Combined Effects of Affectivity and Justice on Job Outcomes
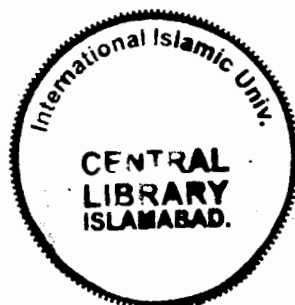
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Combined Effects of Affectivity and Justice on Job Outcomes

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of
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FORWARDING SHEET

The thesis entitled "Combined Effects of Affectivity and Justice on Job Outcomes" submitted by Mr.. Aqeel Shahzad in partial fulfillment of M.S degree in Management Sciences with specialization in Management, has been completed under my guidance and supervision. I am satisfied with the quality of student's research work and allow him to submit this thesis for further process as per IIU rules & regulations.

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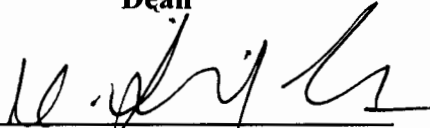**Name of Student**: Aqeel Shahzad
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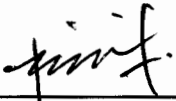
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IN THE NAME OF
ALLAH, THE MOST MERCIFUL AND BENEFICIENT

Dedication

"To my great parents who are praise worthy for their sustenance of me on right lines because I am today, only due to their untidy efforts for my sake, to my wife whose support and care led me to complete this thesis, to my children who are always centre of my focus and a motivation and encouraging force for me."

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ABSTRACT

The procedural and distributive dimensions of justice are considered to be very important in the study of organizational behavior in predicting the job outcomes. Similarly, the positive and negative affectivity shape the in role and extra role behaviors of individuals at the workplace. The present study focuses on the relationship of perceptions of justice and trust with job outcomes such as performance, affective commitment and OCBs. The study also investigates the moderating effects of positive and negative affectivity between the relationship of procedural justice, distributive justice, trust and outcomes. A sample of 220 respondents was taken from different organizations. A field survey was conducted across various local and multinational firms. The respondents were employees working for full time in supervisory, first line and middle level management roles. The respondents belonged to the major private sector organizations working in the fields of products and services.

The results of this study suggest that the affectivity has major effects on individuals' outputs within organizations. The findings were consistent with the previous studies suggesting that the individuals with high levels of NA are vulnerable to lower level of performance and OCBs. Another important finding is that individuals high in NA showed lowest level of commitment when their trust level was low. NA interacted with both dimensions of justice perceptions to predict a variety of outcomes such as affective commitment, job performance and OCB.

ACKNOWLEDGEMENTS

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ABBREVIATIONS

PJ: Procedural justice

DJ: Distributive justice

AC: Affective commitment

PERF: Performance

OCB: Organizational Citizenship Behavior

PA: Positive Affectivity

NA: Negative Affectivity

DECLARATION

I here by declare that this thesis , neither as a whole nor as a part thereof has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidenance of my supervisor.

No portion of the work presented in this thesis has submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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CHAPTER – 1

INTRODUCTION

Organizational justice has become a term widely studied by the organizational researchers, and organizational behavior scientists (Colquitt, Conlon, Porter, Wesson, Yee, 2001). Several studies on justice have shown unique relationships among various types of justice (procedural, distributive, interactional, informational justice) with the outcomes especially organizational commitment, organizational citizenship behaviors, withdrawal behaviors, and performance (Colquitt et. al., 2001).

Numerous researchers have reported the effects of justice in predicting various organizational outcomes including organizational commitment (Cook & Wall, 1980) and organizational citizenship behavior (Konovsky & Pugh, 1994). Trust has been defined as individual's belief on management to produce favorable outcomes systematically (Driscoll, 1978). The existing controversy in relationship between justice and outcomes such as OCB, performance and affective commitment provided solid base for exploration of a moderator in this relationship. Perceptions of an individual about fairness in procedures and distribution of rewards are determined by personality characters tics such as negative affectivity and positive affectivity. Positive affectivity refers to positive emotional attributes such as alertness, social well being and positive minded, having more affection towards positive individual outcomes, On the other hand negative affectivity refers to inclination towards negative individual outcomes and lack of confidence, feeling more intensively about procedural and distributive justice.

In organizational context we can not separate individual personality characteristics' effect on his / her perceptions about justice and trust, which consequently affect individual job

outcomes such as in role and extra role job behaviors. In this study I have investigated the interactive effects of positive / negative affectivity and justice types on employee in role performance and OCB.

Rationale of the Study

On the basis of literature procedural fairness, distributive justice and trust are thought to be strong antecedents of Affective commitment, OCB and Performance. It is very important to study this association to validate its implication in the Pakistani context. Furthermore, moderated effects of positive and negative affectivity in relationship between procedural and distributive justice, trust in predicting affective commitment, OCBs and performance also needs empirical evidence in Pakistani context.

Paradigm

The present study contributes to the literature in various ways. First, it will contribute to the literature about procedural justice, distributive justice and trust by linking them to various job outcomes. Specifically, this study investigates as to how these predictors are linked to job outcomes. Second, this study will contribute to the literature on positive and negative affectivity. Specifically, the moderating effects of positive and negative affectivity between the relationship of distributive, procedural justice types and trust with job outcomes will explain how positive and negative personality affect the job outcoms.

Findings

The results showed that procedural justice, distributive justice and trust were positively related to job performance, OCB and affective commitment. Although not hypothesized, positive affectivity predicted OCB, job performance and affective commitment. Results

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also suggested that negative affectivity was negatively related to OCBs, job performance and affective commitment.

The results imply that the individuals high on positive affectivity will demonstrate higher levels of affective commitment, OCB and show better performance. In contrast, those individuals high on negative affectivity will show lower level of affective commitment, OCB and performance. Moreover, the current study examines the moderating affects of positive and negative affectivity between the relationship of justice and trust and job outcomes. PA and NA accounted for significant changes in the levels of affective commitment, performance and OCBs over and above the relationship between perceptions of justice and job outcomes.

Orgnization of Study

The introduction, rational and paradigm of the study is given in the first chapter. The second chapter includes of the literature review on procedural justice, distributive justice and trust predicting their relationship with the job outcomes. The relationship between procedural justice, distributive justice and trust with affective commitment, OCB and job performance is discussed in detail. The positive and negative affectivity and their relationship with the outcomes, and the moderating role between the relationship between perceptions of justice and outcomes have been discussed in chapter 2. The hypotheses one to nine are given in the second chapter.

The third chapter discusses the research methodology used for the study. The details about the sample size, characteristics and types of data, data collection procedures, and measures of all variables used in this study are given in the third chapter.

The fourth chapter contains results of the study. Results have been interpreted and discussed in details keeping in view their implication and validity with reference to the literature review and the theoretical framework. Descriptive stats, inter correlations, regression analysis in part of this chapter. The interpretation of graphs and figures is presented and discussed in this chapter. . The bibliography is given in the fifth chapter, and appendixes are given at the end...

CHAPTER - 2

REVIEW OF LITERATURE

Organizational Justice

Organizational justice can be defined as the employees' perceptions of fairness within the organization (Greenberg & Colquitt, 2006). The employees' perception about the process of decision making is vital as is their perception of outcome fairness. The theory of organizational justice is a derivation from the Adams' (1965) equity theory. Previous research provided more conceptual insight of the organizational justice phenomenon (Folger, 1977; Greenburg, 1987; Niehoff & Moorman, 1993; Price & Mueller, 1986). Justice is considered to be the employees' absolute conviction about the fairness of the decisions by their management mainly about the distribution and allotment of outcomes such as pay, promotions, and rewards etc. (Dailey & Kirk, 1992). Three different forms of justice are procedural justice (Thibaut & Walker 1975), distributive justice (Price & Mueller, 1986) and interactional justice (Bies & Moag, 1986). Distributive justice can be defined as the perception of subordinates regarding fairness while distributing the outcomes among organization men (Adams, 1965), whereas the procedural justice accounts for the perception of subordinates regarding fairness during process of making the decisions (Leventhal, 1980).

Tyler and Smith (1998) stated that the perceptions of justice and injustice have strong impact on people's behavior in organizations. Justice holds a great importance in organizations because when employees are treated unfairly, they are likely to engage in work behaviors those are not productive for the organization, for example damaging the

infrastructure, property of the company, whistle blowing, stealing the equipment, high turnover (Colquitt, Conlon, Wesson, & Porter, 2001; Cropanzano, Bobocel, Byrne & Rupp, 2001). Several researchers have studied the association of procedural and distributive justice with employee theft, job satisfaction, organizational commitment and selection systems (Gilliland 1993; Greenburg 1990; Tang et al. 1996). The justice theories are grounded on the belief that fair treatment is fundamental to people and a key determinant of their reactions to decisions. In fact, the perceived fairness of such procedures holds more importance than the actual fairness perceived by the employees (Folger & Konovsky, 1989; McFarlin & Sweeney, 1992). Organizational justice has been found effective to reduce the possible negative effects of politics in organizations (Andrews & Kacmar, 2001). Individuals who perceive being treated fairly will take politics as a challenge rather than stress and a negative threat for their performance and will come up with good results (Ferris et al., 1989).

Procedural Justice

The theory of procedural justice was developed by Thibaut and Walker in 1970s. This concept posits that the procedure by which the distribution took place may be given more importance than the perceived fair and just distribution of outcomes. Procedural justice is considered to prevail when employees perceive the means used to determine the selection, evaluation, promotion and compensation criteria to be fair (Folger, 1977). Deutsch (1975) and Leventhal (1976) considered procedural justice an extension of the equity theory. Lam, Schaubroeck, and Aryee (2002) suggested the managers to devise and execute the organizational policies that promote fairness as a basic element for the smooth functioning of organizations and the personal satisfactions of the employees.

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Individual differences that tend to differ across cultures (such as power distance) may influence the strength of these relationships, but it can be believed that is every reason to believe that the positive effects of workplace justice are a high (Lam et.al. 2002). Organizational researchers such as Thibaut and Walker (1975) and Gilliland (1993) argued that procedures are perceived to be 'more fair' when affected individuals have an opportunity to either influence the decision process or offer their inputs. Tata, Ping, Wu, (2003) revealed that different dimensions of national culture affected different principles of procedural justice.

