir ifadeye ne derece katıldığınızı, aşağıdaki 5-basamaklı ölçeği kullanarak ve görüşünüzü yansıtan rakamı daire içine alarak belirtiniz.

1	2	3	4	5
<b>Hiç Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

1	Genel olarak konuşmak gerekirse, bu iş beni çok tatmin ediyor.	1	2	3	4	5
2	Büyük bir olasılıkla önümüzdeki yıl içinde bu işten ayrılacağım (emeklilik vb. dışındaki nedenler yüzünden).	1	2	3	4	5
3	Sık sık bu işi bırakmayı düşünürüm.	1	2	3	4	5
4	Bu işte yaptığım çalışmalar, genel olarak, beni tatmin ediyor.	1	2	3	4	5
5	Başka bir kurumda başka bir iş arıyorum.	1	2	3	4	5
6	Bu işte çalışanların çoğu işlerinden tatmin olmaktadırlar.	1	2	3	4	5
7	Başka bir iş bulur bulmaz bu kurumdaki işimden ayrılacağım.	1	2	3	4	5
8	Bu işteki insanların çoğu, sık sık işlerinden çıkmayı düşünürler.	1	2	3	4	5

Lütfen, genel olarak işinizden ne derece memnun olduğunuzu en iyi temsil eden yüz ifadesinin altındaki kutuyu işaretleyiniz. ↓



### BÖLÜM III

Bu bölümde, kişilerin duygu durumunu ifade eden 29 sıfat sunulmaktadır. Lütfen, SON 1 HAFTA içinde işyerinde her bir duyguyu hangi sıklıkta hissettiğinizi, sunulan 5 basamaklı ölçek üzerinde belirtiniz. Her bir madde için, son 1 hafta boyunca içinde bulunduğunuz duygu durumunu en iyi yansıtan rakamı daire içine alınız.

1	2	3	4	5
Hiç	Nadiren	Bazen	Çoğunlukla	Sürekli

	DUYGU DURUMU	Hiç	Nadiren	Bazen	Çoğunlukla	Sürekli
1	HUZURLU	1	2	3	4	5
2	HEVESLİ	1	2	3	4	5
3	KORKMUŞ	1	2	3	4	5
4	KARARSIZ	1	2	3	4	5
5	ÖFKELİ	1	2	3	4	5
6	MUTLU	1	2	3	4	5
7	CANLI	1	2	3	4	5
8	UTANMIŞ	1	2	3	4	5
9	YORGUN	1	2	3	4	5
10	DURGUN	1	2	3	4	5
11	İYİMSER	1	2	3	4	5
12	KARARLI	1	2	3	4	5
13	SİNİRLİ	1	2	3	4	5
14	UYUŞUK	1	2	3	4	5
15	ŞAŞKIN	1	2	3	4	5
16	KEDERLİ	1	2	3	4	5
17	GÜÇLÜ	1	2	3	4	5
18	SAKİN	1	2	3	4	5
19	UYKULU	1	2	3	4	5
20	NEŞELİ	1	2	3	4	5
21	ENERJİK	1	2	3	4	5
22	SALDIRGAN	1	2	3	4	5
23	TEDİRGİN	1	2	3	4	5
24	DİNGİN	1	2	3	4	5

1	2	3	4	5
Hiç	Nadiren	Bazen	Çoğunlukla	Sürekli

	DUYGU DURUMU	Hiç	Nadiren	Bazen	Çoğunlukla	Sürekli
25	BİTKİN	1	2	3	4	5
26	KIZGIN	1	2	3	4	5
27	SUÇLU	1	2	3	4	5
28	SESSİZ	1	2	3	4	5
29	AKSİ	1	2	3	4	5

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#### BÖLÜM IV - RUMUZ

I. Anket Uygulamasında belirtmiş olduğunuz RUMUZU bu anketimizde tekrar yazmanız istenmektedir. Böylece, I. ve II. Anket Uygulamaları eşleştirilebilecektir.

Rumuz : \_\_\_\_\_

**ÇALIŞMAMIZA KATILIMINIZ VE DEĞERLİ KATKILARINIZ İÇİN ÇOK TEŞEKKÜR EDERİZ!**

## APPENDIX G

### CORE SELF-EVALUATIONS SCALE

1	2	3	4	5
<b>Hiç Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

1	Hayatta hak ettiğim başarıyı yakaladığıma eminim.	1	2	3	4	5
2	Bazen kendimi depresyonda hissedirim.	1	2	3	4	5
3	Uğraştığım zaman genelde başarıyorum.	1	2	3	4	5
4	Bazen başarısız olduğumda kendimi değersiz hissedirim.	1	2	3	4	5
5	İşleri başarıyla tamamlarım.	1	2	3	4	5
6	Bazen kendimi işime hakim hissetmem.	1	2	3	4	5
7	Genel olarak, kendimden memnunum.	1	2	3	4	5
8	Yeteneklerimle ilgili şüphe duyarım.	1	2	3	4	5
9	Hayatımda ne olacağını ben belirlerim.	1	2	3	4	5
10	Meslek yaşamımdaki başarımların kontrolünün elimde olmadığını hissedirim.	1	2	3	4	5
11	Sorunlarımın çoğuyla başa çıkabilirim.	1	2	3	4	5
12	Bazı zamanlar var ki her şey bana karamsar ve ümitsiz görünür.	1	2	3	4	5

## APPENDIX H

### CORE EXTERNAL-EVALUATIONS SCALE

1	2	3	4	5
<b>Hiç Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

1	Çoğu insan, eğer karşılığında bir kazanç sağlayacaksa, yalan söyler.	1	2	3	4	5
2	İnsanlar dürüstlük ve doğruluk hususunda ahlaki prensipleri (ilkeleri) olduğunu iddia eder; ama para söz konusu olduğunda, çok azı bu prensiplere bağlı kalır.	1	2	3	4	5
3	İnsanlar gerçekte olduklarından daha çok birbirlerini umursuyormuş gibi gözükürler.	1	2	3	4	5
4	Çoğu insan özünde dürüst değildir.	1	2	3	4	5
5	Genellikle, insanlar hak ettikleri şeyi elde ederler.	1	2	3	4	5
6	Talihsizlik yaşayan insanlar, çoğunlukla buna kendileri neden olmuşlardır.	1	2	3	4	5
7	Dünya temelde adil bir yerdir.	1	2	3	4	5
8	Çoğu insan, kendisinin sorumlu olmadığı hataların cezasını çeker.	1	2	3	4	5
9	Dünya hiç adil değildir.	1	2	3	4	5
10	Temelde, diğer insanlara güvenilebilir.	1	2	3	4	5
11	Er ya da geç insanlar seni incitir.	1	2	3	4	5
12	Çoğu insan iyidir.	1	2	3	4	5
13	Bu dünyada mutluluğu yakalamak mümkündür.	1	2	3	4	5
14	İnsanoğlu hayatta trajedi ve kederle karşılaşmaya mahkumdur.	1	2	3	4	5

## APPENDIX I

### GLOBAL JOB SATISFACTION SCALE - JDS

1	2	3	4	5
<b>Hiç Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

1	Genel olarak konuşmak gerekirse, bu iş beni çok tatmin ediyor.	1	2	3	4	5
2	Bu işte yaptığım çalışmalar, genel olarak, beni tatmin ediyor.	1	2	3	4	5
3	Bu işte çalışanların çoğu işlerinden tatmin olmaktadır.	1	2	3	4	5

## APPENDIX J

### KUNIN'S FACES SCALE OF JOB SATISFACTION

Lütfen, genel olarak işinizden ne derece memnun olduğunuzu en iyi temsil eden yüz ifadesinin altındaki kutuyu işaretleyiniz.

					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## APPENDIX K

### ORGANIZATIONAL COMMITMENT SCALE

1	2	3	4	5
Hiç Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

1	Meslek hayatımın kalan kısmını bu kurumda geçirmek beni çok mutlu eder.	1	2	3	4	5
2	Daha iyi bir imkan çıkarsa çalıştığım kurumdan ayrılmanın ayıp olmadığını düşünüyorum.	1	2	3	4	5
3	Kurumuma karşı güçlü bir aidiyet hissim yok.	1	2	3	4	5
4	İstesem de şu anda kurumumdan ayrılmak benim için çok zor olurdu.	1	2	3	4	5
5	Bu kurumun benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5
6	Bu işyerinden ayrılıp burada kurduğum kişisel ilişkileri bozmam doğru olmaz.	1	2	3	4	5
7	Şu anda kurumumdan ayrılmak istediğime karar versem hayatım büyük oranda alt üst olur.	1	2	3	4	5
8	Yeni bir işyerine alışmak benim için zor olur.	1	2	3	4	5
9	Bu kurumun meselelerini gerçekten kendi meselelerim gibi hissediyorum.	1	2	3	4	5
10	Bu kuruma kendimi duygusal olarak bağlı hissetmiyorum.	1	2	3	4	5
11	Buradaki işimi kendi özel işim gibi hissediyorum.	1	2	3	4	5
12	Başka bir işyerinin buradan daha iyi olacağına garantisiz, burayı hiç olmazsa biliyorum.	1	2	3	4	5
13	Kurumuma çok şey borçluyum.	1	2	3	4	5
14	Bu işyerinden ayrılıp başka bir yerde sıfırdan başlamak istemezdim.	1	2	3	4	5
15	Buradaki insanlara karşı yükümlülük hissettiğim için kurumumdan şu anda ayrılmam.	1	2	3	4	5
16	Biraz daha fazla para için mevcut işyerimi değiştirmeyi ciddi olarak düşünmezdim.	1	2	3	4	5
17	Kendimi kurumumda ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5
18	Benim için avantajlı olsa da kurumumdan şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5
19	Bu kuruma sadakat göstermenin görevim olduğunu düşünüyorum.	1	2	3	4	5

20	Kurumum maddi olarak zor durumda olsa bile onu asla bırakmam.	1	2	3	4	5
21	Bu kurumdan ayrılmanın olumsuz sonuçlarından biri alternatif işlerin olmamasıdır.	1	2	3	4	5
22	Bu kuruma gönül borcu hissediyorum.	1	2	3	4	5
23	Bu kurumun bir çalışanı olmanın gurur verici olduğunu düşünüyorum.	1	2	3	4	5
24	Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5
25	Bu kurumu bırakmayı düşünemeyecek kadar az iş seçeneğim var.	1	2	3	4	5
26	Bu kurumun amaçlarını benimsiyorum.	1	2	3	4	5
27	Bu kurum sayesinde ekmek parası kazanıyorum, karşılığında sadakat göstermeliyim.	1	2	3	4	5
28	Eğer bu kuruma kendimden bu kadar çok vermiş olmasaydım başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5
29	Kurumumdan ayrılıp birlikte çalıştığım insanları yarı yolda bırakmak istemem.	1	2	3	4	5
30	Kurumumdan şimdi ayrılısam kendimi suçlu hissedirim.	1	2	3	4	5
31	Zaman geçtikçe çalışmakta olduğum kurumdan ayrılmanın zorlaştığını hissediyorum.	1	2	3	4	5
32	Bu kurum benim sadakatimi hak ediyor.	1	2	3	4	5

