THE EFFECT OF POSITIVE ATTITUDES ON
JOB PERFORMANCE, PROMOTIONS, AND TENURE

by
Larry W. Haas
April, 1995
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LARRY W. HAAS

A Master's Research Project in Partial Fulfillment
of the Requirements for the Degree of
Master of Arts

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[Signatures]

Chairperson
[Name]

Supervisory Committee
[Name]

Director of Graduate Studies
[Name]
Acknowledgements

I would like to thank my wife, Nancy, for the help, support, knowledge, and encouragement she gave me in this research study. Because of her management background, many times she had the answers to questions which I had. Because we both were writing a thesis, it was easier to understand what pressures the other person is going through. Together we set goals for completion, and often we had to give and receive support, coaching, love, and understanding to reach our final goal.

A thank you also goes to our two children, Steven and Susan. It was their knowledge of the University of Missouri library where to find periodicals and where to get articles copied that gave this project the nudge and inspiration it needed. Both gave their interest and support when the assignment seemed insurmountable.

This project would also not have been completed without the support and "You can do it" encouragement from our advisor and professor for the thesis, Dr. Sybil McClary. There were many times both myself and my wife were given attention and direction that went "above and beyond the call of duty." The world does not have very many teachers like Sybil. Thank you again!
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Abstract

Personality dimensions are evident in all of life, but understanding them is especially useful in a worksetting. The focus of this research was to study the PA trait, Positive Affect Trait, and the NA, Negative Affect Trait, and the influence it exerts on job performance, promotions, and job tenure. This research study sampled 575 employees to see what personality trait they possessed. The final returned sample amounted to 215. Subjects were sampled from manufacturing, service, and sales industries. Subjects from 4 different organizations were included in the study. These were Talbot Industries, Missouri Southern State College business classes, the Golden Corral Steak House, and St John’s Home Health and Hospice Departments. Both management and staff were surveyed with a 2 to 1 ratio of females to males. The sample included 82 males and 133 females.

A survey instrument created by Watson, Clark, and Tellegen called the PANAS was used to determine whether the subjects were inclined to have positive affectivity or negative affectivity. The instrument used a Likert Scale of 1 (very slightly or not at all important) to 5 (extremely important) to determine their personality affect. Once determined the scores were compared to several dependent variables such as gender, health, and level in the organization. The PANAS with 7 demographic questions was given to 575 subjects of which 215 responded. These data was then used to classify the subjects into 3 groups: the high PA group, the Low PA group, and the NA group. Tests were then calculated to compare the performance ratings of the subject, number of promotions, and the tenure of each of the subjects in the three groups.
The results that PA (Positive Affect individuals) possess higher performance appraisals, have greater number of promotions, and offer the organization longer years of service were not shown to be statistically significant. The results did show the NA individuals experienced greater stress and health problems than did the PA’s. Statistical significance was found between the High PA and Low PA individuals as well as between the High PA and the NA subjects on personality differences.

There are several implications for today’s business organizations. All business entities have human resources as their most important asset. Within each organization there is a mix of PA and NA individuals who make up the workforce. It is extremely necessary that today’s business owners, upper management, managers, supervisors, as well as all workers understand the personalities that makeup the workforce. NA and Low PA individuals are not to be singled out, but through understanding and counsel, they can be more useful to the organization. In that way both the PA and NA employees can be more productive for organizations today.
THE EFFECT OF POSITIVE ATTITUDES ON
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The Positive Affect Trait and the Negative Affect Trait

The impact of how personality affects organizational behavior in work contexts has had a long history. One study, done in 1931, acknowledged the importance of dispositional influences on job satisfaction (George, 1992). Even though earlier progress has been slow, the last 20 years have netted an abundance of literature focusing on personality and its relationship to affective states and behaviors. Naturally with many authors come many views; at least, it is safe to say not all agree on how personality affects organizational behavior. They do, however, agree that personality does affect it.