The 'group value approach' that people in an organization value their membership to a particular group and they prefer it when they are considered as full part of it and also respected by other members of the group. This approach highlights the importance of relational issues such as an authority's trustworthiness, interpersonal respect, and neutrality in its dealings with others (Tyler, 1989; Tyler & Smith, 1998). People judge the impartiality of the decision making procedures and get positively influenced. Decisions should be made on the basis of honesty and facts, not on personal opinions and biases (Murphy, 2004). As people are seldom in the position to know the correct outcome, they focus on the evidence that the procedures are even-handed (Murphy, 2002). The provision of information about procedures and explanations for decisions is also seen as particularly important for people's perceptions of fairness and decision acceptance (Greenberg, 1993a; 1993b). Procedural justice judgments have been demonstrated to have an important influence on people's evaluations of group authorities, institutions, and rules (Tyler & Lind, 1992). As a matter of fact, it is proved that individuals who feel they have been treated justly and fairly by the company tend to take the decisions in true letter

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and spirit (Lind & Tyler, 1988). It has also been found that people may challenge a situation together when they perceive the procedures to be unfair and when they feel that they suffered because of the decisions based on injustice (Tyler & Smith, 1998).

Distributive Justice

Distributive justice is one of the oldest forms of justice and refers to the perceived fairness of decision outcomes (Adams, 1965). Distributive justice involves general fairness in allocation situations (Eckhoff's, 1947). It has been suggested that different distribution roles represent different underlying principles of justice. For major purposes, distribution occurs when an allocator distributes rewards, resource, rights, obligation etc. Individuals are assumed to seek distributive justice because they believe that allocation fairness will result in outcomes favorable to them. Researchers consistently find that people care about fair treatment. Factors other than nature of the criteria may affect the relevant significance of the two justice parameters. In various theories of distributive justice (e.g. Adams, 1965) it is mentioned that employees' evaluations of outcome fairness form perceptions of justice and injustice by their employer (Greenberg, 1990b). Such perceptions result in low level of commitment, and deviant behaviors (e.g. employee theft and vandalism), (Fischer & Baron, 1982; Greenberg, 1990a, 1993; Hollinger & Clark, 1982). These aspects have been examined in relation to measures such as job satisfaction, affective commitment, performance and organizational citizenship behavior (Folger, 1986; Folger & Konovsky 1989, Greenberg, 1987). There has been a growing recognition by researchers that practice of fairness will be useless unless both distributive and procedural concerns are considered (Folger & Greenberg 1985; Lind &Tyler 1988).

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Trust

In organizational settings, trust can have long lasting impacts on a number of factors and can have significant impact on the bottom line goals of any organization. It is thought to be associated with a number of workplace attitudes and behaviors. Organizational scholars such as Argyris (1962), Likert (1967), and McGregor (1967) considered trust to be a very important hallmark of effective organization. Even today, researchers from various disciplines have expressed profound interest in understanding construct of trust and its antecedents (e.g., Coleman 1990, Gambetta 1988, Hosmer 1995, Kramer & Isen 1994).

Driscoll (1978) defined trust as the belief on the organizational decision makers that they will produce such outcomes those are favorable to the employees' interest without any influence by the employee. Trust has also been identified as an important aspect of numerous leadership theories. For instance trust is thought to be an integral concept in transformational and charismatic leadership theories and transformational and charismatic leaders build trust in their followers (Podsakoff, MacKenzie, Moorman and Fetter, 1990). It is thought to be an integral part of consideration dimension of effective leader behavior and leader-member exchange theory (Schreisheim, Castro and Cogliser 1999). Trust is thought to be the corner stone in functioning of "complex and interdependent society" (Tschannen-Moran & Hoy 2000). Organizational Citizenship Behavior and individual performance however have been found to show the strongest empirical support as outcome of trust. According to Rousseau, Sitkin, Burt, and Camerer (1998), the most widely cited definition of trust is that of Mayer, Davis, and Schoorman (1995), who characterized trust as a willingness to be vulnerable i.e. formulation of trust relationship with others is a risk taking adventure which leaves trustier in a vulnerable

situation.

Affective Commitment

Allen and Meyer, (1990) defined organizational commitment as a psychological state that binds an employee to an organization, thus reducing the incidence of turnover, and as a mindset that takes different forms and binds an individual to a course of action that is of relevance to a particular target (Meyer & Herscovitch, 2001). Employees show commitment to their organizations when they believe in the organization, its values and goals, are willing to stay and put in a considerable effort to contribute in to success of the organization (Mowday et al., 1982). Consequently, when an employee exhibits a high level of organizational commitment, it results into individuals' involvement in behaviors that help attain organizational goals (Porter, Steers, Mowday, & Boulian, 1974). Meyer and Allen (1984) proposed a three component conceptualization of organizational commitment: affective commitment (AC), normative commitment (NC), and continuance commitment (CC). Affective commitment is considered to be the willingness and deliberate behavior of the employees to stay and be attached to the employer, normative commitment prevails when an individual stays with the organization because one ought to, and continuance commitment exists when individuals have no alternative (Allen and Mayer, 1990). A high level of commitment to an organizational commitment results in the acceptance of the organization's policies, goals and objectives (Mayer & Schoorman, 1992).

Affective commitment has been studied extensively over the last three decades. There is a common theme in various definitions of affective commitment that it should be considered as a linkage or connection between the employee and the employer. Mowday

and his colleagues (1982) in their studies defined affective commitment as the relative strength of an individual with and involvement in a particular organization. The affective component or organizational commitment is closely aligned with the Porter et al. (1974) OCQ scale (Randall, Fedor and Longenecker 1990). The most prevalent theme is the affective orientation in which commitment is considered as an affective or emotional attachment to the organization. Employee commitment is found to be important indicating that affective commitment is often a better predictor of (low) turnover than is job satisfaction (Koch and Steers, 1976; Porteretal, 1974). It may represent one useful indicator of the effectiveness of an organization (Schein, 1970 Steers, 1975).

Affective commitment may be defined as the relative strength of an individual identification and involvement in a particular organization (Schein, 1970; Steer, 1975). The term "commitment" has been used, for example, to describe such assorted phenomenon as the willingness of social actors to give their energy and loyalty to social systems (Kantar, 1968). In an early conceptualization, affective commitment was defined as employees' acceptance of and belief in company's values and goals, and willingness to pursue those goals (Porter, Steer, Mowday and Boulain, 1974). Blau and Boal defined organization commitment as a psychological state in which an employee identifies with a particular organization and its goals and desire to maintain membership. A wide range of antecedents of affective commitment has been identified. These include organizational characteristics, personal characteristics, work experience, and trust in an organization, distributive justice, procedural justice and perceived job security. Steers and Mowday (1981) suggested that the task related expectations directly affect psychological responses, and reduction in organizational commitment can be represented as attempts to

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psychological withdraw. Researchers have regarded affective commitment as an important factor in predicting job performance and OCBs (Dyne & Ang, 1998; Allen & Meyer, 1996; Wiener, 1982). The most recent evidence from Meta analytic studies has found commitment to be a predictor of a wide range of job attitudes, turnover intention, and citizenship behaviors (Cooper-Hakim & Viswesvaran, 2005; Meyer et al., 2002).

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) coined by Organ (1983) is referred as set of discretionary workplace behaviors that exceed one's basic job requirements, not directly or explicitly recognized by formal reward system. It is termed as an employee's willingness to go above and beyond the prescribed roles which they have been assigned (Organ 1990). Others defined Organizational Citizenship Behavior as the deliberate steps to stop creating problems for other employees, and complying with organization rules, regulations and procedures even when no one is watching (Chompookum & Derr, 2004). Good citizenship behavior has been analyzed in the general social context of obedience, loyalty, or voice tendencies (Hirschman, 1970; Marshall, 1950). Organ and his colleagues identified this contributing extra-role behavior as the "good soldier syndrome" in the workplace (Organ, 1988; Smith, Organ & Near, 1983). Since OCBs are not included in the requirements for a given job, so OCBs are regarded as an extra-rule behaviors (Borman & Motowidlo, 1997; Vey & Campbell, 2004). In other words, if employees engage in OCBs, they have to use extra time or efforts to complete those activities.

A large number of studies have been conducted to explore the conceptualization and dimensions of OCB. Organ (1988) proposed five classifications of discretionary behavior of OCB i.e. Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue.

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Later on, MacKensie, Podsakoff, and Praine (1999) affirmed these OCB dimensions such as supporting and helping behaviors for employees by employees even if they are not part of their job; sportsmanship, such as going through all kind of work without any complaints; and civic virtue, such as positive and healthy involvement in the processes and working of the company. Dyne, Graham, and Dienesch (1994) identified (theoretically and empirically) five dimensions of OCB, i.e. (1) loyalty (commitment to and promotion of one's organization), (2) obedience (adherence to rules and policies), (3) advocacy participation (innovative behavior/willingness to be controversial and engage one's *coworkers*), (4) functional participation (self-development and volunteering), and (5) social participation (attending meetings and group activities). The dimensions proposed by Dyne et al. (1994) also support the findings of Organ. Different personalities show different levels of OCB because they differ in their levels of social behavior, and the reason could be that some employees would naturally be willing to go the extra mile and help co-workers in the organizations whereas others may not do so (Konovsky & Organ, 1996; Chompookum & Derr, 2004). OCB is required by the organizations because such behaviors are considered to increase the productivity of available resources and decrease the cost (Organ, 1988; Podsakoff & Mackenzie, 1997).

Relationship between Procedural Justice and outcomes

Research has revealed that justice perceptions are positively related to important outcomes such as job satisfaction, commitment, performance, and OCB (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Procedural justice is found to have a positive effect on employee's organizational commitment (Dailey & Kirk, 1992). Lind and Tyler (1998) found that procedural justice exists, commitment increases when the procedures are fair evaluations.

Hypothesis 1a

Procedural justice will be positively related to the affective commitment.

Meta-analytic reviews have revealed a positive relationship between procedural justice and task performance (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001). This relationship implies that a positive approach towards fair decision-making may essentially improve individuals' fulfillment of task duties. Procedural justice envisages the task performance, and intrinsic motivation partially mediated the relationship between them. Abu-Bakr, Moheldin, and Suliman, (2006) revealed that employees perceptions of justice influence their work performance and that job satisfaction plays a partial role in mediating this effect and influencing work performance.

Hypothesis 1b

Procedural justice will be positively related to the performance.