## APPENDIX L

### ORGANIZATIONAL CITIZENSHIP BEHAVIORS SCALE

1	2	3	4	5
Hiç Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

1	İş yükü ağır olan diğer çalışanlara yardım ederim.	1	2	3	4	5
2	Görev bilinci en yüksek çalışanlardan biriyimdir.	1	2	3	4	5
3	Grupta her zaman başkaları tarafından idare edilmesi gereken, açıkları kapatılması gereken biriyimdir.	1	2	3	4	5
4	İş arkadaşlarıma sorun yaratmaktan kaçınırım.	1	2	3	4	5
5	Kurumdaki değişiklikleri sürekli olarak takip ederim.	1	2	3	4	5
6	Her zaman çevremdekilere yardım etmeye hazırım.	1	2	3	4	5
7	Aldığım paranın hakkını vermenin gerekliliğine inanırım.	1	2	3	4	5
8	Önemsiz konularla ilgili şikayet ederek çok zaman kaybederim.	1	2	3	4	5
9	Davranışlarımın iş arkadaşlarım üzerindeki etkisini dikkate alırım.	1	2	3	4	5
10	Katılımı zorunlu olmayan fakat önemli görülen toplantılara katılırım.	1	2	3	4	5
11	İşe gelememiş bir kişiye yardım ederim.	1	2	3	4	5
12	İşe devamlılığım standartların üzerindedir.	1	2	3	4	5
13	Pireyi deve yaparım.	1	2	3	4	5
14	Başkalarının hakkını suiistimal etmem.	1	2	3	4	5
15	Katılımı zorunlu olmayan fakat kurum imajı için önemli olan görevleri üstlenirim.	1	2	3	4	5
16	İşle ilgili problemleri olanlara kendi isteğimle yardım ederim.	1	2	3	4	5
17	Fazladan molalar vermem.	1	2	3	4	5
18	Olumlu yönlere odaklanmak yerine her zaman hata ararım.	1	2	3	4	5
19	Diğer çalışanlarla sorun oluşmaması için önlemler alırım.	1	2	3	4	5
20	Kurumsal duyuru, haber, not ve benzeri materyalleri okur ve takip ederim.	1	2	3	4	5

21	Yeni gelenlerin ortama alışmalarına zorunlu olmadığım halde yardım ederim.	1	2	3	4	5
22	Kimsenin farkında olmadığı zamanlarda bile şirket kurallarına uyarım.	1	2	3	4	5
23	Kurumun yaptıklarında her zaman kusur bulurum.	1	2	3	4	5
24	Davranışlarımın diğer çalışanların işlerini nasıl etkileyeceğine dikkat ederim.	1	2	3	4	5

## APPENDIX M

### TURNOVER INTENTIONS SCALE

1	2	3	4	5
<b>Hiç Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>

1	Büyük bir olasılıkla önümüzdeki yıl içinde bu işten ayrılacağım (emeklilik vb. dışındaki nedenler yüzünden).	1	2	3	4	5
2	Sık sık bu işi bırakmayı düşünürüm.	1	2	3	4	5
3	Başka bir kurumda başka bir iş arıyorum.	1	2	3	4	5
4	Başka bir iş bulur bulmaz bu kurumdaki işimden ayrılacağım.	1	2	3	4	5
5	Bu işteki insanların çoğu, sık sık işlerinden çıkmayı düşünürler.	1	2	3	4	5

## APPENDIX N

### TEZİN TÜRKÇE ÖZETİ

İş hayatında deneyimlenen duygulanımlara yönelik çalışmalara olan ilgi son 30 yılda oldukça artmıştır (Ashkanasy, Hartel, & Zerbe, 2000). Bu konuda başlatılan çalışmaların temelinde, günümüze değin işe yönelik tutumların incelenmesinde duygusal süreçlerin göz ardı edilerek daha çok bu tutumların bilişsel boyutlarının ölçülmüş ve değerlendirilmiş olmasına yönelik eleştiriler yatmaktadır. Bu eleştirel bakış açısına göre, çalışanların iş yerindeki duygulanım durumları, işe ve kuruma yönelik tutumlarını, iş yerindeki davranışlarını ve verimliliklerini doğrudan etkilemektedir (Ashforth & Humprey, 1995; Brief & Weiss, 2002). Bu nedenle, iş yerinde deneyimlenen duygulanımların nedenlerinin ve sonuçlarının araştırılması, kurum yönetimi ve yönetici uygulamaları açısından önemli tespitlerin yapılmasına katkıda bulunabilir. Weiss ve Cropanzano'nun (1996) "Duygusal Olaylar Kuramı (AET)" tam da bu amaca hizmet etmek üzere araştırmacılar tarafından kullanılabilir kuramsal bir model öne sürmektedir. AET iş hayatına ilişkin duygulanımların yapısının, nedenlerinin ve sonuçlarının açıklanmasına odaklanmaktadır. Ancak, günümüze değin AET modelinin sınanmasına yönelik sınırlı çalışmalar yürütülmüştür ve mevcut çalışmalar modelin tümünü test etmekten ziyade belirli bölümlerine odaklanmıştır (örn., Fisher, 2001). Bu çalışmanın amacı, AET modelini genişletilmiş ve kapsamlı bir biçimde test etmektir.

Örgütsel davranış yazınında iş hayatı bağlamında duygulanım konusunun bugüne değin nasıl ele alındığı, yürütülen görgül çalışmalarda elde edilen bulgular ve duygulanımın tanımı ve boyutsal yapısına yönelik bilgiler aşağıdaki bölümlerde özetlenmektedir. Daha sonra, mevcut çalışmanın amacı ve araştırma sorularına yönelik bilgiler sunulmaktadır.

#### **İş Hayatı Bağlamında Duygulanım Konusuna Yönelik Çalışmalar**

1980'li yıllardan günümüze değin endüstri ve örgüt psikolojisi ve duygulanım alanında yapılmış çalışmalar, kişilik özelliği olarak duygulanımın (trait

affect) iş yaşamındaki etkilerinin ve duygulanım durumunun (state affect) etkilerinin incelenmesi konularına yoğunlaşmıştır (Ashkanasy, Hartel, & Daus, 2002). İş yaşamı bağlamında en çok araştırılan duygulanımsal kişilik özellikleri, Watson, Clarke ve Tellegen (1998) tarafından öne sürülen iki boyutlu Pozitif Duygulanım – Negatif Duygulanım yapısıdır. Pozitif Duygulanımı yüksek olan kişiler, genel olarak olumlu duygular ve duygu durumları deneyimlemekte ve kendilerini daha mutlu, enerjik ve hevesli hissetme eğilimindedirler. Negatif Duygulanımı yüksek olan kişiler ise, yaygın olarak kaygı, öfke ve üzüntü gibi duygulanımlar yaşamaktadırlar. Pozitif Duygulanım boyutu, McCrae ve Costa'nın (1992) 5-faktörlü kişilik boyutlarında Dışa-Dönüklük ile ilişkilendirilmektedir. Öte yandan, Negatif Duygulanım boyutu ise, Nevrotizm/Duygusal Denge boyutu ile benzerlik göstermektedir (Griffin, 2001). Pozitif Duygulanıma sahip kişilerin genel olarak iş doyumununun yüksek olduğu, Negatif Duygulanıma sahip kişilerin ise iş doyumununun düşük olduğu belirlenmiştir (Spector, 1997).

Judge, Locke ve Durham (1997), kişilik özelliği olarak duygulanımı değerlendirmek için, Pozitif duygulanım-negatif duygulanım yapısına alternatif olarak, temel benlik-değerlendirmesi ve temel dışsal-değerlendirmeler kavramlarını öne sürmüşlerdir. Temel benlik-değerlendirmesi, kişilerin kendi benlik ve kapasiteleri hakkındaki temel varsım ve inançlarına dayanmaktadır ve benlik saygısı, öz yeterlilik, denetim odağı ve duygusal denge unsurlarından oluşmaktadır. Temel dışsal-değerlendirmeler ise, kişinin diğer insanlar ve dünya ve hayata ilişkin temel varsayım ve inançlarına dayanmakta ve başkalarına duyulan güven, (insanların iyi olduğuna inanma), adil dünya inancı ve insaniyetli dünya inancı unsurlarından oluşmaktadır. Judge, Locke, Durham ve Kluger (1998) temel değerlendirme kavramlarının iş doyumunu pozitif yönde ve anlamlı olarak yordadığını tespit etmişlerdir. Judge, Bono, Erez ve Locke (2005) tarafından yapılan bir araştırmada ise temel dışsal değerlendirme kavramlarının iş doyumunu yordamada temel benlik değerlendirme kavramlarının ötesinde bir katkı sunmadığı belirtilmiştir. Ayrıca, temel benlik -değerlendirmesi ile pozitif duygulanım ve negatif duygulanım boyutları arasında yüksek korelasyon katsayıları bulunmuştur (sırasıyla .48 ve -.64). Bu bulgulara dayanarak, Judge ve arkadaşları, temel değerlendirme kavramlarının pozitif duygulanım ve negatif duygulanım boyutları ile ilişkili ancak yine de ayrı kavramlar olduklarını ve bu kavramların

kişilik özelliği olarak duygulanımın araştırılmasında kullanılabileceğini öne sürmüşlerdir.

İş ortamında duygulanım alanında yapılan çeşitli çalışmaların bulgularına göre, çalışanların duygulanımsal kişilik özellikleri çalışanların iş yerinde deneyimledikleri duygu durumlarını etkilemekte ve iş yerinde pozitif duygulanım yaşayan çalışanlar daha yüksek düzeyde iş doyumuna sahip olmakta ve yaratıcılık, görev performansı ve kurumsal yurttaşlık davranışları gibi olumlu kurumsal davranışları daha fazla sergilemektedirler (Ashkanasy, Hartel, & Zerbe, 2000; Connolly & Viswesvaran, 2000).

Kişilik özelliği olarak duygulanımın iş yaşamındaki etkilerinin yanı sıra, geçici duygulanım durumunun etkilerine yönelik çalışmalar da bulunmaktadır. Bu alandaki çalışmalarda da çoğunlukla Watson, Clarke ve Tellegen'in (1988) Pozitif Duygulanım-Negatif Duygulanım yapısı kullanılmıştır. Duygulanım durumunun ölçümünde, kişilik değerlendirmelerinden farklı olarak, katılımcılara belirli bir zaman zarfında (örn., geçen hafta) ne gibi duyguları yaşadıkları veya duygulanım durumlarını deneyimledikleri sorulmaktadır. Bireyin duygulanımsal kişilik özelliklerinin, duygulanım durumunun en temel belirleyicisi olduğu, çünkü bir bireyin kişilik yapısına paralel ruh halleri ve duygulanım durumları yaşama eğiliminde olacağı öne sürülmektedir (George & Brief, 1992). Çeşitli görgül bulgular, bu önermeyi doğrular niteliktedir (Brief, Burke, George, Robinson & Webster, 1988; George, 1989; Judge & Ilies, 2004). Günümüze değin yürütülen örgütsel araştırmalar, özellikle duygulanım durumu ve iş doyumunu arasındaki ilişkilere odaklanmıştır ve kişilik özellikleri ile benzer doğrultuda bulgular elde edilmiştir (Judge & Ilies, 2004). İş yerinde negatif duygu durumu yaşayan çalışanların, pozitif duygu durumu yaşayan kişilere kıyasla genel olarak iş doyumlarının daha düşük olduğu ve diğer çalışanların performanslarına yönelik görece daha düşük değerlendirmelerde buldukları tespit edilmiştir (George & Brief, 1996). Diğer bir yandan, negatif duygulanım durumundaki kişilerin, bilişsel süreçlerinin daha sistematik ve gerçekçi olduğu da tespit edilmiştir (Sinclair & Marc, 1992).

Forgas'ın(1995) "Duygulanım Akışı (Infusion) Kuramı" işte yaşanan duygulanım durumunun çalışanların işe yönelik tutumlarını nasıl etkilediğinin açıklanmasında kullanılan temel kuramlardan birisidir. Forgas'a göre, kişilerin

içinde buldukları ruh halleri veya duygulanımsal durum, kişilerin bilişsel değerlendirmelerini duygularına paralel yönde şekillendirmektedir. Böylece, kişi değerlendirdiği tutum nesnesine yönelik olarak, o anki duygu durumu ile uyumlu unsurları ön plana çıkarmakta, hatırlamakta ve göz önünde bulundurmaktadır.