Traits and States

There is an ongoing debate on whether these personality dimensions come from traits or states. An individual's "trait" is that person's inborn personality. A "state" is the mood or emotional response at the time. At times these traits and states may seem to be the same because the trait of an individual influences the majority of the person's states (George, 1992). "States can change and fluctuate over time and across situations, whereas traits endure over time" (George, 1992, p. 193). Some authors use the two definitions interchangeably, yet after researching and searching the literature available, this researcher feels there is a difference. States are often described as the emotion which can change and fluctuate over time and across situations, but traits endure and remain consistent over time. Traits influence states; states are the direct forerunners to behaviors exhibited. Individuals,
who are high on PA, do not always experience or show positive moods, and individuals, who are low on PA, will still at times experience and show positive moods in certain situations. These moods are not always traceable to the trait, but they may be traced to the positive mood states (George, 1992). Earlier authors, who felt there was no difference, also showed their view in the instrument used to gather data for their respective research. These researchers used instruments that only measured mood and emotional states and not personality affectivities. As later researching on this topic has taken place, new evidence from research studies is quickly putting these earlier views of no difference to rest. The focus for this literature review is to consider how various personality traits, not states or moods, affect employees at work in regards to several characteristics of organizational behavior including tenure, promotion, and job performance.

There are two main affectivities, that many psychologists agree on, that contribute to the controlling forces of personality of employees (George, 1992). These two traits are the Positive Affect Trait (PA) and the Negative Affect Trait (NA). Job satisfaction over-time and across situations is influenced and determined by personality. Jennifer M. George defines the subject this way, "By definition, personality traits are relatively enduring characteristics of people; hence, if they influence job satisfaction, satisfaction itself should be enduring" (George, 1992, p. 187).

Earlier studies have shown that time, on the whole, does not change feelings of job satisfaction. A study by Schneider and Dachler (1978) found job satisfaction to be stable over a 16 month period. Staw and Ross (1985) over a five year period came upon the same conclusion even when employees and/or occupations were changed. In a study by Staw
(1986) it was found that assessments in affective disposition in adolescence were predictive of job satisfaction many years later. A research study by Arvey, Bouchard, Segal, and Abraham (1989) found that job satisfaction was due to genetic factors through birth. So, job satisfaction may be due to one or more enduring characteristics of people and their special personality.

Personality traits of the PA and NA individuals may be interrelated with many other situational factors. These additions factors will be discussed later, but first definitions of the two traits needs to be presented. A description of each trait and how it affects the many characteristics of organization behavior are described by the following. The PA trait is one which is characterized by an overall sense of well-being. PA’s are excited, active, enthusiastic, calm, and relaxed. They are highly motivated achievers, have the ability to change with the need to do so, and have a very good self-image. These individuals perceive stimuli, think, and behave in a manner to support positive emotions. They have happy encounters with their fellow workers and are constantly in search of achievement within the work setting.

The NA trait is characterized by distress, nervousness, dullness, and sluggishness. NA’s appear to be agitated, pessimistic, irritable, and neurotic (Levin and Stokes, 1989). An NA is prone to nonpleasurable experiences. In fact, there is a dwelling on self-depreciation and negative experiences. These individuals are distressed by their own thoughts and behaviors as well as the attitudes and behaviors of others. Because of their lower self-concept and motivation, an NA has a very overall negative orientation toward themselves and the world around them (George, 1992).
There is also a feeling that PA corresponds to extraversion and NA to neuroticism. This is the consensus of several research authors (Costa and McCrae, 1980; Levin and Stokes, 1989; and Warr, et al. 1983). This researcher does not agree completely with that definition. There are those individuals, who lean heavily toward the PA Trait, yet these individuals are introverted and not outgoing. These same persons are neither extraverted nor neurotic. Personality is too complex to limit the definition in such a way.

It is also necessary to relate the fact that there are individuals who are neither high PA or high NA. There has been considerable work done in determining the degrees of one trait to that of the other. Those individuals low on PA will not think and behave in ways that support the positive affective trait and may have somewhat of a depressive orientation. An individual low on NA will tend not to view conditions as upsetting or stressful as a "normal" NA and are less likely to experience negative affective emotions (George, 1992).