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Researchers found procedural justice to be a more important predictor of extra role behaviors in response to judgments about the company as an institution than do the perceptions of distributive justice (Folger & Konovsky, 1989; Moorman & Robert, 1991; McFarlin & Sweeney, 1992; Konovsky & Pugh, 1994). Moorman and Robert (1991) found support for the relation between procedural justice and OCB. Moorman (1991) found that the relationship of procedural justice measures with four out of five dimensions of OCB. Organ and Ryan (1995) found perceived fairness as a strong correlate of OCB. Perception of the employees that they are being treated by the company justly and fairly, will incite them to display high levels of OCBs. However, few researchers have also observed that every form of justice does not always predict OCBs. But most of the scholars have provided a rationale for relationship between justice and organizational citizenship behavior (Lind, 2001; Moorman & Byrne, 2005; Tyler & Blader, 2000; Tyler & Lind, 1992). Thus we assume that the procedural form of justice will be positively related with the OCBs.

Hypothesis 1c

Procedural justice will be positively related to the OCB.

Relatinoship between Distributive Justice and outcomes

Effects of distributive and procedural justice on the affective commitment have been examined by various researchers. Research has indicated that only distributive justice predicts affective commitment and performance among individuals. Positive relation has been found between distributive justice and organizational commitment (Dailey and Kirk, 1992; Konovsky and Folger 1987). In the legal arena, Lind and Tyler (1988) argued that distributive and procedural justice have different effects depending on whether the outcome being considered. The Relational Model of Authority suggests that distributive justice is an indication of positive relationship between employee and organization. Tyler and Bleder (2000) suggested that people draw conclusions about why organizations behave as they do, and these inferences affect the individual's commitment. Research shows that those who perceive high level of justice tend to respond positively, show high commitment level, low job stress, and demonstrate OCB, having job satisfaction and low turnover. Perception of distributive justice is positively related with organizational commitment (Fuller and Hester, 2001). When individuals perceive that they are treated fairly, they exert more effort in their task, and express more satisfaction and in turn show more affective commitment (Barrett –Howard and Tyler 1986).

Hypothesis 2a

Distributive justice will be positively related to the affective commitment.

Hypothesis 2b

Distributive justice will be positively related to the performance.

Hypothesis 2c

Distributive justice will be positively related to the OCB.

Relationship between Trust and Outcomes

Research on organizational trust has examined the effects of trust on a number of behavioral and performance outcomes. It includes organizational citizenship behavior, individual performance, and unit (e.g., group) performance that is being investigated in the current study. Numerous researchers have reported its efficacy in predicting various organizational outcomes including organizational commitment (Cook & Wall, 1980), organizational citizenship behavior (Konovsky & Pugh, 1994) and job satisfaction (Driscoll, 1978). "Five studies found significant positive effects of trust on organizational citizenship behaviors (Konovsky & Pugh 1994, McAllister 1995, Pillai et al. 1999, Podsakoff et al. 1990, Robinson 1996), while one study found in- significant effects (Deluga, 1994)". Trust promotes cooperative behavior, reduces conflict, and decreases transaction costs at work (Rousseau et al., 1998). It is considered to predict certain organizational outcomes including organizational commitment (Cook & Wall, 1980). Thus I hypothesized that trust will have a positive relationship with affective commitment.

Hypothesis 3a

Trust will be positively related to the affective commitment.

Studies also prove that trust in supervisor has a positive effect on individuals' performance (Oldham 1975). Studies have also found significant, positive main effect of trust on group performance. Thus I hypothesized that trust will have a positive relationship with job performance.

Hypothesis 3b

Trust will be positively related to the performance.

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The relationship between trust in organization and OCB has been studied by some scholars (e.g., Podsakoff, MacKenzie, Moorman and Fetter, 1990; Konovsky and Pugh, 1994). According to Konovsky and Pugh (1994), trust is a manifestation of social exchange, and social exchange accounts for OCB by encouraging employees to behave in ways that are not strictly employed by their employers (Rousseau and Parks, 1993). Several studies found significant positive relationship between trust and organizational citizenship behaviors (Podsakoff et al. 1990; Konovsky and Pugh 1994, McAllister 1995, Pillai et al. 1999). McAlister (1995) found positive correlation between trust in coworkers and organizational citizenship behavior. OCB is thus considered to be a voluntary response by the employees as a result of their trust on organization and its decision makers (Deckop et al., 2003; Farh et al., 1999; Mackenzie et al., 2001). Researchers have found strong support for relationship between trust and organizational citizenship behavior. On the basis of previous research, it can be inferred that trust can be a predictor of OCB. Thus I hypothesized that the Trust will have a positive relationship with OCBs.

Hypothesis 3c

Trust will be positively related to the OCB.

Positive and Negative Affectivity as moderator

Research suggests that every individual holds the characteristics of being active, enthusiastic, and alert or fearful, nervous, angry, guilty and afraid i.e., Positive and Negative Affectivity (Russell & Carroll, 1999). The term NA explained by Watson and Clark (1984) as a personality trait or one's overall tendency to respond to situations in

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stable, predictable ways that explains each and every part of individual difference in negative emotionality and self-concept. Positive affectivity is associated with personality traits such as extroversion and well being (Costa & McCrae, 1980), and includes all such characteristics which denote states of positive attitudes and feelings such as causative to excitement and joy. A few researchers wrangle whether Positive Affectivity and Negative Affectivity are contrary to each other or not, and some of them also believed that they actually are opposites (Russell, Weiss, & Mendelsohn, 1989; Feldman, 1995; Reisenzein, 1994; Cuthbert, Bradley & Lang, 1996; Russel & Caroll, 1999). Where as many others pose that they are independent of each other and are not opposite to each other (Tellegen, 1985, Mayer & Gaschke, 1988; Watson, Clark, & Tellegen, 1988; Morris, 1989; Watson & Clark, 1997). Researchers suggest that if PA and NA both are considered at same time then they behave as bipolar to each other but they are independent over time (Diener & Emmons, 1984; Watson, 1988: Green et al., 1993). Therefore, it is not necessary that a person who scores high on NA would show same results in PA i.e., a person high on PA may not necessarily be high on NA as well.

High NA individuals find faults in whatever others do, and are always inclined to the negative aspects in any situation. They are more likely to undergo stressful situations than those individuals low on NA. Individuals ranking high on NA actually lack the habit of showing inclination positive emotions which is present in individuals low on NA. Brief, Butcher and Roberson (1995) supported this prediction in terms of job attitudes. Brief et al. (1995) found out that NA acted as a hindrance in the effecting of positive effects on job satisfaction outcomes. This implies that NA may influence attitudes by blocking the positive perceptions rather than enhancing the negative perceptions. NA individuals

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actively participate in analyzing and scanning the input information for positive facts and figures and ignoring the information which may prove harmful to their own self (Taylor and Brown, 1988). Individuals high on NA are shown to react more and complain more about the problems, hardships and obstacles faced by them (Watson and Pennebaker's 1989). Where Watson and Clark define NA on basis of measures of NA negative emotionality and self concept, Spielberger, Gorsuch and Lushene, 1970 added trait anxiety to it and Eysenck and Eysenck, 1975 involved neuroticism in it.

NA is likely to increase the vulnerability of an individual and his receptiveness to stimuli that raise negative emotions (Larsen & Katelaar, 1991). In a study conducted by Bolger and Zuckerman (1995), high NA individuals accounted for greater level of negative reaction to conflicts than that of low NA individuals. High NA individuals show less inclination to be in charge of of their work environments (Judge, 1993). High NA individuals feel distress and sensitivity to the fairness issues during a period of organizational change or job insecurity (Neuman, Baron & Geddes, 1996). Moreover, high NA individuals receive less favorable view from their supervisors due to their overall negative orientation. Consequently, during the layoffs and cutbacks, high NA individuals are more prone to be let go by the supervisors (George, 1992).

Watson and Clark (1984) termed NA as a personality variable that has a high intensity and frequency of hostility, fear, and anger. Individuals high in NA are more likely to experience negative moods at various occasions, despite the specific motivation (Watson and Clark, 1984). Researchers examining the effect of NA on individual behaviors in a work environment observed that individuals high in NA set nominal goals (Wright and Michel, 1982) and are more actively engaged in withdrawal behaviors (Necowitz and

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Roznowski, 1994). Watson and Clark (1984) concluded that high NA individuals are more demanding, hostile, and distant than those low in NA. In a study at the group level, George (1990) revealed that there exists an inverse relationship between NA and the occurrence of pro-social behaviors. George (1992) also commented that high NA individuals have poorer relationships with, and hardly like their supervisors than those individuals who are low in NA. Folger and Skarlicki (1998) studied the interaction effects of NA on the relationship between fairness and retaliation in the workplace Theoretical models (Brockner, 1988; Folger & Skarlicki, 1998; O'Leary-Kelly et al., 1996) propose that personality is important predictor of responses to unfairness.

Hypothesis 4a

Positive affectivity will moderate the relationship between procedural justice and affective commitment such that the relationship will be stronger when PA is high.

Hypothesis 4b

Positive affectivity will moderate relationship between Procedural justice and performance such that the relationship will be stronger when PA is high.

Hypothesis 4c

Positive affectivity will moderate the relationship between Procedural justice and OCB such that the relationship will be stronger when PA is high.

Hypothesis 5a

Positive affectivity will moderate the relationship between Distributive justice and affective commitment such that the relationship will be stronger when PA is high.

Hypothesis 5b

Positive affectivity will moderate the relationship between Distributive justice and performance such that the relationship will be stronger when PA is high.

Hypothesis 5c

Positive affectivity will moderate the relationship between Distributive justice and OCB such that the relationship will be stronger when PA is high.

Hypothesis 6a

Positive affectivity will moderate the relationship between Trust and affective commitment such that the relationship will be stronger when PA is high.

Hypothesis 6b

Positive affectivity will moderate the relationship between Trust and performance such that the relationship will be stronger when PA is high.

Hypothesis 6c

Positive affectivity will moderate the relationship between Trust and OCB such that the relationship will be stronger when PA is high.

Hypothesis 7a

Negative affectivity will moderate the relationship between Procedural justice and affective commitment such that the relationship will be stronger when NA is low.

Hypothesis 7b

Negative affectivity will moderate the relationship between Procedural justice and performance such that the relationship will be stronger when NA is low.

Hypothesis 7c

Negative affectivity will moderate the relationship between Procedural justice and OCB such that the relationship will be stronger when NA is low.

Hypothesis 8a

Negative affectivity will moderate the relationship between Distributive justice and affective commitment such that the relationship will be stronger when NA is low.

Hypothesis 8b

Negative affectivity will moderate between relationship of Distributive justice and performance such that the relationship will be stronger when NA is low.

Hypothesis 8c

Negative affectivity will moderate between relationship of Distributive justice and OCB such that the relationship will be stronger when NA is low.

Hypothesis 9a

Negative affectivity will moderate between relationship of Trust and affective commitment such that the relationship will be stronger when NA is low.