İş hayatı bağlamında duygulanım ile ilişkili bir diğer araştırma kolu, özellikle hizmet sektöründe çalışan bireylerin deneyimlediği “duygusal emek” kavramına odaklanmaktadır. Hemşirelik, pazarlamacılık veya garsonluk gibi mesleklerde, çalışanların müşterilere karşı duygu durumlarını sürekli düzenlemeleri ve duygusal tepkilerini kontrol etmeleri ve hatta bazen sahte duygusal tepkiler vermeleri gerekmektedir. Bu duygusal emek süreci, çalışanların genel duygu durumlarına ve ruh sağlıklarına etkide bulunabilmektedir (Hochschild, 1983; Rafeli & Sutton, 1983).

Daha güncel bir araştırma kolu ise “duygusal zeka” kavramını ele almaktadır. Bu kapsamda, özellikle personel işe alımı süreçlerinde adayların değerlendirilmesinde kullanılabilecek bir kıstas olarak öne sürülen duygusal zeka, kişinin kendisinin ve başkalarının duygularını algılaması, anlaması ve gerektiği biçimde yönetebilmesi olarak tanımlanmaktadır (Mayer, Caruso, & Salovey, 1999). Ancak, bu daraltılmış tanıma rağmen, duygusal zeka kavramının tanımı, nasıl ölçüleceği ve kullanılacağı konusunda araştırmacılar ve pratisyenler arasında fikir ayrılıkları ve anlaşmazlıklar bulunmaktadır. Son dönemlerde, özellikle liderlik alanında yapılan çalışmalar kapsamında ele alınmakta olan duygusal zeka kavramının, liderlere takımlarını motive etme, işbirliğini geliştirme, güven ve takım kimliği geliştirme gibi konularda nasıl katkıda bulunabileceği yönünde araştırmalar sürdürülmektedir (Ashkanasy, Hartel, & Daus, 2002).

### **Duygusal Olaylar Kuramı**

Örgütsel davranış ve duygulanım konusunda en kapsamlı ve bütünlüklü yaklaşımı Weiss ve Cropanzano (1996) tarafından öne sürülen “Duygusal Olaylar Kuramı -AET” sergilemektedir. Bu kuram ile araştırmacılar, iş yerinde deneyimlenen duygu durumlarının nedenlerine ve sonuçlarına yönelik bir model sunmaktadırlar. Weiss ve Cropanzano, iş doyumunu, kişinin işine yönelik yaptığı değerlendirme temelli bir yargı olduğunu ve işte yaşanan duygulanımsal

deneyimlerin bu yargıyı etkileyebileceğini savunmaktadırlar. Bu nedenle, AET iş doyumunu ve duygulanım kavramlarını birbirinden ayırmakta ve bu kavramların ayrı ayrı çalışılması gerektiğini öne sürmektedir.

AET modeline göre, çalışma ortamının genel özellikleri, iş yerinde belirli türdeki olayların yaşanmasına neden olmakta ve iş yerinde yaşanan olaylar, çalışanların duygulanımsal deneyimlerinin ve tepkilerinin temel nedenini oluşturmaktadır. Ayrıca, çalışanların temel kişilik özellikleri hem çalışanların işyerindeki duygulanımlarını direk etkilemekte, hem de işte yaşanan olaylar ile duygulanımsal tepkiler arasındaki ilişkiyi etkilemektedirler. Diğer bir deyişle, bir kişinin işte yaşadığı bir olaya vereceği tepki, söz konusu kişinin duygulanımsal kişilik eğilimleri doğrultusunda farklılık gösterebilmektedir. İşte yaşanan olaylar ve bireylerin kişilikleri doğrultusunda şekillenen duygulanımsal durumlar veya tepkilerin birçok kurumsal açıdan önemli sonucu öngörülmektedir. AET modeline göre, iş yerinde deneyimlenen duygular, çalışanların işe ve kurumlarına yönelik iş doyumunu ve kurumsal aidiyet gibi tutumlarını doğrudan etkilemektedir. Weiss ve Cropanzano (1996) işe yönelik davranışları iki ayrı kategori altında ele almaktadır. Duygulanım-temelli davranışlar, işte deneyimlenen duygulanımlardan doğrudan etkilenmektedir ve iş arkadaşlarına yardım etme gibi kurumsal yurttaşlık davranışlarını içermektedir. Bilişsel-temelli davranışlar ise, işe yönelik tutumların (iş doyumunu ve kurumsal bağlılık) göz önünde bulundurulmasıyla oluşan ve daha planlı ve düşünsel süreçler aracılığı ile oluşan davranışlardır (örn., işten ayrılma kararı almak, emekli olmak). Dolayısıyla, işte deneyimlenen duygulanımsal durumlar ve tepkiler bilişsel-temelli davranışları dolaylı olarak, işe yönelik tutumlar aracılığı ile, etkilemektedirler.

Özetlemek gerekirse, AET modeli işte deneyimlenen duygulanımların oluşum sürecine ve bu deneyimlerin işe yönelik tutum ve davranışlara dönüşüm sürecine odaklanmaktadır. Duygulanımların oluşumunda işte yaşanan olaylar ve bireylerin kişilik özellikleri rol oynamaktadır ve bu süreçte duygulanımsal deneyimlerin açığa çıkması Lazarus (1991) ve Stein, Tribasso ve Liwag (1993) gibi araştırmacıların öne sürmüş olduğu bilişsel değerlendirme kuramları çerçevesinde açıklanmaktadır. Ayrıca, işte yaşanan olayların duygusal tepkileri nasıl oluşturduğunun analizinde Locke ve Latham'ın (1990) hedef koyma kuramından da faydalanılmaktadır. Weiss ve Cropanzano'ya göre, işte yaşanan bir olayı kişiler

ilk olarak kendi kişisel hedefleri açısından değerlendirmeye tabi tutmaktadırlar ve olayın kendileri için ne derecede olumlu/olumsuz ve önemli olduğunu değerlendirmektedirler. Böylece ilk aşama sonunda hem verilecek duygulanımsal tepkinin yönü (negatif – pozitif) hem de yoğunluğu şekillenmektedir. İkinci aşamada ise, olayın anlamını yorumlayabilmek için iş ortamının özelliklerini ve dinamiklerini ipucu olarak kullanmakta ve olayın potansiyel sonuçlarını, sorumlularını ve bunlarla baş edebilmek için gerekli olan bireysel kaynaklarını değerlendirmektedirler. Tam olarak hangi duygusal tepkinin verileceği (örn., öfke, üzüntü, kaygı) ikinci aşamada yapılan değerlendirme sonucunda ortaya çıkmaktadır.

AET modeli, iş yaşamında duygulanım süreçlerinin ve sonuçlarının çalışılması için oldukça bütünlüklü bir çerçeve sunmaktadır ve bu modelde işte yaşanan olaylar sürecin başlangıç noktasını oluşturmaktadır. Günümüze değin AET modelini sınamak amacıyla yapılan çalışmalar modelin belirli alt bölümlerine odaklanmıştır (e.g., Bash & Fisher, 2000; Saavedra & Kwun, 2000) ve tüm modeli test etmeye yönelik çok az sayıda çalışma bulunmaktadır (e.g., Fisher, 2002).

### **Duygulanımın Tanımı ve Boyutsal Yapısı**

Duygulanım (affect) bir dizi hissi durumu (feeling state), ruh halini ve duyguları tanımlamak için kullanılan genel ve kapsayıcı bir kavramdır (Totterdell, Wall, Holman, Diamond ve Epitopraki, 2004). Duygular (emotions), belirli bir hedefi olan, yüksek yoğunlukta hissedilen, bir başlangıcı ve sonu olan episodik duygulanımlardan oluşur. Belirli bir duyguyu hissedilen kişi, bu duygusunun nedeninin farkındadır ve duygulara fizyolojik değişimler ve harekete geçmeye hazırlıklı olma hali eşlik eder (Frijda, 1994). Ruh hali (mood) ise, düşük yoğunlukta yaşanan, belirli bir hedefi olmayan ve görece daha uzun süren (zaman içinde yayık olarak hissedilen) duygulanım durumlarıdır. Hem ruh hali, hem de duygular duygulanım durumu olarak tanımlanmaktadır. Ne yazık ki, örgütsel davranış yazınında, duygulanım kavramları çoğu zaman birbirine karıştırılmakta ve yürütülen çalışmalarda ilgili kavramların teorik tanım ve ölçümlerinde yeterince özen gösterilmemektedir (Tran, 2007).

Günümüze değin, duygulanımın temel boyutlarını ve yapısını belirlemeye yönelik çeşitli çalışmalar yürütülmüş ve alternatif faktör yapıları öne sürülmüştür. Duygulanımın boyutsal yapısı üzerinde henüz kesin bir görüş birliği bulunmamakla beraber, görgül çalışmalarda görece daha fazla tercih edilen (örn., Pozitif duygulanım-Negatif duygulanım yapısı) ve yaygın olarak kullanılan bazı duygulanım modelleri bulunmaktadır (Russell, ve Barrett, 1999).

Wundt (1924) duygulanımın çift-uçlu zıtlık içeren üç temel boyuttan oluştuğunu öne sürmüştür ve bu boyutları memnuniyet-memnuniyetsizlik (pleasure-displeasure), gerginlik-gevşeme (strain-relaxation) ve coşku-durgunluk (excitement-calmness) olarak adlandırmıştır. Titchener (19089 ise, duygulanımın tek boyuttan oluştuğunu ve bunun da memnuniyet-memnuniyetsizlik boyutu olduğunu öne sürmüştür. Bu eski fikir ayrılığına benzer tartışmalar günümüzde de devam etmektedir.

Yürütülmüş olan en temel duygulanım yapısı çalışmaları, duygu durumlarını ve ruh hallerini betimleyen sıfatların dairesel bir çerçevede (circumplex) ele alındığı modeller kullanılmaktadır. Sıfatların daire içindeki pozisyonları benzerlikler gösterse de, daireyi kesen ve duygulanım boyutunu temsil eden akslar üzerinde farklı anlayışlar geliştirilmiştir (Totterdell ve ark., 2004). En çok kabul gören duygulanım yapılarının ortak yanı, duygulanımı iki-boyutta tanımlamalarıdır, ancak tanımlanan boyutlar farklılık göstermektedir. Bunlar arasında en popüler olan, Watson ve Tellegen'in (1985) iki tek yönlü boyuttan oluşan Pozitif duygulanım-Negatif duygulanım modelidir. Pozitif duygulanım aktif, ilgili, hevesli, güçlü, uyanık gibi olumlu yöndeki aktivasyon maddeleri ile ölçülmektedir. Negatif duygulanım ise mutsuz, tedirgin, sinirli, korkmuş ve asabi gibi olumsuz yöndeki aktivasyon maddelerini içermektedir. Diğer bir açıdan, bu model diğer modellerin boyutlarının bir karışımı (örn, memnuniyet-uyarılmışlık, haz-aktivasyon) olarak da düşünülebilir (Vastfjall, Friman, Garling ve Kleiner, 2002). Ancak, bu modele yönelik en temel eleştiri, birbirinden bağımsız olduğu öne sürülen iki boyutun düşük uçlarının diğer boyutu çağrıştırıyor olmasıdır. Örneğin, Pozitif duygulanım boyutunda düşük olma hali, negatif bir duygulanımı çağrıştırırken, Negatif duygulanımda düşük olma durumu pozitif duygulanım durumunu çağrıştırmaktadır (Larsen ve Diener, 1992).

Bir diğerk iki boyutlu duygulanım yapısı Russell (1980) tarafından öne sürülen Memnuniyet-Uyarılmışlık (Pleasure-Arousal) modelidir. Bu model, Pozitif duygulanım-Negatif duygulanım modelinin 45 derecelik açılı ile döndürölmüş versiyonudur ve Larsen ve Diener'in (1992) Haz-Aktivasyon (Hedonic tone-Activation) modeli ile örtüşmektedir. Her iki modelde de her bir boyut çift-uçlu olarak tanımlanmaktadır (örn., Memnuniyet-memnuniyetsizlik ve Yüksek uyarılmışlık-düşük uyarılmışlık). Memnuniyet boyutu mutlu, memnun, üzgün, sıkıntılı gibi maddelere dayanırken, Uyarılmışlık boyutu heyecanlı, uyanık, aktif, sakin, durgun gibi betimlemeleri içermektedir.