Mood states are felt to be influenced by situational factors. A study by Arvey, et al. (1989) came to the conclusion that 30% of the factors of job satisfaction included one's affective trait. The other 70% of the variance were situation factors interacting with the personality dimensions. The influence of environment around an individual shapes that individual's reaction to his world, but this is done through the context of his innate hereditary personality traits (Arvey, et al., 1989). Jennifer M. George also believes states are the product of person and situation interactions. She says, "To understand the cause of a given state such as happiness, anxiety, or motivation for a particular task, we need to identify the relevant traits and situation factors that combined to determine the state" (George, 1992, p. 194).
There has already been some mention as to where these traits, both PA and NA, come from (Arvey, et al., 1989). Several research studies have found these traits have genetic origin. A study by Staw and Ross (1985) felt "job attitudes may reflect a biologically based trait that predisposes individuals to see positive or negative content in their lives." He continues to say, "Differences in individual temperament...ranging from clinical depression to a very positive disposition, could influence the information individuals input, recall, and interpret within various social situations, including work" (Staw and Ross, 1985, p. 471). It is for this reason some individuals are dissatisfied across a variety of job circumstances, and others appear satisfied regardless of past and present job histories (Arvey, et al., 1989). Another research study, a year later, indicated that more study was needed in the personality traits and their genetic origin (Russ Cropanzano and Keith James, 1990).

Research psychologists have tried to describe these personality dimensions which are separate and independent of each other (Ed Diener and Robert A. Emmons, 1984 and Peter Warr, Joanna Barter, and Garry Brownbridge, 1983), and yet the traits show a relationship in a highly systematic fashion. This complex concept has been modeled pictorially. James Russell (1980) described the traits through a series of adjectives portraying the emotion. It is a circular model. The right side of the circle includes the PA traits. This half of the circle describes the PA Affect Trait as astonished, glad, serene, content, calm, tranquil, excited, and happy, to name a few. The other half depicts the NA Affect Trait. Among the adjectives on this side one would find droopy, bored, sad, miserable, frustrated, annoyed, tense, afraid, and alarmed. At the top of the circle the process again begins to describe the positive trait (Russell, 1980, p. 1167). This model is an excellent picture of the workforce in
any organization and the many emotional states caused by situations interacting with either positive or negative personality traits.

**Work Attitudes**

The effects of the PA, Positive Affect Trait, and the NA, Negative Affect Trait, are displayed in various areas of organizational behavior. Because personality is so complex, one element of influence more than likely will influence another. One area of organizational behavior is the work attitudes of the employee. Work attitudes are largely the result of the manner in which an individual essentially responds to his or her work environment. Research literature has found that both PA and NA are independent, that these traits are stable and related to different behaviors, and that these traits are partially inherited (Cropanzano, James, and Konovsky, 1993). To state these personality traits are independent of each other needs more defining and explanation. The two traits, PA and NA, are not on opposite ends of a continuum. An individual may be high on both PA and NA; although, research studies have pointed out this doesn’t occur very often. An employee low on both traits simultaneously will show a great deal of emotion with large fluctuating moods in response to environmental events. Of course, the majority of individuals fall in the middle of the scale for each. It is in this framework that these personality affectivities cause and shape work attitudes. Within the organization this leads to how their job is performed, what chances come about for promotion, and ultimately the length of employee’s tenure with an organization (Cropanzano, et al., 1993).
Job Performance and Tenure

It is known from the characteristics of the different personality traits that PA’s are excited, joyful, enthusiastic, and active, and that NA’s are listless, lethargic, apathetic, and nervous. These descriptions alone indicate the individual possessing the PA trait will probably be more successful. The PA employee is fun to be around and causes work activity and productivity to flow smoothly. The NA’s must really overcome their background to accomplish the same results. It is not that the NA employee can’t; it is just that doing the same job performance as a PA employee requires much more effort (Cropanzano, et al., 1993, and George, 1992).

A study by Robert L. Helmreich, Linda L. Sawin, and Alan L. Carsrud (1986) found a "honeymoon effect" in job performance. Their research found that changes in the relationship between job performance and stable personality traits will occur over time. As the "honeymoon" with the employee’s new job and organization ends, the newness, novelty, and challenge of the task or job may wane! From this point on, the underlying personality trait continues or does not continue to drive performance. Their study revealed, "Whereas personality characteristics showed little or no relationship with performance during early experiences with the day-to-day job, significant correlations were found after the 'honeymoon' period had ended" (Helmreich, et al., 1986, p. 187).