Hypothesis 9b

Negative affectivity will moderate between relationship of Trust and performance such that the relationship will be stronger when NA is low.

Hypothesis 9c

Negative affectivity will moderate between relationship of Trust and OCB such that the relationship will be stronger when NA is low.

CHAPTER – 3

RESEARCH METHODOLOGY

Sample and Data Collection Procedures

A personally administered field survey was conducted across various national and multinational organizations. The organizations included branches of some local and foreign banks, head office and different campuses of a private sector university, three private hospitals, an advertising agency, a real state company and an insurance firm. The respondents were full time employees including supervisory, first, and middle level managers. Each questionnaire was enclosed with a cover letter ensuring that any information linked with this research would be kept confidential. With the help of management, the copies of questionnaires were distributed among the potential respondents. A total of 290 questionnaires were distributed, out of which 254 were returned back. Thirty four questionnaires were found to be incomplete which were then excluded from the study. The final sample size was 220, yielding a response rate of 76%.

Measures

All variables were tapped using self reported measures except for job performance and OCB that was measured using supervisory-rated responses to avoid method bias issues. The responses for procedural and distributive justice, trust, affective commitment, job performance and OCB were taken on 7-point likert-scale with anchors ranging from 1 = 'strongly disagree', 2 = 'Disagree', 3 = 'Slightly disagree' 4 = 'neutral', 5 = 'slightly agree', to 6 = 'agree', 7 = 'strongly agree'. The responses for positive and negative affectivity were taken on 5-point scale ranging from 1 = 'very slightly or not at all', 2 = 'a little', 3 = 'moderately', 4 = 'quite a bit', to 5 = 'extremely'. Higher responses

obtained against a variable represent higher level of construct. In addition, respondents were also asked to provide their gender, age (in years), occupational levels, total work experience and tenure (in years) with current employer on the survey.

Distributive justice: 5-items Questionnaire (Niehoff & Moorman, 1993) was used to measure the Distributive Justice. Examples of the items include "My work schedule is fair" and "Overall, the rewards I receive here are quite fair". The reliability of this measure was $\alpha = .72$

Procedural justice: 6-items Questionnaire (Niehoff & Moorman, 1993) was used to measure the procedural justice. Examples of the items include "Job decisions are made by my manager in an unbiased manner" and "Employees are allowed to challenge or appeal job decisions made by the manager". The reliability of this measure was $\alpha = .81$.

Trust: The 4-item scale of trust used by Dricks and Ferrin (2001) was used to measure trust among the subordinates. The examples of items include "I can talk freely to my manager/supervisor/boss about difficulties I am having at work and know that (s)he will want to listen", and "I would have to say that we have both made considerable emotional investments in our working relationship". The alpha reliability of this measure was $\alpha = .86$.

Positive Affectivity and Negative Affectivity: Positive Affectivity and Negative Affectivity was measured using the Positive and Negative Affect Schedule (PANAS) developed by Watson, Clark and Tellegen (1988). The instrument consists of 9 words for positive affectivity describing positive emotions (e.g. active, alert, and attentive) and 11 words for negative affectivity describing negative emotions (e.g. afraid, upset, guilty, and hostile). Respondents were asked to indicate how often they had experienced each mood

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state generally, specially within the last 6 months using a 5-point Likert scale (1 = not at all; 5 = extremely). The alpha reliability for Positive Affectivity was $\alpha = 0.82$, and for Negative Affectivity, it was $\alpha = 0.73$ (by self-report).

Affective commitment: An 8-item questionnaire used by Meyer & Allen (1997) was used to measure the affective commitment. Example of items included "I would be very happy to spend rest of my career with this organization" and "I do not feel a strong sense of belonging to my organization (R)". The alpha reliability of this measure was $\alpha = 0.69$.

Job Performance: A 6-item scale by William and Anderson (1991) was used to measure job performance. Examples of items are "This person adequately completes assigned duties" and "Meets formal performance requirements of the job". The performance questionnaire was filled by the supervisors. The alpha reliability of this measure was $\alpha = 0.86$.

Organizational citizenship behavior: A 24-item scales developed and used by Podsakoff, MacKenzie, Moorman, & Fetter (1990) was used to measure the organizational citizenship behaviors. Examples of the items include "Helps others who have heavy workloads" for altruism, "Is one of my most conscientious employees" for conscientiousness, "Consumes a lot of time complaining about trivial matters (R)" for sportsmanship, "Tries to avoid creating problems for co-workers" for courtesy and "Keeps abreast of changes in the organization" for civic virtue. The alpha reliability of this measure was $\alpha = 0.95$.

Control Variables: Age and tenure were used as the control variable during the data analysis.

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CHAPTER – 4

RESULTS

Descriptive Statistics and Correlations

The descriptive statistics (means and standard deviations) and inter-correlations among the study variables are shown in Table-1. The sample included 73.6% males. The average age was 29 years (S.D. 6.24). The average tenure was 3.1 years (S.D. 3.22). Most of the employees were doctors and professors from a reputed private university and three private hospitals.

The reliabilities are reported in the parenthesis along the diagonal. Hypothesis 1a stated that procedural justice will be positively related to affective commitment, hypothesis 1b proposed a positive relationship between procedural justice and performance, and hypothesis 1c proposed positive relationship between procedural justice and organizational citizenship behavior. Table 1 reveals that procedural justice was positively related to affective commitment ($r = .47, p < .01$), job performance ($r = .33, p < .01$) and OCB ($r = .44, p < .01$) proving hypotheses 1a, 1b and 1c. Likewise, the findings reported in Table 1 reveals that distributive justice was positively related to affective commitment ($r = .53, p < .01$), job performance ($r = .31, p < .01$) and OCB ($r = .34, p < .01$). Findings also supported Hypothesis 3a, 3b and 3c proving a positive relationship between trust and job outcomes. Table 1 reveals that trust was positively related to affective commitment ($r = .61, p < .01$), job performance ($r = .37, p < .01$) and OCB ($r = .50, p < .01$).

Although it was not hypothesized but the results revealed that positive affectivity was positively related to job outcomes, affective commitment ($r = .54$, $p < .01$), job performance ($r = .38$, $p < .01$) and OCB ($r = .27$, $p < .01$). The results also revealed that negative affectivity was negatively related to job outcomes, affective commitment ($r = -.39$, $p < .01$), job performance ($r = -.48$, $p < .01$) and OCB ($r = -.42$, $p < .01$).

Table 1: Means, Standard Deviations, Reliabilities and Inter Correlation Matrix

	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12
1. Tenure	3.1	3.22	-											
2. Salary	2.12	1.37	.46**	-										
3. Gender	1.26	0.44	-.24**	-.22**	-									
4. Age	28.85	6.24	.56**	.57**	-.20**	-								
5. Distributive Justice	4.63	1.08	.06	.02	.05	.05	(.72)							
6. Procedural Justice	4.93	1.04	-.03	-.04	.04	-.04	.43(**)	(.81)						
7. Affective Commitment	4.76	0.89	.15*	.05	-.01	.04	.54(**)	.47(**)	(.69)					
8. Trust	5.18	1.16	.11	.08	-.09	.14(*)	.38(**)	.50(**)	.60(**)	(.86)				
9. Positive Affectivity	3.90	0.71	.18**	.01	-.02	.11	.37(**)	.26(**)	.54(**)	.42(**)	(.82)			
10. Negative Affectivity	2.02	0.59	-.26**	-.05	-.02	-.21(**)	-.13	-.20(**)	-.39(**)	-.33(**)	-.37(**)	(.73)		
11. Performance	5.25	0.99	.19**	-.10	-.06	.01	.31(**)	.33(**)	.35(**)	.37(**)	.34(**)	-.48(**)	(.86)	
12. OCB	5.21	0.84	.20**	.06	-.03	-.01	.34(**)	.44(**)	.47(**)	.49(**)	.27(**)	-.42(**)	.84**	(.95)

N = 220

** = Correlation is significant at the 0.01 level (2-tailed).

* = Correlation is significant at the 0.05 level (2-tailed).

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Regression Results

The independent contribution of procedural justice in predicting the job outcomes was examined. Although not hypothesized, the independent contribution of positive and negative affectivity was also examined. To assess the independent effect of procedural justice, distributive justice and trust on outcomes, I entered the age and tenure as the control variables in the first step and the predicting variables in the second step.

Table 2 shows the regression results for main effects of procedural justice, distributive justice and trust separately. For all main effect regressions, the age and tenure were entered as control variables in the first step. As hypothesized procedural justice predicted affective commitment ($\beta = .47$, $p < .001$), job performance ($\beta = .33$, $p < .001$) and OCB ($\beta = .44$, $p < .001$). The distributive justice also significantly predicted affective commitment ($\beta = .53$, $p < .001$), and job performance ($\beta = .30$, $p < .001$) and OCB ($\beta = .33$, $p < .001$). As hypothesized trust predicted affective commitment ($\beta = .60$, $p < .001$), and job performance ($\beta = .36$, $p < .001$) and OCB ($\beta = .50$, $p < .001$).

Although not hypothesized, the results of the main effects of PA and NA with job outcomes revealed that positive affectivity predicted highly significant positive relationship with job performance ($\beta = .31$, $p < .001$), affective commitment ($\beta = .53$, $p < .001$), and OCB ($\beta = .25$, $p < .001$). The results also revealed that negative affectivity was significantly related to job performance ($\beta = -.48$, $p < .001$), affective commitment ($\beta = -.38$, $p < .001$), and OCB ($\beta = -.41$, $p < .001$).

Table 2

Multiple Regression Results of Main Effects on Job Outcomes

Variable	Job Performance			Affective Commitment			OCB		
	B	R^2	ΔR^2	β	R^2	ΔR^2	β	R^2	ΔR^2
Procedural Justice									
Step 1									
Age, Tenure		.05			.03			.06	
Step 2									
Procedural Justice	.33***	.16	.11***	.47***	.25	.22***	.44***	.26	.19***
Distributive Justice									
Step 1									
Age, Tenure		-.05			.03			.10	
Step 2									
Distributive Justice	.30***	.14	.10***	.53***	.31	.30***	.33***	.17	.11***
Trust									
Step 1									
Age, Tenure		.05			.03			.06	
Step 2									
Trust	.36***	.18	.13***	.60***	.38	.35***	.50***	.30	.24***
Positive Affectivity									
Step 1									
Age, Tenure		.05			.03			.06	
Step 2									
Positive Affectivity	.31***	.14	.09***	.53***	.30	.28***	.25***	.12	.06***
Negative Affectivity									
Step 1									
Age, Tenure		.05						.06	
Negative Affectivity	-.47***	.26	.21***				-.41***	.22	.16***

N = 220   *** $p < 0.001$ ** $p < 0.01$ * $p < .05$ †$p < 0.1$ Control variable, "Age" & "Tenure"

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Moderator analysis

I used Hierarchical moderated multiple regression analysis (Cohen & Cohen, 1983) to test hypothesis 4 to 9. Age and tenure were entered as control variables in the first step, PA and procedural justice were entered in the second step and the interaction term (PA × PJ) was entered in the third step. The results in Table 4 reveal that cross product term of PA and PJ accounted for a significant incremental portion of variance ($\Delta R^2 = .02, p < .05$) in affective commitment over and above the main effects, hence supporting hypothesis 4a. The results did not reveal the significant support for hypothesis 4b and 4c.