Thayer (1989), Uyarılmışlık/Aktivasyon boyutunun iki alt boyuttan oluştuğunu savunmuştur. Thayer'e göre Enerjik uyarılmışlık ve Gergin uyarılmışlık ayrı ayrı ele alınması gereken farklı boyutlardır. Enerjik uyarılmışlığın olumlu ucunda enerjik, coşkulu, kayıtsız (geniş) olma gibi sıfatlar yer alırken, düşük ucunda ise yorgun, cansız, hareketsiz olma gibi betimlemeler yer almaktadır. Gergin uyarılmışlık boyutunun yüksek ucu gergin, telaşlı ve ürkmüş gibi sıfatlar ile tanımlanırken, düşük ucu ise sakin, pasif ve gevşemiş gibi duygulanım durumlarını kapsamaktadır.

Schimmack ve Grob (2000) ise, diğerk modellerden farklı olarak üç-boyutlu bir yapıyı savunmaktadırlar. Memnuniyet-memnuniyetsizlik, Uyanık-yorgun ve Gergin-gevşemiş boyutlarından oluşan bu yapı, Wundt (1924) tarafından öne sürölen yapıya oldukça benzemektedir. Memnuniyet boyutunu ölçmek için kullanılan sıfatlar memnun, memnuniyetsiz, iyi, köyü, pozitif ve negatiftir. Uyanıklık boyutu altında uyanık, uykulu, tetikte, yorgun, canlı, mayışık sıfatları yer almaktadır. Gerginlik boyutu ise, gergin, gevşemiş, kasılmış, sakin, sinirli ve rahat/müsterih betimlemelerine dayanmaktadır.

Göröldüğü gibi, mevcut yazında duygulanımın boyutları ve yapısına yönelik farklı görüşler bulunmaktadır. Bu çalışmada kapsamında bir ön çalışma yürütölererek çeşitli duygu ve duygulanım durumunu ifade eden 73 maddelik bir duygulanım envanteri geliştirilmiştir. Söz konusu envantere yönelik veriler faktör analizine tabi tutulmuş ve elde edilen yapı ana çalışma kapsamındaki analizlerde temel alınmıştır.

## Çalışmanın Amacı ve Araştırma Soruları

Bu çalışmanın amacı, iş yerinde deneyimlenen duygulanımsal durumların nedenlerinin ve sonuçlarının Weiss ve Cropanzano'nun (1996) Duygusal Olaylar Kuramı çerçevesinde genişletilmiş bir modelinin görgül olarak test edilmesidir. Bu amaçla, (1) iş yerinde yaşanan olaylar beş alt kategori altında kapsamlı olarak ele alınmış, (2) duygulanımsal kişilik özellikleri olarak temel benlik-değerlendirmesi ve temel dışsal-değerlendirmeleri kullanılmış ve (3) çalışanların iş yerindeki duygulanımsal durumları alternatif bir üç-faktörlü boyutsal yapı içinde ele alınmıştır.

Günümüze değin AET modelini en kapsamlı biçimde test eden çalışma Fisher (2002) tarafından gerçekleştirilmiştir, ancak bu çalışmada kuramın başlangıç noktasını oluşturan işte yaşanan olaylar yer almamıştır. Weiss ve Cropanzano (1996) öne sürdükleri kuramsal modelde, işte yaşanan olayların nasıl ölçülebileceğine ilişkin her hangi bir önermede bulunmamaktadırlar. Bu nedenle, işte yaşanan olayları ele alan çok sınırlı sayıdaki çalışmanın her biri, farklı yöntemler kullanmıştır. Bu çalışmada, işte yaşanabilecek potansiyel olayları değerlendirebilmek için çok kapsamlı bir olaylar envanteri geliştirilmiş ve kullanılmıştır. Ana çalışma öncesi yürütülen ön çalışmalar kapsamında açık-uçlu anketler aracılığı ile çalışanlardan elde edilen bilgiler ışığında geliştirilen olaylar envanteri beş temel kategoriden oluşmaktadır (İşle ilgili olaylar, Amirle ilişkiler, İş arkadaşlarıyla ilişkiler, Alt çalışanlarla ilişkiler, Kurumsal politikalar) ve her bir kategori pozitif ve negatif olayları içermektedir.

Çalışanların işyerindeki duygulanımsal durumunu yordamak üzere Judge, Erez, Bono ve Thoresen (2003) tarafından geliştirilen “Temel Benlik Değerlendirmeleri” ve Judge, Locke, Durham ve Kluger (1998) tarafından öne sürülen “Temel Dışsal Değerlendirmeler” kavramları çalışma kapsamında incelenmiştir. Bu çalışma, temel değerlendirmeler kavramları ile duygulanımsal durum arasındaki ilişkiyi inceleyen ilk çalışmadır. Günümüze değin yürütülen ve duygulanımsal kişilik ile duygulanımsal durumu bir arada ele alan çalışmalarda, söz konusu iki kavram birbirine çok benzeyen ölçekler aracılığı ile değerlendirilmektedir. Her iki ölçekte de aynı maddeler kullanılmakta, ancak kişilik ölçümünde katılımcılardan kendilerini genel olarak nasıl hissettiklerini

belirtmeleri talep edilirken, duygulanımsal durum için belirli bir zaman dilimi (örn, şu anda veya geçen bir hafta boyunca) içindeki hislerini değerlendirmeleri istenmektedir. Bu yöndeki bir uygulamanın, yani farklı kavramları ölçmek için aynı maddelerin kullanılmasının, iki kavram arasındaki istatistiksel ilişkiyi suni olarak artıracığı ve böylece ortak yöntem varyansına (common method variance) neden olacağı düşünülmektedir. Podsakoff, MacKenzie, Lee ve Podsakoff (2003) ortak yöntem varyansının potansiyel kaynaklarına yönelik derleme çalışmalarında, bir çalışmada aynı ölçek maddelerinin kullanılmasının ortak yöntem varyansının artmasına neden olacağını belirtmişlerdir. Bu nedenle, bu çalışmada duygulanımsal kişiliğin ölçülmesinde alternatif kavramların kullanılmasının bulguların güvenilirliğini artıracığı düşünülmektedir.

Ayrıca, mevcut çalışma kapsamında duygulanımsal durum geleneksel iki boyutlu (pozitif ve negatif duygulanım) yapının aksine, 3-boyutlu bir yapı çerçevesinde ele alınmıştır. Yürütülen ön çalışma kapsamında geliştirilen duygulanım envanterinin faktör yapısı analiz edilmiş ve 3 boyutlu bir yapının elde edilen verileri en iyi biçimde temsil ettiğine kanaat getirilmiştir. Söz konusu yapı, Memnuniyet (mutlu – üzgün), Sakinlik (gergin – rahat) ve Enerji (enerjik – yorgun) boyutlarından oluşmaktadır. Tespit edilen bu boyutsal yapı, daha önce Wundt (1924) ve Schimmack ve Grobb (2000) tarafından öne sürülen duygulanımsal yapılar ile büyük benzerlikler göstermektedir. Söz konusu yapının, çalışanların duygulanım dünyasını daha zengin bir biçimde açıkladığı ve bu nedenle daha bilgilendirici olduğu düşünülmektedir. Brief ve Weiss'in (2002) örgütsel davranış yazınındaki duygulanım ile ilgili mevcut araştırmalarda iki-boyutlu geleneksel yapının kullanılmasının yeterince açıklayıcı olmadığına yönelik getirmiş olduğu eleştiriler de, bu çalışmada kullanılan alternatif yapıyı destekler niteliktedir.

Çalışma kapsamında, çalışanların işteki duygulanım durumlarının yordadığı sonuçlar arasında incelenen işe yönelik tutum ve davranışlar arasında iş doyumunu, kurumsal aidiyet, kurumsal yurttaşlık davranışları ve işten ayrılma niyeti yer almaktadır.

Bu çalışma, bugüne değin Amerikan toplumunda çalışılmış olan Duygusal Olaylar Kuramı'nı Türkiye'ye özgü kültürel değerler içinde sınayarak, söz konusu kuramın geçerliliğine de katkıda bulunmaktadır. Çalışma kapsamında yanıtlanması öngörülen araştırma soruları şunlardır:

1. Duygusal Olaylar Kuramı modeli istatistiksel olarak anlamlı bir model midir?
2. İşte yaşanan olaylar çalışanların duygulanım durumlarını yordar mı (ne yönde)?
3. Duygulanımsal kişilik özellikleri olan temel benlik-değerlendirmeleri ve temel dışsal-değerlendirmeleri çalışanların işteki duygulanım durumlarını yordar mı?
4. Temel benlik-değerlendirmeleri ve temel dışsal-değerlendirmeleri çalışanların işte yaşadıkları olaylar ile işteki duygulanım durumları arasındaki ilişkiyi düzenler mi?
5. Çalışanların işteki duygulanım durumları iş doyumunu, kurumsal aidiyeti ve kurumsal yurttaşlık davranışlarını yordar mı?
6. Çalışanların işteki duygulanım durumları ile işten ayrılma niyeti arasındaki ilişkiye işe yönelik tutumlar aracılık eder mi?
7. Hangi olaylar en aşırı duygulanımsal tepkilere neden olur?
8. Hangi olay kategorileri duygulanımsal durumu en iyi yordar?
9. İşe yönelik tutum ve davranışları yordamada en kritik duygulanım boyutları hangileridir?

Söz konusu araştırma sorularını yanıtlandırabilmek için çalışanların duygulanım durumu iki farklı düzeyde ele alınmıştır. Çalışanların hem olaylara verdikleri duygulanımsal tepkiler hem de bir hafta boyunca işyerinde kendilerini nasıl hissettikleri değerlendirilmiş ve her iki kavram için ayrı analizler yapılmıştır. Böylece, duygulanımsal tepkiler ile duygulanım durumu arasındaki ilişkilerin incelenmesi de mümkün olmuştur.

## **Yöntem**

### **Ön Çalışmalar**

Ana çalışma öncesi yürütülen ön çalışmalar kapsamında ilk olarak temel benlik ve dışsal-değerlendirmeler ölçeklerinin Türkçe uyarlamalarının güvenilirliği iki farklı örneklem (öğrenciler ve çalışan yetişkinler) üzerinde test edilmiştir.

Ayrıca işte yaşanan olaylar envanterinin ve duygulanım durumu ölçeğinin geliştirilmesine yönelik çalışmalar yürütülmüştür.

İşte yaşanan kritik olayların tespit edilebilmesi için yürütülen ön çalışma kapsamında iki adet açık-uçlu anket formu tasarlanmış ve farklı kurumlarda ve işlerde görev yapan 61 çalışandan anketler aracılığı ile veri toplanmıştır. Birinci formda, katılımcılardan son altı ay içinde işyerinde yaşadıkları ve duygulanım durumlarını etkileyen bir olayı betimlemeleri istenmiştir. Ayrıca katılımcılardan, söz konusu olayın sonucunda kendilerini nasıl hissettiklerini belirtmeleri istenmiştir. Aynı anket formunda, katılımcılar bir iş arkadaşlarının başından geçen bir olayı ve iş arkadaşlarının bu olay sonucunda kendini nasıl hissettiğini yazılı olarak açıklamışlardır. İkinci anket formunda ise, katılımcılara altı adet duygulanım sıfatı (örn., kızgın, mutlu, sinirli, üzgün, gururlu, v.b.) sunulmuştur ve katılımcılardan, her bir duygulanım durumunu hissetmelerine neden olan ve işyerinde son altı ay içinde yaşadıkları bir olayı betimlemeleri istenmiştir. İkinci anket formunun, farklı sıfatlar kobinasyonu içeren toplam 12 versiyonu hazırlanmış ve uygulanmıştır. Elde edilen veriler içerik analizine tabi tutulmuş ve tespit edilen 337 adet kritik olay beş kategori altında ele alınmıştır (işle ilgili olaylar, amirle ilişkiler, iş arkadaşlarıyla ilişkiler, astlarla ilişkiler, kurumsal politikalar). Birbiri ile içerik yönünden örtüşen maddelerin derlenmesi sonucunda 62 maddelik işte yaşanan olaylar envanteri geliştirilmiştir. Envanterde yer alan her bir olay kategorisi için hem pozitif hem de negatif olaylar sunulmaktadır.