It is also to be noted there are two other influences for the reduced predictive power of personality dimensions regarding job performance. Performance variance may also be accounted for by the ability and prior experience of the new employee. This could have a
great affect on how well this employee performs his responsibility. The "honeymoon effect" causes high output and organization commitment at first, but the PA trait has been found to continue this trend well into this employee's work life (Helmreich, et al., 1986).

Drop in performance may not only be part of the "honeymoon effect," but a part of the socialization process for "acceptable performance." Other employees will soon communicate to this employee that he or she is "working too hard," and that person is told to slow down. If this doesn’t work, methods to initiate this "new" person may get more serious. Slower employees don’t want to look bad or be "shown up" by a fast new employee (Schmerhorn, Hunt, and Osborn (1991) pp. 257-263). Organizational climate, therefore, also affects work-related attitudes and behaviors.

Personality traits and situational factors are joint determiners of an individual employee's behavior and attitudes. Cheri Ostroff (1993) felt that organizational climate may exert a stronger influence than one's measure of personality. She lists several definitions of how organizational work climate affects the employee. "Fitting in" the work environment might be viewed as "pleasant feelings of adjustment, loyalty to work, commitment to the organization, active participation in the job, low feelings of stress from work, and little desire to leave the organization" (Ostroff, 1993, p. 79). This study indicated that individuals' work-related personalities made significant and important contributions in the explaining attitudinal outcomes even when the effects of climate were controlled. This study, however, did show a surprising outcome, a lack of strong relationship between the positive (PA personality) orientation and job satisfaction. Ostroff's believes the reason is that organizational climates exert a stronger influence on satisfaction than an individual's
work-related personality. Her research did find high correlations linking the Positive Affect Trait (PA) to organizational climate and specific job characteristics as shown in the following model. In Cheri Ostroff’s model the first correlation is the relationship between an organization’s climate and job characteristics. The second correlation is the relationship between the job characteristics and the employee’s personality orientation.

<table>
<thead>
<tr>
<th>Climates</th>
<th>Correlation to</th>
<th>Job Characteristics</th>
<th>Correlation to</th>
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<tr>
<td>Organizational Climate</td>
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<td>Adjustment</td>
<td>.54</td>
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<td>.37</td>
<td>Commitment</td>
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<td>.16</td>
<td>Job Performance</td>
<td>.50</td>
<td>the positive</td>
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<td>.26</td>
<td>Turnover</td>
<td>.45</td>
<td>personality</td>
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<td>.26</td>
<td>Stress</td>
<td>.39</td>
<td>orientation</td>
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<td>Involvement</td>
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<td></td>
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<td>Absenteeism</td>
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<td></td>
<td>.26</td>
<td>Job satisfaction</td>
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</table>

Cheri Ostroff’s research has significant findings and proof for the Positive Affective Trait, and how PA individuals fit into the work setting (Ostroff, 1993, p. 78). Even though the correlation between job satisfaction and positive personalities is relatively weak, the other job characteristics resulted in high correlations for the PA personality.

However, what about all the NA trait employees working in organizations all over this country and the world? An NA individual may be dull, sluggish (slow), and distressed, but that is his or her makeup. Efforts, therefore, need to be considered on how to best use that individual. All of us have built-in protection systems. Work environments are chosen, for the most part, because one feels comfortable. No individual goes out of their way to expose themselves to situations not conforming to their individual personalities. One study stated it this way, "Quite possibly, one’s choice of the settings in which to live one’s life may
reflect features of one’s personality: An individual may choose to live his or her life in serious, reserved, and intellectual situations precisely because he or she is a serious, reserved, and thoughtful individual" (Diener, Larsen, and Emmons, 1984, p. 581).

People rarely have complete freedom to choose the situations they are in. Unless employees have a say, this imposed choice will be a source of irritation. In this setting both personality trait dimensions will be affected, and job performance in this climate will certainly reflect the attitude of the employee enduring the situation. In an artificial laboratory, people behave very differently. Laboratory settings may overpower the influence of personality by forcing certain subjects to be in situations that if given a choice, they would not be in. Organizational climates and work settings can do the same thing. People choose to interact in and seek out specific situations and avoid others as they are allowed to express themselves in the work setting. These choices reflect the differences in their various personalities. It is necessary for organizational management and the human resource departments to know and understand completely the behaviors and attitudes of each personality dimension. It is because of each individual’s makeup that all individuals and employees allow certain situations to influence their behavior and at the same time rule out the effect of other situations (Emmons, Diener, and Larsen, 1986).