Similar process was followed to test hypothesis 5a, 5b and 5c for the moderation effect of PA between DJ and job outcomes. But the results did not support the hypothesized relationship. Hypotheses 6a, 6b and 6c were also tested in the similar manner but found no support.

To test hypothesis 7, age and tenure were entered as control variables in the first step, NA and procedural justice were entered in the second step and the interaction term (NA × PJ) was entered in the third step. The results in Table 3 reveal that cross product term of NA and procedural justice accounted for a significant incremental portion of variance ($\Delta R^2 = .02, p < .05$) in affective commitment, job performance ($\Delta R^2 = .03, p < .05$) and OCB ($\Delta R^2 = .01, p < .05$) over and above the main effects, hence supporting hypothesis 7a, 7b and 7c.

To test hypothesis 8a, 8b and 8c for the moderating effect of negative affectivity between DJ and job outcomes, I performed the same above mentioned procedure of hierarchical moderator analysis and found significant support for 8b and 8c. The results in Table 3 reveal that cross product term of NA and DJ accounted for a significant incremental

portion of variance in job performance ($\Delta R^2 = .04, p < .001$) and OCB ($\Delta R^2 = .01, p < .05$) over and above the main effects, hence supporting hypothesis 8b and 8c respectively. I did not find support for hypothesis 8a.

To test hypothesis 9a, 9b and 9c for the moderating effect of negative affectivity between trust and job outcomes, I performed the same procedure of hierarchical moderator analysis and found significant support for 9a and 9b. The results in Table 3 reveal that cross product term of NA and trust accounted for a significant incremental portion of variance in affective commitment ($\Delta R^2 = .08, p < .001$) and job performance ($\Delta R^2 = .01, p < .115$) over and above the main effects, hence supporting hypothesis 9a and 9b respectively. I did not find significant support for hypothesis 9c.

Table 3

Moderated Multiple Regression Results for Job Outcomes

Variable	Job Performance				Affective Commitment				OCB			
	Constant	B	R²	ΔR²	Constant	B	R²	ΔR²	Constant	β	R²	ΔR²
Step 1	5.65				4.86				5.67			
Age		-.02†				-.01				-.02*		
Tenure		.08**				.05**				.08***		
Step 2	5.91		.34		5.04		.44		5.82		.37	.
Negative Affectivity		-.71***				-.41***				-.46***		
Procedural Justice		.15**				.21***				.24***		
Distributive Justice		.17**				.32***				.13***		
Step 3	5.97		.38	.04***	5.01		.45	.01*	5.86		.39	.02*
NA × PJ		.36***				-.18*				-.19*		
Step 1	5.65				4.86				5.67			
Age		-.02*				-.01				-.02*		
Tenure		.08**				.05*				.08***		
Step 2	5.96		.34		5.04		.43		5.82		.37	
Negative Affectivity		-.75***				-.41***				-.46***		
Distributive Justice		.17**				.32***				.13**		
Procedural Justice		.15**				.21***				.24***		
Step 3	5.9		.39	.05***	5.04		.43	.00	5.87		.39	.02**
NA × DJ		.45***				-.04				.26**		
Step 1	5.65				4.87				5.67			
Age		-.02†				-.00				-.02*		
Tenure		.08**				.05**				.08***		
Step 2	6.03		.31		5.25		.42		6.01		.36	
Negative Affectivity		-.67***				-.31***				-.40***		
Trust		.21***				.41***				.29***		
Step 3	5.99		.32	.01†	5.36		.49	.07***	6.01		.36	.00
NA × Trust		.15†				-.41***				-.00		

N = 220   *** p < 0.001   ** p < 0.01   * p < 0.05   † p < 0.14   Control variable, "Age" & "Tenure".

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Table 4

Moderated Multiple Regression Results for Job Outcomes

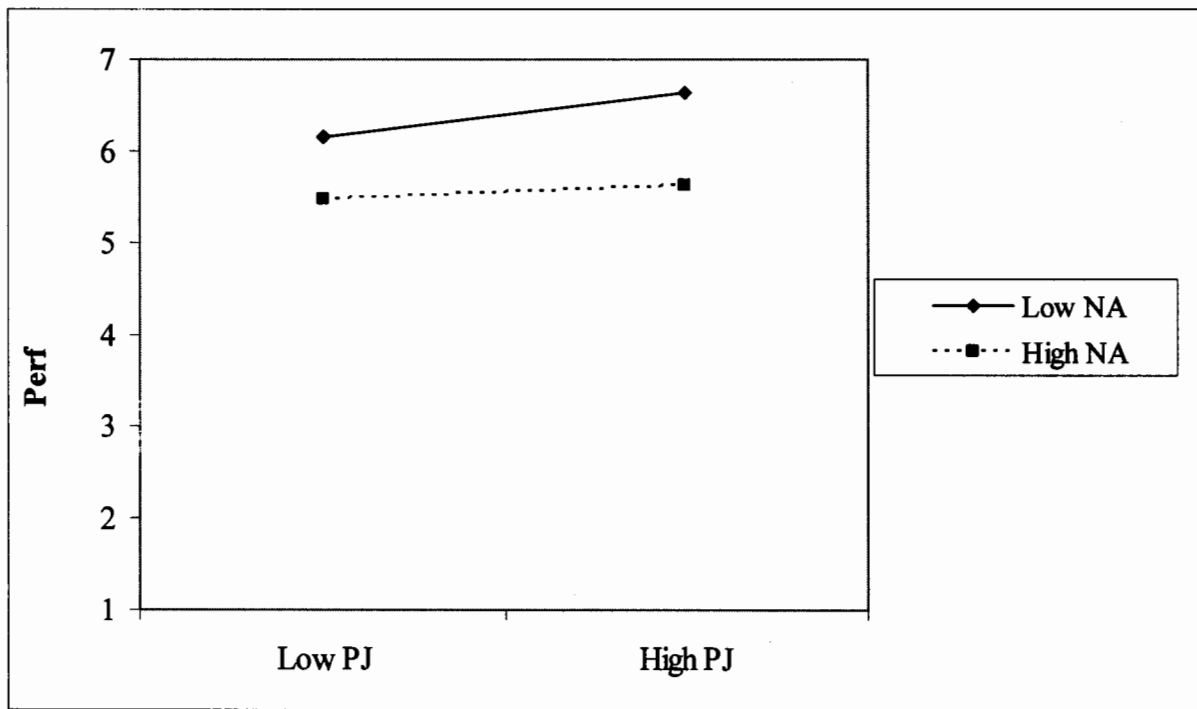|	Job Performance			Affective Commitment			OCB		
		β	R² (ΔR²)		β	R² (ΔR²)		β	R² (ΔR²)
Step 1	5.65		.00	4.86		.00	5.67		.01
Age		-.02†			-.00			-.02*	
Tenure		.08**			.05**			.08***	
Step 2	5.85		.21	5.17		.47	5.91		.30
Positive Affectivity		.27**			.43***			.06	
Trust		.24***			.35***			.34***	
Step 3	5.83		.21 (.00)	5.17		.47 (.00)	5.90		.31 (.01)
PA × Trust		.06			.00			.05	
Step 1	5.64		.00	4.86		.00	5.67		.01
Age		-.02†			-.01			-.02*	
Tenure		.08**			.05**			.08***	
Step 2	5.68		.22	4.95		.48	5.66		.28
Positive Affectivity		.28**			.44***			.12†	
Distributive Justice		.13**			.24***			.11**	
Procedural Justice		.21**			.21***			.29***	
Step 3	5.68		.22 (.00)	4.95		.48 (.00)	5.66		.29 (.01)
PA × DJ		.09			-.01			.08	
Step 1	5.64		.00	4.86		.00	5.67		.01
Age		-.02†			-.01			-.02*	
Tenure		.08**			.05**			.08***	
Step 2	5.68		.22	4.95		.48	5.66		.28
Positive Affectivity		.28**			.44***			.11†	
Procedural Justice		.21**			.21***			.29***	
Distributive Justice		.13**			.24***			.11**	
Step 3	5.67		.23 (.01)	4.96		.49 (.01*)	5.66		.28 (.00)
PA × PJ		.11			-.14**			.01	