Ön çalışmalar kapsamında, özgün bir duygulanım envanteri geliştirilmesine yönelik çalışmalar yürütülmüştür. İlk olarak mevcut yazında yer alan duygulanım ölçekleri incelenmiş ve böylece envanterde yer alabilecek 73 adet duygulanım sıfatı tespit edilmiştir. Geliştirilen ölçek bir devlet üniversitesinde eğitim görmekte olan 322 öğrenciye uygulanmıştır. Katılımcılardan, ölçekte yer alan her bir duygulanım sıfatı için, söz konusu duygulanım durumunu genel olarak hangi sıklıkta hissettiklerini belirtmeleri istenmiştir (1 = Hiç; 5 = Her zaman). Elde edilen veriler bir dizi temel eksenler (principal axis) faktör analizine (oblik rotasyon kullanılarak) tabi tutulmuştur. İlk aşamada tespit edilen 14-faktörlü yapıda yer alan altı faktörün özgün değerlerinin ikinin üzerinde olduğu gözlemlenmiştir. İkinci aşamada veri 6-faktörlü bir yapıya zorlanmıştır ve elde edilen faktör yapısının toplam varyansın yüzde 47.22'sini açıkladığı belirlenmiştir. Elde edilen faktörlere yüklenen

maddelerin incelenmesi sonucunda, boyutlar şöyle adlandırılmıştır: memnuniyet (%27.2), enerji/uyanık olma (% 7.2), gerginlik (%4.9), memnuniyetsizlik/ hoşnutsuzluk (%3.1), gevşeme/sakinlik (%2.4), ve düşük enerji/yorgunluk (%2.3). Ayrıca, duygulanımın faktör yapısına yönelik uzman görüşlerini alabilmek için, konu uzmanı dört araştırmacı ile bir kart sıralama çalışması yürütülmüştür. Bu çalışmada araştırmacılara 30 adet duygulanım sıfatı sunulmuş ve uzmanlardan bu sıfatları birbiri içinde en tutarlı olacak biçimde gruplandırmaları istenmiştir. Bir araştırmacı 2-boyutlu bir yapı, bir diğeri 6-boyutlu bir yapı ve son iki araştırmacı 3-boyutlu bir yapı önermişlerdir. Yürütülen faktör analizi ve kart sıralama çalışması sonuçları göz önünde bulundurularak, üç adet iki-uçlu (bipolar) boyutun duygulanım evrenini en iyi biçimde açıkladığına kanaat getirilmiştir. Söz konusu yapı, daha önce Wundt (1924) ve Schimmack ve Grob (2000) tarafından öne sürülen yapılar ile büyük benzerlik göstermektedir.

Ana çalışmada, geliştirilen 3-boyutlu duygulanım yapısı (*memnuniyet* - mutlu x üzgün; *sakinlik* - sakin x gergin; *enerji* - enerjik x yorgun) kullanılarak işte yaşanan olaylara yönelik duygulanımsal tepkiler ve son bir hafta boyunca işte deneyimlenen duygulanım durumu değerlendirilmiştir.

## **Ana Çalışma**

### ***Katılımcılar***

Çalışma kapsamında Ankara'da bulunan bir devlet üniversitesinde idari işlerde görev yapmakta olan toplam 220 çalışandan bir hafta ara ile uygulanan iki ayrı anket aracılığı ile veri toplanmıştır. Toplam 500 kişiye dağıtılan ilk anketi 362 kişi doldurmuştur. İlk ankete katılan kişilere verilen ikinci anketi ise 246 kişi tamamlamıştır. Veri analizinde, her iki anketi de dolduran kişiler temel alınmış ve veri tarama ve temizleme sürecinde 26 kişinin elenmesi sonucunda, araştırma analizleri 220 kişilik katılımcı grubu için yürütülmüştür.

Katılımcılar çeşitli işlerde görev yapmaktadırlar (örn., sekreterlik, bilgisayar operatörü, kütüphaneci, proje yöneticisi, idari amir, v.b.). Katılımcıların % 61.4'ünü kadınlar oluşturmaktadır ve örneklemin büyük çoğunluğu (% 50.9) üniversite mezunudur. Katılımcıların yaş ortalaması 34.63 (SS = 8.51) ve iş deneyimi ortalaması 11.99'dur (SS = 9.02).

### ***Kullanılan Ölçüm Araçları***

Çalışmanın 1. Anketinde Temel benlik-değerlendirmesi (Mahmut Bayazit'in yayınlanmamış bir araştırması), Temel dışsal-değerlendirmeler (Judge ve arkadaşları, 1998'den Türkçeye uyarlanmıştır), İş doyumu (Bilgiç, 1999 ve Kunin, 1955), İşten ayrılma niyeti (Ok, 2007), Kurumsal aidiyet (Wasti, 1999) ve Kurumsal Yurttaşlık Davranışları (Bayazit, Aycan, Aksoy, Goncu ve Öztekin, 2006) Likert-tipi ölçekler aracılığı ile ölçülmüştür. Altı-basamaklı olan Kunin'in (1955) iş doyumu maddesi dışındaki tüm ölçekler, 5-basamaklı Likert ölçeği üzerinden yanıtlanmıştır. Ayrıca, 1. Anketin son bölümünde katılımcılara demografik sorular yöneltilmiş ve bir rumuz belirtmeleri istenmiştir.

İlk ankette bir hafta sonra uygulanan 2. Ankette ise, işte yaşanan olaylar, olaylara yönelik duygulanımsal tepkiler ve son bir hafta boyunca işte deneyimlenen duygulanımsal durum (çalışma kapsamında geliştirilmiştir) değerlendirilmiş ve iş doyumu ve işten ayrılma niyetine yönelik 1. Ankette yer alan ölçekler tekrar sunulmuştur. Katılımcılardan 1. Ankette belirttikleri rumuzu 2. Ankette de belirtmeleri istenmiştir. Böylece katılımcıların iki ayrı ankete verdikleri cevaplar veri girişinde eşleştirilebilmiştir. Veri analizlerinde, modelde test edilen değişkenler arasında neden-sonuç ilişkisi kurabilmek amacıyla iş doyumu ve işten ayrılma niyeti ölçeklerine 2. Ankette verilen yanıtlar temel alınmıştır.

### ***Kullanılan Analiz Teknikleri***

Duygusal Olaylar Kuramı model testi Yapısal Eşitlik Modeli tekniği kullanılarak ve LISREL VIII (Joreskog & Sorbom, 1993) programı aracılığı ile yürütülmüştür. Pozitif olaylar, negatif olaylar ve her bir duygulanımsal durum boyutu için analizler ayrı ayrı yapılmıştır. Duygulanımsal tepkiler için de kuramsal model ayrıca test edilmiştir. Bunun yanı sıra, SPSS programı kullanılarak yapılan regresyon analizleri ile duygulanım durumunu yordayan olay kategorileri ve işe yönelik tutum ve davranışları yordayan duygulanım boyutları incelenmiştir.

## **Bulgular**

### **Betimleyici İstatistikler**

Çalışmada kullanılan ölçeklerin büyük çoğunluğunun güvenirlilik katsayısı .70'in üzerindedir. Kurumsal yurttaşlık davranışları ölçeğinin iki alt boyutunun iç

tutarlılık katsayısının .70'ten düşük olduğu tespit edilmiştir. Bu alt boyutlar görece düşük sayıda (dört veya beş) madde ile ölçülen boyutlardır. Yürütülen yapısal eşitlik modeli analizlerinde, kurumsal yurttaşlık davranışı “latent” değişken olarak tanımlanmıştır ve bu ölçeğin tüm maddelerinin iç tutarlılık katsayısı Kabul edilebilir düzeydedir (.81).

İşte yaşanan olayların kategori temelinde frekans ortalamaları göstermektedir ki, çalışanlar iş yerinde sıklıkla yaptıkları işle/görevlerle ilgili pozitif olaylar deneyimlemektedirler. En yüksek sıklıkla belirtilen bir diğer olay kategorisi ise iş arkadaşlarıyla ilişkilere yönelik pozitif olaylardır. Çalışmada yer alan katılımcılar, negatif olayları (1.43; 10'luk ölçek üzerinden) pozitif olaylara (3.75; 10'luk ölçek üzerinden) kıyasla görece daha az sıklıkta yaşadıklarını belirtmişlerdir.

Katılımcıların Temel benlik-değerlendirmeleri ortalaması (3.60) ölçek orta noktasının (3.00) üzerinde iken, Temel dışsal-değerlendirmelerinin ortalaması (2.89) ölçek orta noktasının biraz altında olarak tespit edilmiştir. Çalışanların ortalama duygulanım durumları her bir boyut için pozitif yöndedir (4.02, 3.80, ve 3.56; 5'lik ölçek üzerinde) ve kurumsal yurttaşlık davranışlarının ortalaması da ölçek orta noktasının üzerindedir (4.05; 5'lik ölçek üzerinde). İş doyumunu ve kurumsal aidiyet tutumlarının ortalamaları, ölçek orta noktasına yakın ancak biraz altında değerler göstermektedir (sırasıyla 2.87 ve 2.96; 5'lik ölçek üzerinde). İşten ayrılma niyetinin ortalaması ise 5'lik ölçek üzerinde 2.60 olarak tespit edilmiştir ve bu da çalışanların genel olarak işlerinden ayrılma niyetinde olmadıklarını göstermektedir.

Çalışmada yer alan değişkenler arasındaki korelasyonların yönleri beklenen doğrultuda bulunmuştur. Korelasyon temelli ilginç bir bulgu Temel dışsal-değerlendirmeler ve negatif olaylar frekansı arasındaki negatif ve anlamlı korelasyondur ( $r = -.22$ ). Bu bulgu, diğer insanlara genel olarak güvenen ve dünyanın adil olduğuna inanan kişilerin işyerinde daha az sıklıkla negatif olay yaşama eğiliminde olduklarına işaret etmektedir. Ayrıca, pozitif olaylar ve negatif olayları yaşama sıklığı arasında pozitif ve anlamlı bir korelasyon tespit edilmiştir ( $r = .44$ ). Ancak, bu fiili durumun yapısal eşitlik modeli analizlerinde negatif ve pozitif olayların duygulanım durumunu bir arada yordamada kullanılması önünde bir engel teşkil ettiği tespit edilmiştir. Bunun nedeni, pozitif olayların duygulanım

durumları ile olumlu yönde ilişkisi olması, ancak negatif olayların ise beklendiği üzere olumsuz yönde ilişkisi olmasıdır. Pozitif ve negatif olayların regresyonda bir arada bağımsız değişken olarak yer alması, aralarındaki yüksek ve pozitif korelasyon nedeni ile, modele dahil edilen bazı değişkenlerin regresyon ağırlıklarının, söz konusu bağımlı değişken ile olan korelasyonları ile farklı yönde olmasına neden olmuştur. Söz konusu bastırıcı (suppressor) etkisi nedeniyle, yapısal eşitlik modeli analizleri, pozitif ve negatif olaylar için ayrı ayrı yürütülmüştür.