There are still other variables that are influenced by positive and negative affectivity. Several studies by Cropanzano, et al., (1993) have shown the PA trait to be directly related to job satisfaction, job performance, tenure (especially high tenure), organizational commitment, and turnover intentions. Their study of the above variables showed the PA individuals correlated highly with those variables (+ .52). The NA’s correlated a -.19 with
the above variables. The variable "leaving the organization" showed the following results: the PA's resulted in a -.24, and the NA's resulted in a +.23 (Cropanzano, et al., 1993, p. 599). PA individuals, therefore, were prone to not have a tendency to leave the organization, but NA's would. These are significant findings.

Promotions

Other research literature has pointed out additional knowledge regarding trait, promotions, and organizational commitment. It has already been established that job performance, tenure, and organizational commitment are significantly affected by the PA personality trait (George, 1992; Cropanzano, et al., 1993; and Ostroff, 1993). As job satisfaction continues to rise and job performance improves over time, employees are often offered a job enhancement or a promotion with more responsibility and possibly a raise in income. "The lack of (negative) attitude measures prior to the promotional decision raises the possibility that the workers who were promoted had more positive attitudes from the onset and that this may have contributed to their promotion" (Schwarzwald, Koslowsky, and Shalit, 1992, p. 514). This research study proved these findings with a "before and after" the promotion survey. This study also checked employee records from before and after the promotion of the sample that was taken. Decisions of promotion were shown to affect the climate of the organization in several ways. These affects may be the attitudes of those left unpromoted and the equity of the situation as well as how that new leader will be accepted. The promoted and the nonpromoted individuals could both be positive trait individuals; however, not all PA or NA employees will get promoted; there aren't enough
jobs to go around. The PA personality trait of the nonpromoted may help that person more easily get over the loss and feeling of inequity, but the NA's are much more likely to manifest the discomfort in negative attitudes and an increase in behavioral withdrawal indicators, such as absence and tardiness. "Because promotions are considered a reward, workers who present their candidacy for promotion and fail, ought to feel disadvantaged relative to those who succeed" (Schwarzwald, et al., 1992, p. 511). Organizational commitment is increased for promoted candidates and decreased for nonpromoted. The attitudinal change of the nonpromoted has ramifications for the organization. These feelings are not only felt by NA employees but also by PA employees. PA employees feel sadness, loss, and inequity as well. It would certainly be important that all competent managers be aware of this situation.

The implications of this study have great value to organizations which recognize the above organizational behaviors. Schwarzwald et al., (1992) insists organizations somehow lessen the negative effects of promotion by clearly indicating the reasons for promotional decisions and by emphasizing the merits of the promoted candidates over the nonpromoted candidates. Counseling with the candidates and possibly enriching their jobs may help ease the pain. Clearly all personality traits need this kind of assistance if they have been overlooked in a promotion. Both personality traits feel joy and sadness mood states. This task of lessening the negative effects of promotion is a difficult one, and all efforts to smooth over this negative tension in an organization had better be clear, overwhelming, and sincere (Schwarzwald, et al., 1992).
Organizational Commitment

As mentioned above, promotion for both positive and negative affective traits have an effect on organization commitment. PA’s are noted for greater commitment than NA’s. Organizations would certainly benefit if more or all employees were loyal to the organization. Two views have been established by Gail McGee and Robert Ford, and they are worth noting: 1) Commitment is attitudinal. The organization and management can foster and develop this concept in their employees. In this view the employee identifies with the organization and, therefore, is committed to maintaining his or her membership with the organization and help pursue its goals. 2) The second view is behavioral. The employee is "bound" to the organization through the "extraneous interests" or "side bets" the firm has offered this employee such as pension or seniority. Even NA individuals can rationalize and justify why they wouldn’t wish to change employers. Management of organizations should strongly attempt to keep useful, productive, and trained personnel from allowing their commitment to wane. In doing so Human Resource Departments and organizations would save countless dollars in recruiting and training new employees (McGee and Ford, 1987).