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CHAPTER – 5

Discussion

Figure 1 show the moderating effect of PA in relationship between Procedural justice and affective commitment. The strong relationship between the two variables proves the hypothesis 4a which states that the Positive affectivity moderates this relationship. There was a significant change in the level of affective commitment when the level of PJ is high. Moreover, on an average, the individuals with high positive affectivity displayed higher level of affective commitment as compare to those having low positive affectivity. The reason behind this result is logical in nature that individual high on positive affectivity are more inclined with positive outcomes then individuals low on positive affectivity. Affective commitment is considered to be positive for organization and positive affectivity is positively related to it.
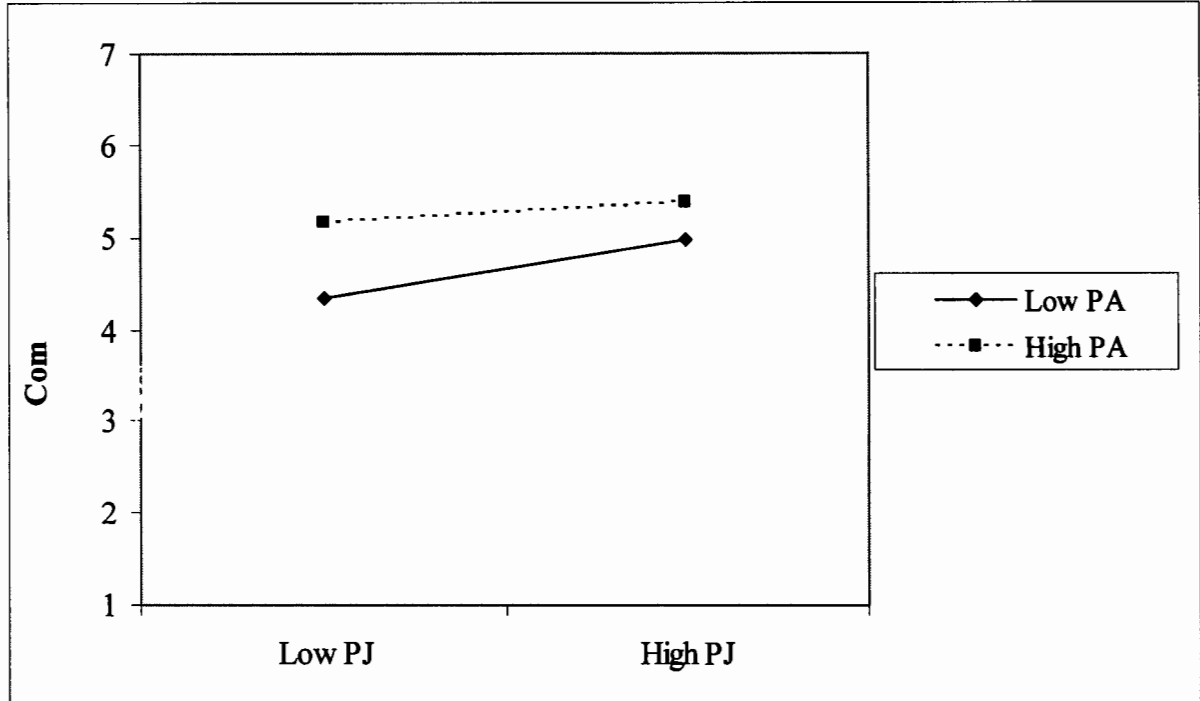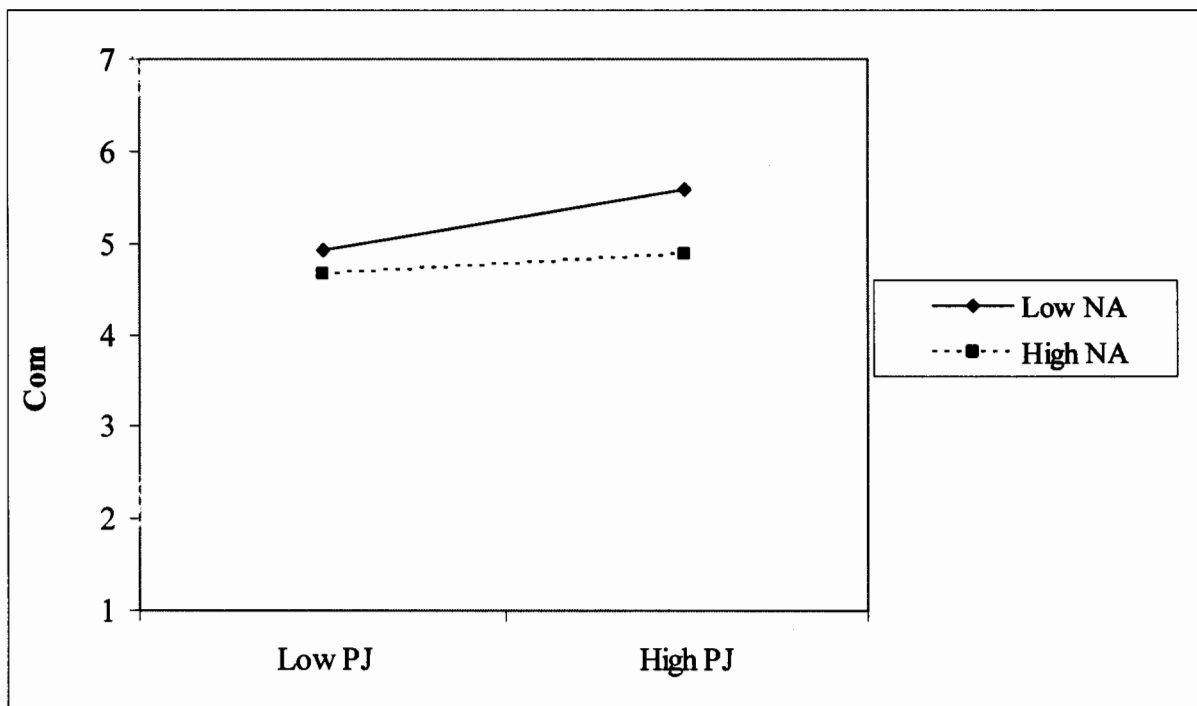

Figure 1: Interactive Effects of Positive Affectivity and Procedural Justice on Affective Commitment.

Figure 2 show the moderating effect of NA in relationship between procedural justice and job performance. The graph shows that the job performance of individuals with low NA was higher as compared to those with high NA proving hypothesis 7b. The graph further explains that with an increase in procedural justice, the job performance of low NA individuals increased significantly but there was no significant increase in the job performance of individuals with high NA. However, in the individuals with low NA, job performance was always higher than those with high NA regardless of the level of procedural justice. This result reveals that the job performance of individuals with low negative affectivity will improve if there is high incidence of procedural justice.

Figure 2: Interactive Effects of Negative Affectivity and Procedural Justice on Supervisory-Rated Job Performance.
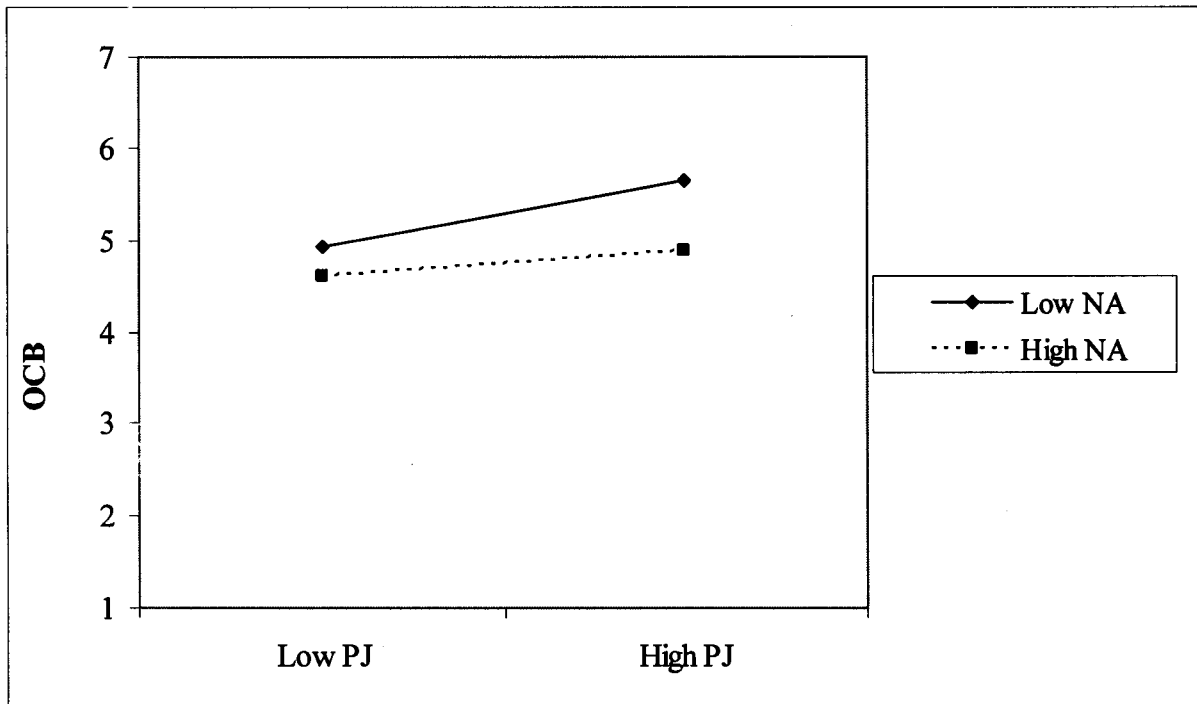
Figure 3 show the moderating effect of NA in relationship between procedural justice and affective commitment. The nature of this relationship proves the hypothesis 7a. The affective commitment of individuals with low NA was higher as compared to those with high NA. When procedural justice was perceived to be high, the affective commitment of low NA individuals increased significantly but there was no significant increase in the affective commitment of individuals with high NA. However, in the individuals with low NA, affective commitment was always higher than those with high NA regardless of the perceived level of procedural justice. This result reveals that the affective commitment of individuals with low negative affectivity will improve if there is high incidence of procedural justice.

Figure 3: Interactive Effects of Negative Affectivity and Procedural Justice on Affective Commitment.

Figure 4 show the moderating effect of NA in relationship between Procedural justice and OCB. The nature of this relationship confirms the hypothesis 7c. The level of OCB in individuals with low NA was higher as compared to those with high NA in a situation

when procedural justice was perceived to be low. With an increase level of perceived procedural justice, the OCB of low NA individuals increased significantly but there was no significant increase in the OCB of individuals with high NA. However, in the individuals with low NA, OCB was always higher than those with high NA regardless of the level of procedural justice. This result reveals that the OCB of individuals with low negative affectivity will improve if there is high incidence of procedural justice.

Figure 4: Interactive Effects of Negative Affectivity and Procedural Justice on Supervisory-Rated OCB.