### **Yapısal Eşitlik Modeli Bulguları**

Yapısal eşitlik modeli temelli analizler, pozitif olaylar, negatif olaylar ve her bir duygulanım durumu boyutu (*memnuniyet, sakinlik, enerji*) için ayrı ayrı yürütülmüştür. Tüm analizler, işte yaşanan olaylara yönelik duygulanımsal tepkiler için de ayrıca yapılmıştır. Her bir model testi için, ilk olarak ölçüm modelinin uyum istatistikleri hesaplanmış ve daha sonra yapısal model için ilgili istatistikler tespit edilmiştir. Test edilen modellerde, işte yaşanan pozitif/negatif olayların ve duygulanımsal kişilik özellikleri olan Temel benlik ve dışsal-değerlendirmelerin çalışanların duygulanım durumunu yordamaları öngörülmüştür. Bunun yanı sıra, çalışanların duygu durumunun veya duygulanımsal tepkilerinin, iş doyumunu, kurumsal aidiyeti, ve kurumsal yurttaşlık davranışlarını doğrudan etkilemesi öngörülmektedir. Duygusal Olaylar Kuramı ile uyumlu olarak, işten ayrılma niyetini ise iş doyumunu ve kurumsal aidiyetin doğrudan yordaması öngörülmüştür.

Duygulanımsal duruma yönelik yürütülen 6 analizin ölçüm modellerinin veri ile uyumlu olduğu tespit edilmiştir. Söz konusu ölçüm modelleri için elde edilen tüm ki-kare/serbestlik derecesi değerleri kritik eşik değeri olan 3'ün altındadır ve RMSEA değerleri .10'dan düşüktür (Carmines ve McIver, 1981). Söz konusu ölçüm modellerine değişkenler arasında öngörülen ilişkiler eklenerek yapısal eşitlik modelleri test edilmiştir. Yapısal modellerin uyum istatistikleri de, ölçüm istatistikleri gibi kabul edilebilir seviyede bulunmuştur. Ayrıca, çoğu regresyon ağırlığının öngörülen doğrultuda ve istatistiksel açıdan manidar olduğu tespit edilmiştir.

Çalışanların memnuniyet duygulanım durumu işte yaşanan pozitif olaylar (.23) temel benlik değerlendirmeleri (.27) ve temel-dışsal değerlendirmeler (.22)

tarafından anlamlı olarak yordamaktadır ( $R^2 = .26$ ). Negatif olaylar yaşandığında ise, memnuniyet duygulanım durumu hem yaşanan negatif olaylar (-.23) hem de temel benlik değerlendirmeleri (.32) tarafından yordamaktadır ( $R^2 = .25$ ), ancak temel dışsal değerlendirmelerin yordayıcı etkisi bulunmamaktadır.

Pozitif olaylar yaşandığında, çalışanların sakinlik boyutundaki duygulanım durumunu temel-dışsal değerlendirmeler (.36) tek başına yordamaktadır ( $R^2 = .17$ ). Negatif olaylar yaşandığında ise, sakinlik duygulanım durumunu söz konusu olaylar (-.36) yordamaktadır ( $R^2 = .17$ ).

Enerji duygulanım boyutunu pozitif olaylar (.27) ve temel benlik değerlendirmeleri (.34) bir arada yordamaktadırlar ( $R^2 = .26$ ). İşyerinde negatif olaylar yaşandığında ise, çalışanların temel benlik değerlendirmelerinin (.38) çalışanların enerji durumunu anlamlı düzeyde yordadığı tespit edilmiştir ( $R^2 = .21$ ).

Memnuniyet duygulanım durumu, hem pozitif hem de negatif olaylar için yürütülen testlerde, iş doyumunu ( $R^2 = .45$  ve .42), kurumsal aidiyeti ( $R^2 = .28$  ve .26) ve kurumsal yurttaşlık davranışlarını ( $R^2 = .17$  ve .16) manidar düzeyde yordamıştır. Sakinlik boyutunun açıkladığı varyans iş doyumunu için .22 ve .19, kurumsal aidiyet için .12 ve .10, kurumsal yurttaşlık davranışları için .09 ve .08'dir. Enerji durumu da, iş doyumunu ( $R^2 = .28$  ve .27), kurumsal aidiyeti ( $R^2 = .22$  ve .20) ve kurumsal yurttaşlık davranışlarını ( $R^2 = .16$  ve .16) anlamlı düzeyde yordamıştır. Tüm modellerde, iş doyumunu ve kurumsal aidiyetin bir arada işten ayrılma niyetindeki yaklaşık .55 varyansı açıkladıkları saptanmıştır.

Çalışanların bir hafta boyunca işyerinde deneyimledikleri duygulanım durumunun yanı sıra, bir hafta boyunca yaşadıkları olaylara verdikleri duygulanımsal tepkiler için de aynı analizler yürütülmüştür. Ancak, duygulanımsal tepkiler üç duygulanım boyutundan oluşan tek bir "latent" değişken olarak test edilmiştir. Dolayısıyla, duygulanımsal tepkiler I kullanarak pozitif olaylar ve negatif olaylar için olmak üzere ikişer adet ölçüm ve yapısal model sınanmıştır. Analizin ilk aşamasında ölçüm modelleri için elde edilen istatistikleri uyum kriterlerini karşılamıştır. Pozitif olaylar modeli için elde edilen ki-kare/serbestlik derecesi değeri 1.59, negatif olaylar modeli için ise 1.54'tür. Her iki ölçüm modelinin RMSEA değeri .05'tir ve uyum indeksi .88'dir. Yapısal modeller için hesaplanan uyum istatistikleri de oldukça iyi düzeydedir. Pozitif olaylar modelinin RMSEA değeri .07, ki-kare/serbestlik derecesi değeri 2.03 ve uyum indeksi .84

olarak tespit edilmiştir. Negatif olaylar için söz konusu değerler sırasıyla .07, 2.03 ve .83'tür. Modellerin uyum düzeyinin tatminkar düzeyde olduğunun belirlenmesinin ardından, modelde yer alan değişkenler arasındaki ilişkiler incelenmiştir. Duygulanım durumu için elde edilen bulgulara paralel olarak, çalışanların duygulanımsal tepkilerinin hem pozitif hem de negatif olaylar tarafından anlamlı düzeyde yordandığı tespit edilmiştir. Negatif olaylar (-.62) tek başına duygulanımsal tepkilerdeki varyansın % 38'ini açıklamışlardır. Pozitif olaylar yaşandığında ise, hem bu olaylar (.30) hem de Temel dışsal değerlendirmeler (.22) duygulanımsal tepkileri yordamıştır ( $R^2 = .18$ ). Diğer yandan, duygulanımsal tepkiler pozitif ve negatif olay modelleri için, iş doyumunu ( $R^2 = .38$  ve  $.29$ ), kurumsal aidiyeti ( $R^2 = .27$  ve  $.17$ ) ve kurumsal yurttaşlık davranışlarını ( $R^2 = .16$  ve  $.10$ ) manidar düzeyde yordamıştır. İşten ayrılma niyetindeki varyansın % 57'sinin, iş doyumunu ve kurumsal aidiyet tarafından açıklandığı tespit edilmiştir.

Duygulanım durumunun işten ayrılma niyeti üzerinde doğrudan bir etkisi olup olmadığını sınamak için bir dizi ek analizler yürütülmüştür. Bu analizlerde, duygulanım durumu boyutları veya duygulanımsal tepkiler ile işten ayrılma niyeti arasına doğrudan bir ilişki eklenerek daha önce sınanan modeller tekrar analiz edilmiştir. Ki-kare farkı testi kullanılarak, elde edilen alternatif modeller ile orijinal modeller karşılaştırılmıştır. Ancak, alternatif modellerin istatistiksel açıdan anlamlı bir iyileşmeye neden olmadığı tespit edilmiştir. Bu bulgular, Duygusal Olaylar Kuramı'nın hipotezlerini doğrulamakta ve işte deneyimlenen duygulanım durumu ile işten ayrılma niyeti arasındaki ilişkiye, işe ve kuruma yönelik tutumların aracılık ettiğini göstermektedir.

Duygulanım durumu ve duygulanımsal tepkiler arasındaki ilişkiyi açıklayabilmek için alternatif bir dizi model testi yürütülmüştür ve elde edilen modeller ki-kare farkı testi ile karşılaştırılmıştır. İstatistiksel açıdan en anlamlı olarak elde edilen modele göre, işte yaşanan pozitif ve negatif olaylar duygulanımsal tepkileri doğrudan yordamakta ( $R^2 = .08$  ve  $.34$ ), bu tepkiler hem çalışanların duygulanım durumunu ( $R^2 = .33$  ve  $.33$ ) hem de iş doyumunu yordamaktadır ( $R^2 = .45$  ve  $.43$ ). İş doyumunu, duygulanımsal tepkiler ve duygulanım durumunun bir arada yordadığı saptanmıştır.

## **Regresyon Analizi Bulguları**

Duygulanımsal kişilik özelliklerinin, işte yaşanan olaylar ve işte deneyimlenen duygulanım durumu arasındaki ilişkiyi etkileyip etkilemediğini tespit etmek üzere bir dizi hiyerarşik/belirleyici regresyon (moderated regression) analizi yürütülmüştür. Bu belirleyici regresyon analizlerinde, duygulanım durumu boyutları ve duygulanımsal tepkiler bağımlı değişken olarak kullanılmıştır. Moderasyon etkisinin test etmek için işte yaşanan olaylar ve duygulanımsal kişilik özelliklerinin çarpımı alınarak etkileşim değişkenleri yaratılmıştır. Regresyonun ilk aşamasında işte yaşanan olaylar (pozitif veya negatif) ve duygulanımsal kişilik özelliği (temel benlik veya dışsal-değerlendirmeler) bağımsız değişkenler olarak regresyona dahil edilmiştir. İkinci aşamada ise, etkileşim değişkeni regresyona katılmıştır. Ancak, hiçbir analizde etkileşim değişkeni duygulanım durumunu veya duygulanımsal tepkiyi istatistiksel açıdan anlamlı düzeyde yordayamamıştır. Diğer bir deyişle, temel benlik değerlendirmesi ve temel-dışsal değerlendirmelerin belirleyici etkilerine yönelik hiçbir bulguya rastlanmamıştır.

Duygulanım durumunu en iyi yordayan olay kategorilerini tespit edebilmek için bir dizi adımsal regresyon analizi yürütülmüştür. Bu analizlerde her bir duygulanım durumu boyutu ve duygulanımsal tepki boyutu bağımlı değişken olarak kullanılmıştır. Bağımlı değişkenler olarak, 5 olay kategorisinin pozitif ve negatif alt boyutları olmak üzere toplam 10 değişken kullanılmıştır (örn., işle ilgili pozitif olaylar, işle ilgili negatif olaylar, amirle negatif ilişkiler, amirle pozitif ilişkiler, v.s.). Genel olarak, işte yaşanan olaylar duygulanım durumuna kıyasla duygulanımsal tepkilerdeki varyansın daha büyük bir kısmını açıklamışlardır. Duygulanımsal tepkileri en iyi yordayan başlıca olay kategorileri arasında amirle negatif ilişkiler, negatif kurum politikaları ve iş arkadaşlarıyla pozitif ilişkiler yer almaktadır. Farklı duygulanım durumu boyutlarını en iyi yordayan ortak kategoriler ise negatif kurumsal politikalar ve işle/görevle ilgili pozitif olaylardır. Betimleyici istatistik düzeyinde yürütülen ve en aşırı olumlu duygulanımsal tepkilere neden spesifik olaylar şunlardır: Yeni bir göreve atanmak, amir tarafından performansından dolayı takdir edilmek, üst yönetim karşısında amiri tarafından savunulmak, iş arkadaşlarıyla birlikte keyifli zaman geçirmek ve üstlenilen bir görevi başarıyla tamamlamak. En aşırı olumsuz duygulanımsal tepkilere neden spesifik olaylar ise şöyle sıralanabilir: Amiri tarafından azarlanmak, astı tarafından

saygısızca davranılması, hak edilen bir pozisyona bir başkasının atanması, amiri tarafından üst yönetim karşısında korunmamak, beklenen zammı alamamak ve sevilmeyen bir iş arkadaşıyla beraber çalışmak zorunda kalmak. Farklı olay kategorileri altında yer alan olayların ortak olarak işlediği temaların iş yerinde adalet ve iş arkadaşları ve amirlerin sağladığı destek konularıyla ilintili olduğu görülmektedir.