Turnover

Turnover, the result of dissatisfied and non-committed employers, is a problem many organizations and HR departments wish to solve. As was explained earlier, thousands of dollars in organizational costs is common because of employee turnover. Several research studies have indicated that NA’s are prone to turnover more so than PA’s (Cropanzano, et al., 1993; Ostroff, 1993; and George, 1992). Replacement costs to replace valued,
productive employees range from a few dollars to as high as $400,000. What then, can be done to turn around this expensive trend within organizations? Several studies support the hypothesis that turnover does not come immediately; it is a process. There is a moderate correlation (.40) between job satisfaction and turnover; a dissatisfied employee is more likely to quit his job than his satisfied colleagues (Carsten and Spector, 1987).

Dissatisfaction in the work setting causes the employee to form job perceptions. These job perceptions, which the employee has of inequity, such as lack of autonomy, identity, or feedback, and especially promotions, are impacting the employee’s thinking. Job perceptions, at least in part, come from actual conditions of work. So changing the conditions of work and dealing immediately with their feelings of inequity should influence the employee’s job perceptions directly and their affective reactions indirectly (Mathieu, Hofmann, and Farr, 1993). Research has also pointed out NA individuals are always looking on the depressive and negative side; therefore, alert managers should be ready to remedy this mood unless they wish to lose the employee (Mathieu, et al., 1993).

Perceptions an employee has of his job, supervision, security, or pay begins the wheels of his or her mind turning. The implications are crucial. A research study by Bannister and Griffeth (1986) put it this way, "There may be a gradual increase in the motivation to leave as one goes through the process, so that when the decision (intention) to quit is reached, the process may be irreversible" (Bannister and Griffeth, 1986, p. 440). This is especially true when this employee begins to make public his intentions to search or quit and when there is a desirable alternative visible. Their progression of the turnover model shows significant findings of the the direct paths of the dependent variables. Note that the
intention to quit dependent variable has a very high (0.87) correlation to turnover. As the employee moves from one dependent variable such as "Thinking of Quitting" to "Intention to search," it becomes increasingly more difficult for that organization to try to change that employee's mind. Each variable builds until the last variable is reached, and then there is no recourse at least in the employee's mind. Turnover at this point in the employee's worklife most likely will take place. The following model by Bannister and Griffith shows factors related to turnover. On the left of the model, what the person's age is, determines when the process for turnover will begin. If the person is "too" old to find another job, more than likely the process will begin very slowly if at all. On-the-other-hand, if an employee is young, the path to turnover is easier because that employee has options and can find other work. On the right side of the model, tenure at an organization is considered. High tenured employees may not want turnover because of the "benefits" they will leave behind. Low tenured dissatisfied employees are more likely to think of quitting and intending to search for a new job, and ultimately leaving the organization. All correlations of this model are the relationship of turnover to stated characteristic.

\[ \text{Age} + 0.41 \quad \text{Tenure} + 0.32 \]

\[ \text{Probability of finding an acceptable alternative} + 0.54 \quad \text{Job Satisfaction} + 0.53 \]

\[ \text{Thinking of Quitting} + 0.65 \]

\[ \text{Intention to search} + 0.76 \]

\[ \text{Intention to quit} + 0.87 \]

Turnover
If the causes within the organization can be identified, necessary interventions can be planned and implemented to lower the rate of valued employees leaving an organization (Bannister and Griffeth, 1986, p. 437).

**Health and Subjective Well-Being**

There is another relationship between the two personality dimensions and organizational behavior. That is the relationship of both PA and NA to an employee's health and subjective well-being. The characteristics have been established earlier with PA's having job enthusiasm, feelings of trust, and gratification whereas NA's are constantly possessing a tendency to be fearful, worried, suspicious, and dissatisfied. NA's, therefore, act in ways to perpetuate these feelings, and the tally is soon added up against their health (Arvey, et al., 1989). Research has described the NA individual as a stable personality which focuses on anxiety, depression, low self-esteem, nervousness, anger, guilt, contempt, loneliness, and self-dissatisfaction. It is these individuals who are more likely to experience and report some sort of psychological distress. There is also a significant positive relationship (.21) between job stress and physical illness. Studies have shown if the NA trait and its subsequent mood states were "controlled," these illnesses may lessen to a considerable degree. The relationship is not very high, but there is a relationship (.03). It is also to be noted that the illness experienced by NA's are often not long-term health problems (Brief, Butcher, George, and Link, 1993 and Decker and Borgan, 1993).