Figure 5 shows the moderating effect of NA in relationship between Distributive justice and the job performance. The nature of this relationship proves the hypothesis 8b. With an increased level of perceived distributive justice, the job performance of low NA individuals did not increase significantly. Interestingly, there was also a significant

increase in the job performance of individuals with high NA when distributive justice was high. That shows that the high NA individuals are reward oriented and they respond better in a situation where they perceive that the distributive justice is high. However, in the individuals with low NA, job performance level remained higher than those with high NA regardless of the level of distributive justice. This result reveals that the job performance of individuals with high negative affectivity will improve if there is high incidence of distributive justice.
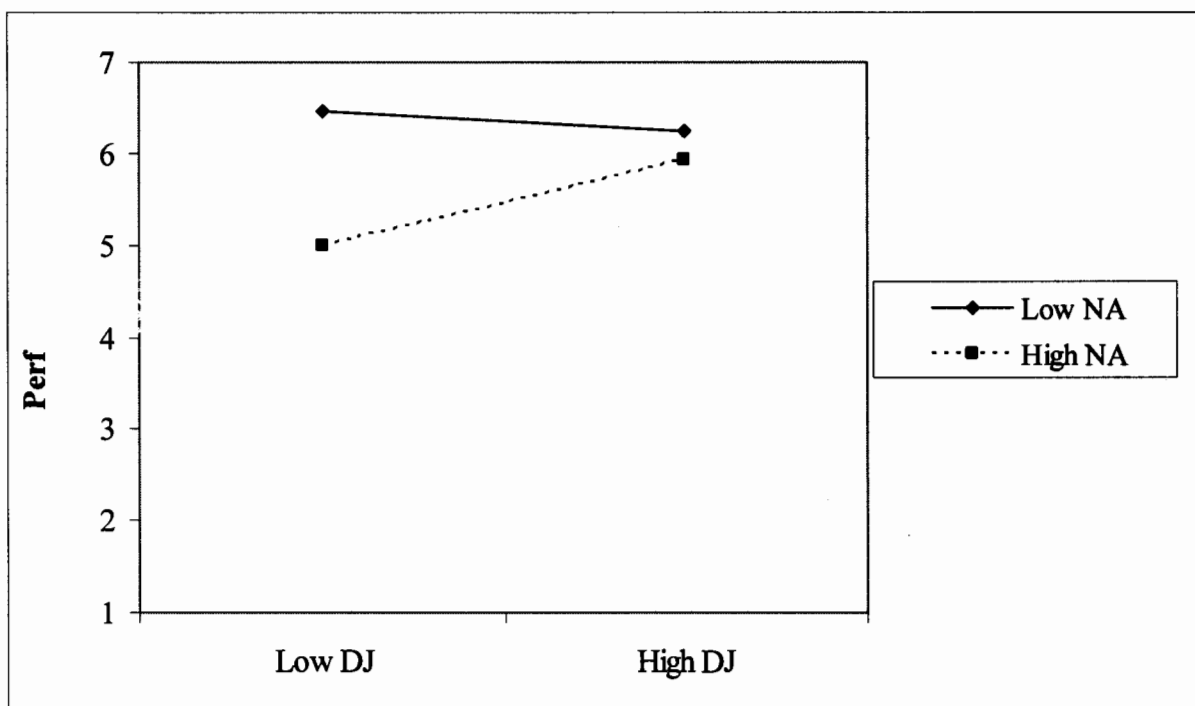
Figure 5: Interactive Effects of Negative Affectivity and Distributive Justice on Supervisory-Rated Job Performance.

Figure 6 shows the moderating effects of NA in relationship between Distributive justice and OCB. The job performance of individuals with low NA was stronger as compared to those with high NA proving hypothesis 8c. With an increase in distributive justice, the OCB of low NA individuals did not increase significantly. Interestingly, there was also a

significant increase in the OCB of individuals with high NA when distributive justice was high. That shows that the high NA individuals are reward oriented and they respond better in a situation where they perceive that the distributive justice is high. However, in the individuals with low NA, OCB was always higher than those with high NA regardless of the level of procedural justice. This result reveals that the OCB of individuals with both with low and high negative affectivity will improve if there is high incidence of distributive justice.
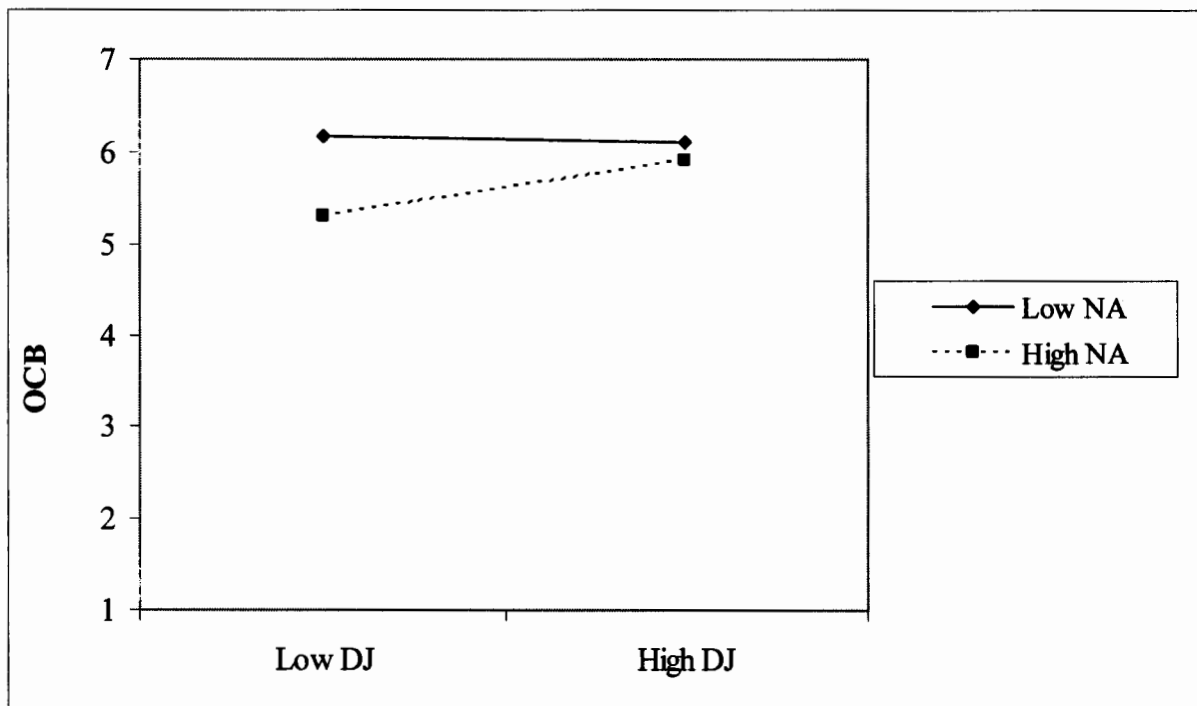
Figure 6: Interactive Effects of Negative Affectivity and Distributive Justice on Supervisory-Rated OCB.

Figure 7 shows the moderating effect of NA in relationship between trust and job performance. The strong relationship between DJ and performance in individuals with low NA proves hypothesis 9b. With an increase in trust level, the job performance of low

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NA individuals increased significantly. Interestingly, there was also an increase in the job performance of individuals with high NA. However, in the individuals with low NA, job performance was always higher than those with high NA regardless of the level of trust. This result reveals that the job performance of individuals both with low and high level of negative affectivity will improve if there is high incidence of trust.
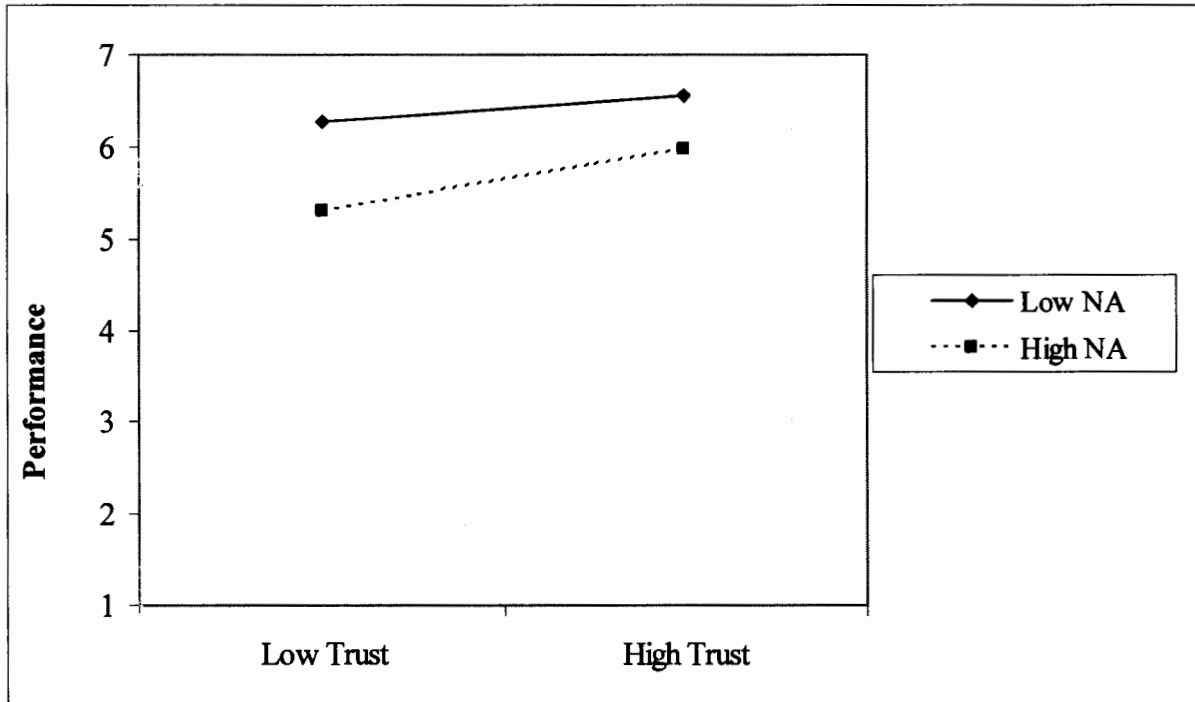
Figure 7: Interactive Effects of Negative Affectivity and Trust on Supervisory-Rated Job Performance.