Son olarak, işe yönelik tutum ve davranışları en iyi yordayan duygulanım boyutlarının tespit edilebilmesi için bir dizi adımsal regresyon analizi yürütülmüştür. Bulgulara göre, iş doyumunu en iyi yordayan boyut Memnuniyet (.44) boyutudur ve iş doyumundaki varyansın % 20'sini açıklamaktadır. Kurumsal aidiyeti en iyi yordayan boyut ise Enerji (.29) boyutudur ve varyansın % 9'unu açıklamaktadır. Memnuniyet (.20) ve Enerji (.17) boyutları bir arada kurumsal yurttaşlık davranışlarını yordamaktadırlar ( $R^2 = .11$ ). Sakinlik boyutu, diğer boyutlar ile paylaştığı ortak varyans nedeniyle adımsal regresyon analizlerinde anlamlı bir bağımsız değişken olarak ortaya çıkmamıştır.

### **Tartışma**

Bu çalışma Weiss ve Cropanzano (1996) tarafından geliştirilen ve günümüze değin sadece Amerikan toplumunda sınanan Duygusal Olaylar Kuramını Türkiye bağlamında test etmiş ve kuramı destekleyici bulgular sunmuştur. Çalışma kapsamında, işte yaşanan olaylar kapsamlı ve bütünlüklü bir biçimde ölçülmüştür. Böylece, kuramın görgül olarak test edilmesine ve işte yaşanan olayların nasıl ölçülebileceğine ışık tutabilecek bir uygulama örneği sergilenmiştir. İşte yaşanan olaylar, yapılan analizlerde hem pozitif ve negatif olay kategorileri olarak hem de olayların temel kaynağını işaret eden (örn., işle ilgili olaylar, amirle ilişkiler, iş arkadaşlarıyla ilişkiler, astlarla ilişkiler, kurumsal politikalar) kategoriler temelinde ele alınmış ve böylece farklı açılardan incelenmişlerdir. Bu çalışmada, Duygusal Olaylar Kuramı modelini test etmek için alternatif duygulanımsal kişilik özellikleri kullanılmıştır. Böylece, Judge ve arkadaşları (1997) tarafından geliştirilen temel benlik-değerlendirmesi ve temel dışsal-değerlendirmeler kavramları ile işte yaşanan duygulanım durumu arasındaki ilişkiler ilk kez bu çalışma kapsamında incelenmiştir. Ayrıca, çalışma kapsamında

duygulanımın boyutsal yapısı incelenmiş ve *memnuniyet, sakinlik ve enerji* boyutlarından oluşan üç-faktörlü bir yapı çalışma kapsamında ele alınmıştır.

Çalışma kapsamında Duygusal Olaylar Kuramı modelini test etmek üzere yürütülen yapısal eşitlik modeli analizleri, tutarlı olarak istatistiksel kriterlere uyumlu sonuçlar vermiştir. Modelde yer alan değişkenler arasındaki spesifik ilişkilere bakıldığında, çalışma bulguları işte yaşanan pozitif olayların çalışanların mutluluk, sakinlik ve enerjik hissetme gibi olumlu duygulanımlar deneyimlemelerine katkıda bulunduğunu, ancak negatif olayların ise çalışanların kendilerini üzgün, gergin ve yorgun hissetmelerine neden olduğunu göstermiştir. İşte deneyimlenen duygulanımlara işte yaşanan olayların yanı sıra kişilik özelliklerinin de etkide bulunduğu tespit edilmiştir. Benlik saygısı yüksek olan ve kendi benliklerini, becerilerini ve kapasitelerini olumlu yönde değerlendiren kişiler iş yaşamında görece daha olumlu duygulanım süreçleri yaşamaktadırlar. Ayrıca, diğer insanlara güvenen ve dünyanın adil ve insaniyetli olduğuna inanan kişiler de daha olumlu duygusal süreçler deneyimlemektedirler. Ancak, temel benlik-değerlendirmesi ve temel dışsal-değerlendirmelerin işte yaşan olaylar ve işte deneyimlenen duygulanımlar arasındaki ilişkiyi düzenlediğine yönelik hiçbir bulgu bulunamamıştır. Bu nedenle, Duygusal Olaylar Kuramı modeli çerçevesinde temel değerlendirmeler kavramları için kısmi destek sağlanmıştır. Kuramın hipotezlerini doğrular biçimde, işte deneyimlenen olumlu duygulanım durumlarının ve duygulanımsal tepkilerin iş doyumunu, kurumsal aidiyeti ve kurumsal yurttaşlık davranışlarını olumlu yönde yordadığı tespit edilmiştir. Duygusal Olaylar Kuramı tarafından bilişsel-temelli davranışlar arasında gösterilen işten ayrılma niyeti ise, kuram ile tutarlı biçimde iş doyumunu ve kurumsal aidiyet tarafından güçlü biçimde yordamıştır. Tüm bu bulgular sınanan modelin anlamlılığına işaret etmektedir.

Duygulanımsal tepkiler ve duygulanımsal durum arasındaki ilişkiyi en iyi açıklayan modeli belirlemeye yönelik yürütülen analizler, duygulanımsal tepkilerin duygulanım durumunu yordayabileceğini ve her ikisinin bir arada iş doyumuna katkıda bulunabileceğini göstermektedir. Günümüze değin örgütsel davranış alanında duygulanım konusunda yürütülen çalışmalarda, farklı duygulanım kavramları arasındaki ayırım ve ilişkilere yeterince değinilmemiştir (Tran, 2007). Çalışmanın bulguları, işte deneyimlenen duygusal tepkilerin zaman içinde birikerek ruh hallerini veya geçici duygulanım durumlarının oluşmasına katkıda

bulunabileceğini göstermektedir. Ayrıca, duygulanımsal kişilik özellikleri ve duygulanımsal tepkiler arasında, duygulanımsal duruma kıyasla, görece daha düşük korelasyon katsayıları gözlemlenmiştir. Bunun nedeni, duygulanım durumunun bir haftalık bir zaman dilimi için ölçülmüş olması, ve dolayısıyla kişilik özelliklerinin etkisine daha açık olması olabilir. Duygulanımsal tepkiler ise olaylar göz önüne alınarak, belirli bir hedefe yönelik hissi durum olarak ölçülmüştür. Gelecek çalışmalarda duygulanımsal tepkiler ve ruh halleri arasındaki ilişkileri ve kişilik özelliklerinin bu farklı deneyimler ile olan özel ilişkilerini incelemeye yönelik süreç araştırmaları veya deneysel çalışmalar yürütülmesi faydalı olacaktır.

Çalışma bulgularına göre katılımcılar pozitif olayları daha yaygın bir sıklıkla belirtmişlerdir, ancak görece daha az sıklıkla yaşanmalarına rağmen negatif olayların duygulanım deneyimleri ile daha güçlü bir ilişkisi olduğu gözlemlenmiştir. Bu bulgular geçmişte yürütülen çalışmalar ile tutarlıdır (Miner, Glomb, ve Hulin, 2005; Mignonac ve Herrbach, 2004). Bu ortak bulgu, Taylor'ın (1991) *minimizasyon-maksimizasyon hipotezi* ile açıklanabilir. Taylor, karşılaşılan bir tehdidin veya negatif bir olayın kısa vadede insanların fizyolojik, duygulanımsal ve bilişsel kaynaklarını harekete geçirmelerine neden olduğunu, ancak bu hareketlenme/maksimizasyon dönemini daha sonra uzun vadeli bir minimizasyon sürecinin izlediğini öne sürmüştür. Bu minimizasyon döneminde kişi, olumsuz olayın yarattığı zararları gidermeye ve bir nevi azaltmaya/minimize etmeye odaklanmaktadır. Negatif olayların şaşırtıcı ve beklenmedik olmaları, insanların sahip olduğu pozitif illüzyonların ve hayatta kalma arzusunun negatif olayların etkilerini azaltmak ve bunlardan kaçınmak için acilen harekete geçen bir mekanizma oluşturmaları, kişilerin hayatları üzerinde kontrol sahibi olduklarına inanma eğilimi ve gelecek hakkında iyimser olma eğilimleri, negatif olayların neden daha güçlü tepkiler yarattığını açıklamada Taylor'ın öne sürdüğü insanın psikolojik doğasına ait özellikler arasında yer almaktadır.

Çalışanların duygulanım durumlarını etkileyen olaylar özel olarak incelendiğinde, farklı olaylar ve olay kategorileri tarafından işlenen ortak bir temanın yaşanan olayların adalet algısı boyutu olduğu görülmektedir. Çalışanların adalet algısını ölçmek üzere yaygın olarak kullanılan ve Colquitt (2001) tarafından geliştirilen ölçekte yer alan maddeler ile bu çalışmada ele alınan işte yaşanan olaylar karşılaştırıldığında birçok benzer unsur göze çarpmaktadır. Örneğin, söz

konusu ölçeğin kişiler arası etkileşimsel adalet alt boyutuna yönelik maddeler, herhangi bir otorite figürünün çalışana ne düzeyde saygılı ve kibar davrandığını değerlendirmektedir. Olaylar envanterinde yer alan “Amirim beni azarladı,” “Astım bana saygısızca davrandı,” veya “İş arkadaşım bana karşı kırıcı davrandı” gibi olaylar, kişiler arası etkileşim adaleti boyutu altında ele alınabilecek olayları yansıtmaktadır. Diğer bir taraftan, prosedürel adalet boyutu, işyerine yönelik alınan kararlarda adil kural ve prosedürlerin ne düzeyde uygulandığını değerlendiren bir boyuttur. Olaylar envanterinde yer alan “Benim istediğim göreve haksız yere bir başkası atandı” ve “Haksız ve adaletsiz bir kurum politikası uygulandı” gibi olaylar bu boyut ile oldukça ilişkili görünmektedir. Kaynakların adil ve kişilerin emeklerini gözetken biçimde dağıtılmasıyla ilgilenen dağılımsal adalet boyutu ile örtüşen olaylar arasında “Amirim görev dağılımını hakkaniyetli yaptı,” “Asli görevim olmayan işleri yaptım” ve “Maaşıma zam aldım” gibi olaylar örnek verilebilir.

Örgütsel adalet alanında yapılan çalışmalar, çalışanların kurumlarına yönelik adalet algısının iş doyumunu, kurumsal adalet, kurumsal yurttaşlık davranışları, müşteri memnuniyeti ve çalışan performansı gibi kurumlar açısından birçok önemli tutum ve davranışla ilişkili olduğunu göstermişlerdir (Ambrose, Hess ve Ganesan; Cohen-Charash ve Spector, 2002; Simon ve Roberson, 2003). Ayrıca, çalışanların adalet değerlendirmelerinin bir takım duygusal tepkiler (örn., kızgınlık, mutluluk, gurur, üzüntü) doğurduğu tespit edilmiştir (Barclay, Skarlicki ve Pugh, 2005; Rubb ve Spencer, 2006; Skarlicki ve Folger, 1997). Görüldüğü üzere, Duygusal Olaylar Kuramında ele alınan değişkenler ile örgütsel adalet alanında değinilen konular birbiriyle örtüşmektedir. Bu nedenle, bu iki ayrı kuramsal çerçevenin entegre edilmesi ve çalışmaların bu doğrultuda sürdürülmesi işte yaşanan olayların ve iş ortamı özelliklerinin hangi süreçler aracılığı ile bir dizi sonuca etkide bulunduğu anlaşılmasına katkıda bulunabilir. Örneğin, iş yerinde yaşanan olaylara yönelik spesifik adalet algıları ve duygulanımsal tepkiler bir arada çalışılabilir. Diğer bir taraftan, kurumun politikalarına yönelik zaman içinde oluşan genel adalet algıları, işte yaşanan olaylar ve verilen duygulanımsal tepkiler arasındaki ilişkinin potansiyel bir düzenleyicisi olarak incelenebilir.