Figure 8 shows the moderating effect of NA in relationship between trust and affective commitment. The nature of this relationship proves hypothesis 9c. This proved that trust has more severe effects on affective commitment. Results further showed that there was a significant increase in the level of affective commitment in individuals with low NA than those with high NA when level of trust was high. The level of affective commitment did not significantly change for individuals with high NA in both low and high trust conditions.
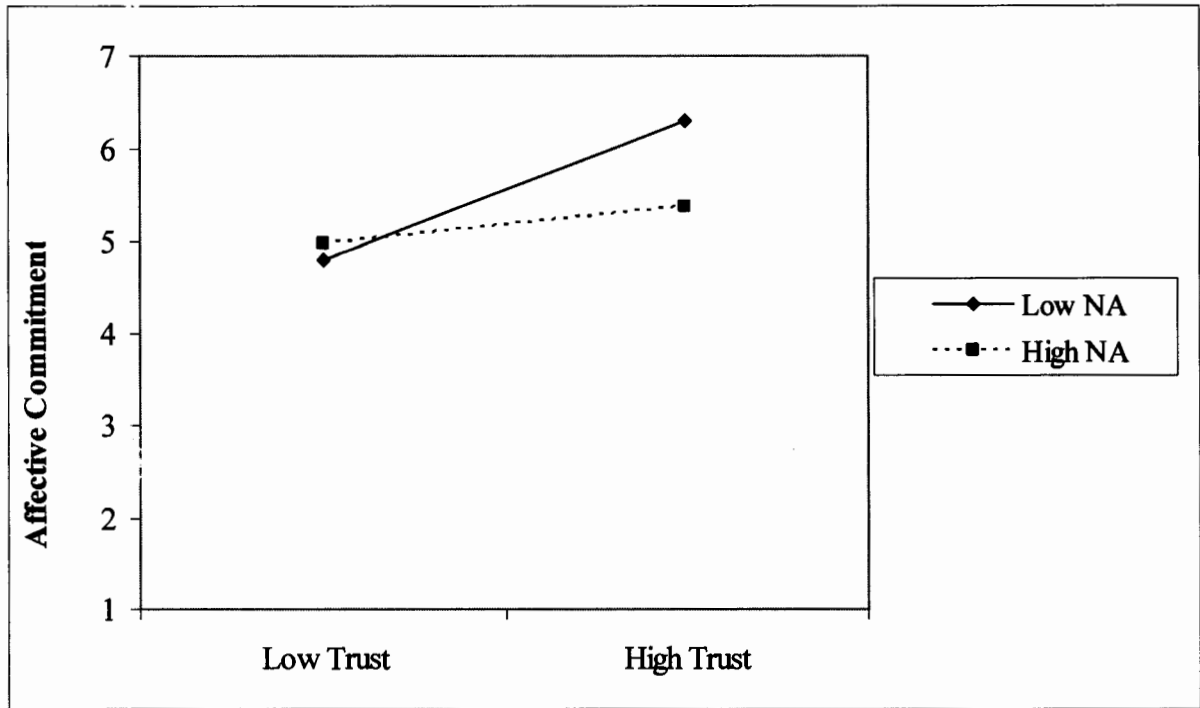
Figure 8: Interactive Effects of Negative Affectivity and Procedural Justice on Affective Commitment.

Limitations of the study and direction for future research

A typical criticism could be the cross sectional nature of this study. Future researchers may conduct longitudinal studies must be conducted in order to capture true relationships. However, this is not an issue in case of job performance, because I have used supervisory responses for job performance. Future research could investigate these areas to explore the buffering capacities of individual's positive resource capacities. The current research was conducted only in the service industry. That is why it would be difficult to generalize the results. Future research could help by replicating it to other industries as well.

Conclusion

The organizational researchers have found insightful relationship between negative affectivity and the outcomes. The current study investigates its moderating effects between the relationship of procedural justice, distributive justice, trust and outcomes. The findings of this study were consistent with the previous studies suggesting that the individuals with high levels of NA are vulnerable to lower performance and OCB levels depending on their justice perception. Another important finding was that individuals who were high in NA showed lower level of commitment when their trust level was low. This study contributes in different domains of organizational behavior research like literature of justice and outcomes, affective commitment and job performance as well as positive and negative affectivity influence on employee job performance and how it is important in determining extra role behaviors of employees. The practical implication of

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this study is for managers and practitioners to develop higher level of trust among employees and implement fair system for reward distribution and procedure implementation to ensure both types of justice in organizational setting. This will lead to higher level of employee performance and they will exhibit higher level of extra role behaviors, on which success of the organization depends. This practical contribution from a developing country scenario makes this study very unique in literature related to performance, ocb, trust, justice and PA/ NA.

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APPENDICES

APPENDIX A: QUESTIONNAIRES

INTERNATIONAL ISLAMIC UNIVERSITY, ISLAMABAD
Faculty of Management Sciences

fms
Faculty of Management
Sciences

P.O. Box: **1243**, Sector H-10, Islamabad. Tel: 9258020, Fax: 9257944

Dear Respondent,

I am a research scholar at Faculty of Management Sciences, International Islamic University, Islamabad-Pakistan. I am working on my MS thesis. My current research deals with the identification of factors that can positively create commitment towards job and performance.

You can help me by filling out this questionnaire. I assure you that any information obtained will remain highly confidential and only I will have the access to the collected information.

There are no trick questions, neither are there any right or wrong answers. Therefore, kindly answer ALL questions as honestly and accurately as possible. I once again thank you for your help and cooperation in this research endeavor.

Your precious time and valuable participation will be a great contribution towards the noble cause of knowledge creation.

Yours truly,

Aqeel Shahzad

Faculty of Management Sciences (IIUI)
aqeel847@yahoo.com

Scale	1	2	3	4	5	6	7

1 My work schedule is fair. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

2 I think that my level of pay is fair. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

3 I consider my workload to be quite fair. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

4 Overall, the rewards I receive here are quite fair. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

5 I feel that my job responsibilities are fair. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

6 Job decisions are made by my manager/boss in an unbiased manner. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

7 My manager/boss makes sure that all employees concerns are heard before job decisions are made. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

8 To make formal job decisions, my manager/boss collects accurate and complete information. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

9 My manager/boss clarifies decisions and provides additional information when requested by employees. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

10 All job decisions are applied consistently across all affected employees. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

11 Employees are allowed to challenge or appeal job decisions made by the manager/boss. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

12 I would be very happy to spend the rest of my career with this organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

13 I enjoy discussing my organization with people outside of it. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

14 I really feel as if this organization's problems are my own. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

15 I think that I could easily become as attached to another | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

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organization as I am to this one.

16 I do not feel like "part of the family" at my organization. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

17 I do not feel "emotionally attached" to this organization. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

18 This organization has a great deal of personal meaning for me. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

19 I do not feel a strong sense of belonging to my organization. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

20 I do not feel any obligation to remain with current employer. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

21 Even if it were to my advantage, I do not feel it would be right to leave my organization now. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

22 I would feel guilty if I left my organization now. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

23 This organization deserves my loyalty. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

24 I would not leave my organization right now because I have a sense of obligation to the people in it. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

25 I owe a great deal to this organization. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

26 I am not afraid of what might happen if I quit my job without having another one lined up. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

27 It would be very hard for me to leave my organization right now even if I wanted to. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

28 Too much in my life would be disrupted if I decided I wanted to leave my organization now. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

29 I wouldn't be too costly for me to leave my organization right now. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

30 Right now staying with my organization is a matter of necessity as much as desire. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

31 I feel that I have too few options to consider leaving this organization. `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

32 One of the few serious consequences of leaving this `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`

organization would be the scarcity of available alternatives.

33 One of the major reasons I continue to work for this `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`
organization is that leaving would require considerable
personal sacrifice. Another organization may not match the overall
benefits that I have here.

34 We have a sharing relationship. We can both freely share `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`
our ideas, feelings, and hopes.

35 I can talk freely to my manager/supervisor/boss about `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`
difficulties I am having at work and know that (s)he will
want to listen.

36 We would both feel a sense of loss if one of us was `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`
transferred and we could no longer work together.

37 I shared my problems with this person, I know (s)he would `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`
respond constructively and caringly.

38 I would have to say that we have both made considerable `| 1 | 2 | 3 | 4 | 5 | 6 | 7 |`
emotional investments in our working relationship.

Indicate to what extent you generally feel this way, that is, how you feel on the average. Please mark the appropriate number before each statement, according to the scale given below.

Scale	1	2	3	4	5

Interested	Distressed
Upset	Strong
Scared	Hostile/Aggressive
Proud/Arrogant	Irritable/Short Tempered
Ashamed	Inspired
Determined	Enthusiastic
Excited	Alert
Guilty	Nervous

Jittery/Stressed out   Afraid

Active   Attentive

Name of Organization: _____ Designation:

_____

- How long you have been working with this   • Gender.   Male / Female
  organization?

_____Years   • What is your age?

                                                   _____Years

- Your total work experience is?

_____Years   • What is your highest qualification?

- What is your salary range?   ■ Bachelors   ■ Masters

  ■ Below 15,000   ■ 16,000 – 30,000   ■ MS/M. Phil   ■ PhD/Equivalent

  ■ 31,000 – 45,000 ■ 46,000 – 60,000   • What is the nature of your job?

  ■ 61,000 - 75,000 ■ Above 76,000   ■ Field work   ■ Office work / staff

                                                   ■ Technical   ■ Managerial

Thank you very much for your time and cooperation.

INTERNATIONAL ISLAMIC UNIVERSITY, ISLAMABAD
Faculty of Management Sciences

IIU

fms
Faculty of Management Sciences

P.O. Box: **1243**, Sector H-10, Islamabad. Tel: 9258020, Fax: 9257944

Respected Respondent,

I am a research scholar at Faculty of Management Sciences, International Islamic University Islamabad. I am working on my MS thesis. My current research deals with the identification of factors that can positively create commitment towards job and performance.

You can help me by filling out this questionnaire. I assure you that any information obtained will remain highly confidential and only I will have the access to the collected information.

There are no trick questions, neither are there any right or wrong answers. Therefore, kindly answer ALL questions as honestly and accurately as possible. I once again thank you for your help and cooperation in this research endeavor.

Your precious time and valuable participation will be a great contribution towards the noble cause of knowledge creation.

Yours truly,

Aqeel Shahzad

Faculty of Management Sciences (IIUI)
aqeel847@yahoo.com

Scale	1	2	3	4	5	6	7

This person…..

1 Adequately completes assigned duties.　　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

2 Fulfills responsibilities specified in job description.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

3 Performs tasks that are expected of him/her.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

4 Meets formal performance requirements of the job.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

5 Neglects aspects of the job he/she is obligated to perform.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

6 Engages in activities that will directly affect his/her performance.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

7 Helps others who have heavy workloads.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

8 Is always ready to lend a helping hand to those around him/her.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

9 Helps others who have been absent.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

10 Willingly helps others who have work-related problems.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

11 Helps orient new people even though it is not required.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

12 Is one of my most conscientious employees.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

13 Believes in giving an honest day's work for an honest day's pay.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

14 Attendance at work is above the norm.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

15 Does not take extra breaks.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

16 Obeys company rules and regulations even when no one is watching.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

17 Is the classic "squeaky wheel" that always needs greasing.　| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

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18 Consumes a lot of time complaining about trivial matters. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

19 Tends to make "mountains out of molehills". | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

20 Always focuses on what's wrong, rather than the positive side. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

21 Always finds fault with what the organization is doing. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

22 Tries to avoid creating problems for co-workers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

23 Considers the impact of his/her actions on co-workers. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

24 Does not abuse the rights of others. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

25 Takes steps to try to prevent problems with other employees. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

26 Is mindful of how his/her behavior affects other people's job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

27 Keeps abreast of changes in the organization. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

28 Attends meetings that are not mandatory, but are considered important. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

29 Attends functions that are not required, but help the company image. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

30 Reads and keeps up with organization announcements, memos, and so on. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Name of Organization: _____. Designation: _____

Thank you very much for your time and cooperation.