Bu çalışmada duygulanımsal kişilik özellikleri olan Temel benlik-değerlendirmesi ve Temel dışsal-değerlendirmelerin çalışanların duygulanımsal

durumlarını yordadığı tespit edilmiştir. Bu bulgular, söz konusu kavramların Pozitif duygulanım ve Negatif duygulanım yapısına alternatif olarak Duygusal Olaylar Kuramı çerçevesinde kullanılabileceğini kanıtlamaktadır. Temel benlik-değerlendirmesi yüksek olan kişilerin kendine güvenen, olumlu düşünen, verimli ve duygusal açıdan dengeli kişiler olmaları nedeniyle, işte yaşanan olumsuzluklar ile daha iyi başa çıkmaları beklenmektedir. Snyder ve Lopez (2007) kişilerin ruh sağlıkları açısından kendilerine ve kapasitelerine duydukları güvenin oldukça önemli olduğunu öne sürmüşlerdir. Çalışmanın bulguları, bu önermeleri doğrular niteliktedir.

Diğer taraftan, Temel dışsal-değerlendirmeleri yüksek olan kişiler hayatı ve dünyayı daha iyimser algılamaktadırlar. Dalbert (2002) adil dünya inancının kızgınlık yaratacak olaylar karşısında tampon görevi gördüğünü ve kişilerin tepkilerini hafiflettiğini tespit etmiştir. Bir başka çalışmada ise (2001) adil dünya inancının ve başkalarına güvenmenin bireylerin ruh sağlığını olumlu yönde etkilediğini tespit etmiştir. Shaver ve Hazan (1993) başkalarının niyetlerini olumlu yorumlamanın ve başkalarına güvenmenin duyguların düzenlenmesine ve zorluklarla başa çıkmaya olumlu katkıda bulunduğunu öne sürmüşlerdir. Bu çalışmanın temel dışsal-değerlendirmeler ve duygulanım durumları arasındaki olumlu ilişkiye yönelik bulguları, kısıtlı olmakla beraber, söz konusu önermeleri doğrular yöndedir.

Judge, Locke, Durham ve Kluger (1998) daha önce yaptıkları bir çalışmada, temel benlik-değerlendirmelerinin, temel dışsal-değerlendirmelere kıyasla iş doyumunu yordamada daha etkili olduğunu tespit etmişlerdir. Bu bulguyu açıklamak için, benlik ile ilgili değerlendirmelerin daha önemli ve hayati olduğunu ve benlik ile ilgili varsayımların diğer insanlara ve dünyaya yönelik inançları da etkilediğini öne sürmüşlerdir. Ancak, bu önermenin bireyci kültürlere ait benlik varsayımlarına dayandığı düşünülmektedir. Bu çalışmada, temel dışsal-değerlendirmelerin de en az temel benlik-değerlendirmeleri kadar yordayıcı olduğu tespit edilmiştir. Temel dışsal değerlendirmelere yönelik anlamlı bulgular çalışmanın Türkiye bağlamında yürütülmesinden kaynaklanıyor olabilir. Türkiye orta derecede bireyci ve yüksek derecede güç mesafesi kültürel değerlerini yansıtan bir toplumdur (Hofstede, 2001). Inglehart'ın (1997) kültürler arası indeksine göre ise Türkiye bir "sağkalım" ülkesi olarak tespit edilmiştir. Inglehart'ın modeline

göre sağkalım toplumları ekonomik ve can güvenliğinin düşük olduğu ve maddi değerlere yüksek öncelik verilen toplumlardır. Inglehart ve Oyserman (2004) sağkalım toplumlarında kişiler arası güvenin görece düşük olduğunu belirtmektedirler. Bu çalışmada da, temel dışsal-değerlendirmelerin, temel benlik değerlendirmelerine göre daha düşük bir ortalamaya sahip olduğu tespit edilmiştir (5'lik ölçek üzerinden 2.89 ortalama). Oysa, Judge ve ark. tarafından temel dışsal-değerlendirmelere yönelik rapor edilen ortalamalar, ölçek orta noktasının üzerinde seyretmektedir. Dolayısıyla, çalışmanın bulguları temel dışsal-değerlendirmeler konusunda toplumlar arasında kültürler arası farklılıklar olabileceğine yönelik ipuçları sunmaktadır.

Çalışmanın bir diğer bulgusu, işyerinde deneyimlenen duygulanım durumunun iş doyumunu, kurumsal aidiyet ve kurumsal yurttaşlık davranışlarını anlamlı düzeyde yordamasıdır. Çalışma bulgularına göre, genellikle istikrarlı ve değişmez olarak kavramsallaştırılan işe yönelik tutum ve davranışlar işte deneyimlenen duygulanım süreçlerinden etkilenmektedirler. Çalışanların içinde buldukları duygulanım durumları, işlerini, kurumlarını ve diğer insanları değerlendirirken göz önüne aldıkları olumlu veya olumsuz unsurların bazılarını ön plana çıkarıyor bu vesileyle tutum ve davranışlarını etkiliyor olabilir. Forgas ve George'un (2001) "Duygulanım Akışı (Infusion) Kuramı" bu etkileme sürecini açıklamada kullanılabilir. Bu kurama göre, çalışanlar içinde buldukları ruh halleri veya duygulanımsal durumu, kurumlarına yönelik değerlendirmelerini ve inançlarını anlamlandırmada bir ipucu olarak veya kestirme bir şema olarak kullanıyor olabilirler.

İşte deneyimlenen duygulanımsal tecrübelerin işe yönelik tutum ve davranışlar üzerindeki etkisine yönelik bulguların kurumlar ve özellikle amir ve yöneticiler açısından önemli çıkarımları bulunmaktadır. Yöneticiler, bu çalışmada tespit edilen negatif olayların iş yerinde yaşanmaması veya azaltılmasına yönelik çaba sarf edebilir ve aynı mantıkla, tespit edilen pozitif olayları birimlerinde yaygınlaştırmayı hedefleyebilirler. Kurumsal adalet prensiplerine bağlı kalarak çalışanlara yönelik kararlar alırken adil olmaya ve çalışanlarıyla iletişim kurarken saygı çerçevesinde kalmaya özen gösterebilirler.

Bu çalışmada Memnuniyet, Sakinlik ve Enerji boyutlarından oluşan üç-boyutlu bir duygulanım yapısı temel alınmıştır. Yürütülen analizler, işte yaşanan

olaylar ve duygulanımsal kişilik özelliklerinin her bir boyutu farklı düzeyde yordadığını ortaya koymuştur. Aynı zamanda, her bir boyut işe yönelik tutum ve davranışlarla farklı düzeylerde ilişkilenebilmektedir. Bu bulgular, söz konusu yapının geçerliliğine yönelik kanıtlar sunmaktaysa da yeterli sayılamaz. Bu yapıyı teyit eden yeni bulgulara ve önerilen yapının diğer alternatif yapılar ile (örn., Pozitif duygulanım-Negatif duygulanım) ilişkilerinin araştırılmasına ihtiyaç vardır.

Bu araştırmanın en temel sınırlılığı yürütülen boylamsal çalışmanın kısıtlı olmasıdır. İki ayrı zaman diliminde veri toplanarak yürütülen çalışmada, sadece bazı değişkenler arasında neden-sonuç ilişkisi kurulabilmektedir (örn., işte yaşanan olaylar ve duygulanımsal tepkiler; duygulanımsal durum/tepkiler ve iş doyumunu). Bu nedenle araştırma bulguları yorumlanırken neden-sonuç ilişkisinden ziyade, korelasyon temelli ilişkiler düşünülmesi gerektiği unutulmamalıdır. Çalışmada test edilen modelde değişkenler arasındaki ilişkiler şekillendirilirken kuramsal olarak öne sürülen neden-sonuç ilişkileri temel alınmıştır.

Bir diğer sınırlılık bazı değişkenlere yönelik verilerin geçmişe dönük olarak toplanmış olmasıdır. Örneğin katılımcılar, işte yaşadıkları olayları, olaylara yönelik tepkilerini ve duygulanım durumlarını işteki son bir hafta zaman dilimi için değerlendirmişlerdir. Geçmişe dönük bu uygulama, katılımcıların hafızalarına dayanarak cevaplar vermeleri nedeniyle bellek hatası yapma olasılıklarını artırmış olabilir. Katılımcılardan günlük işyerinde günlük tutmalarını istemek veya deneyim örnekleme yöntemi kullanarak her iş günü sonunda veri toplamak, bu tür bellek hatalarını ortadan kaldırabilir.

Tüm verilerin tek bir kaynaktan toplanmış olması ortak yöntem varyansına neden olmuş olabilir. Bu ihtimali sınamak için, yapısal eşitlik tekniği kullanılarak, çalışmada kullanılan tüm ölçek maddeleri tek bir faktör altında toplanmış ve bu ölçüm modelinin uyum istatistikleri incelenmiştir. Elde edilen sonuçlar, tek-faktörlü bir modelin veri ile uyum göstermediğine işaret etmiştir. Bu nedenle, bu çalışma bulgularını bir nebze etkilemiş olsa da, bulguların ortak yöntem varyansı ile tamamen açıklanamayacağı düşünülmektedir.

Gelecekte yapılacak çalışmalarda deneyim örnekleme yöntemi ile boylamsal çalışmalar yürütülmesi, işte yaşanan olaylar ve duygulanımsal tepkilerin örgütsel adalet kavramı ile birlikte ele alınması, farklı düzeydeki duygulanımsal süreçlerin (duygu, duygulanımsal tepki, ruh hali) bir arada araştırılması, işte

deneyimlenen duygulanım süreçlerinin çalışanların ruh sađlığı ve performansı üzerindeki etkilerinin incelenmesinin faydalı olacaktır.

Yürütölen bu çalışma Duygusal Olaylar Kuramına dayanarak işyerinde duygulanım sürecinin nasıl oluştuđuna ve ne gibi etkiler doğurduđuna yönelik bilgiler sağlamıştır. Çalışma bulguları kuramsal açıdan, yönetimsel uygulamalar açısından ve gelecek araştırmalara yönelik katkılar sunmaktadır.

## CURRICULUM VITAE

### PERSONAL INFORMATION

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### EDUCATION

Degree	Institution	Year of Graduation
MS	METU Industrial and Organizational Psychology	2002
BS	METU Business Administration	1999
High School	Anatolian High School, Bursa	1995

### WORK EXPERIENCE

Year	Place	Enrollment
2007-2008	METU Psychology Department, Project for the Development of a Receptive and Expressive Turkish Language Test for Children	Project Assistant
2004-2007	The Scientific and Technological Research Council of Turkey, EU Framework Programme Coordination Office	National Contact Point for the Social Sciences and Humanities
2003-2004	METU Psychology Department, Military Project for the Development of a Performance Evaluation System	Project Assistant
2002-2003	METU Psychology Department, Military Project for the Development of a Personality Inventory for Selection	Project Assistant

### FOREIGN LANGUAGES

Advanced English

### RESEARCH INTERESTS

Affective states and emotions in the workplace, organizational justice, work attitudes and behaviors, personality, Item Response Theory

## SCHOLARSHIP

2008-2009 Scholarship for Abroad Research from the Scientific and Technological Research Council of Turkey

## PUBLICATIONS

Bauer, J., Cho, E., **Erol, H. T.**, Goncu, A., Saboe, K., Yang, L., Tan, J. A., & Johnson, R. E. (2009). How prevalent are the different types of organizational justice research? *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 2, 196-198.

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## CONFERENCE PRESENTATIONS

**Erol, H. T.**, & Sumer, H.C. (2009). Paper presented at the International Academy of Management and Business Conference, Istanbul, Turkey, 12-14 October 2009. "Antecedents and consequences of negative affective states at work."

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**Erol, H.T.**, Asan, B., & Sumer, H.C. (2002). Poster presented at the XII. National Congress of Psychology, Turkey, 9 -13 September 2002, Middle East Technical University. "Comparison of two self-report methods of work measurement".

## HOBBIES

Movies, Books, Music, Dance ☺