It seems that the NA individual has a more difficult time dealing and coping with the stressors of work life. Everything this person does seems to reflect his or her low mental
outlook both at work and home. Because the NA individual accentuates the negative, stressful events contribute to physical illness. Stress comes by how he or she perceives the stressors. Stress, and the inability to relieve it, is strain. If coping mechanisms are low or non-existent, it all becomes overwhelming.

Brief's article noted another angle to this problem of stress in employees. He says, "Despite circumstances, some individuals seem to be happy people, some unhappy people" (Brief, et al., 1993, p. 646). He proposed two theories: a bottom-up and top-down way PA and NA individuals react to their environment. The bottom-up theory states that a happy person is happy because he or she experiences happy moments. It is important to note again that both PA and NA individuals have positive and negative moods or states. When the emotion for the individual becomes unhappy, a "bottom-up" individual has the bottom of life fall out from underneath him or her. Everything for this person at this time seems to be coming apart. On-the-other-hand, if the moment is a happy, this person is happy. There is a much greater roller coaster effect for persons influenced by this view. It is agreed that these individuals are comprised almost entirely by the NA.

The top-down theory maintains that an individual is inclined to experience and react to events or circumstances in both positive and negative ways. They are happy because they enjoy life's pleasures and are not necessarily happier because they experience more happy moments. These people are able to come back quicker or "bounce-back" from negative setbacks. There is a belief that PA individuals possess a more top-down approach to life (Brief, et al., 1993).

These research studies have clearly pointed out that the NA individual is more
affected by stress and strain in the work place. The NA individual doesn't have the coping resources to counteract the feelings of stress in his or her work environment. It is the consensus of the authors of this literature review regarding stress and the well-being of NA individuals, that something needs to be done for these individuals within organizational settings. Upper-level management, supervisors, and the Human Resource Departments can make this change. There needs to be education on what the problem is and then look for ways to begin attempting to enhance life for the NA by reducing the negative effects and increasing the positive affects within their work environment. The return on this investment would be immediate with the employee exhibiting less physical illness and absenteeism. Because if it is not dealt with, physical illness and absenteeism is a method this person has to cope with the negative emotions and feelings in his or her surroundings. By resorting to calling in sick or just not showing up at all for work, the individual has effectively shut out or escaped the problem for a little while (Diener, 1984). Another research study put it this way, "The global features of personality and an individual's objective life circumstances influence the ways in which the person interprets the circumstances of his or her life, and these interpretations, in turn, directly influence the subjective well-being" of an individual (Brief, et al., 1993, p. 647). A truly effective and concerned organization will address the problem.

NA individuals need to be quietly recognized and counseled to make them the "best" employee they can be. It is obvious that there is a mix of both traits in the workforce of any given organization. Because there are both immediate and long-term dividends for helping these persons in one's employment, it is in the best interest for organizations to give
serious thought to having an on-going program to see what can be done to help these individuals have the best mental health possible. This may be done by interaction of employees on organizational goal setting. Possibly the goals are too high, or maybe they are perceived as being too high. Certainly a feeling that the goals are not attainable would cause stress. Performance appraisals, work overload, role overload, relationships at work and compensations systems seem to affect stress and ultimately strain. Better coping mechanisms need to be taught and provided throughout the work setting. By renewing efforts at job analysis, job structure, and job re-design and implementing those recommendations, organizations could certainly improve the stress levels of both personality traits (Brief, Burke, Robinson, George, and Webster, 1988, and Decker and Borgen, 1993).
Literature Review Summary

In this literature review several authors have presented evidence of personality dimensions that affect organizational behavior. These are the Positive Affect and Negative Affect traits. The PA individuals reflect the capacity to experience job enthusiasm, feelings of trust, energy, and gratification. The NA's exhibit distrust, fear, nervousness, suspicion, listlessness, and anger. Research studies have found these personality traits to be enduring, independent, stable, and partially inherited. There also are definite differences between personality traits and emotional states. Both personality dimensions are affected by emotional states or moods. A PA individual can be sad, fearful, or suspicious; a NA individual can also be happy, energetic, and excited. It is often the mood that reflects the underlying personality trait. However, the moods or states do not have enduring qualities because states or moods will pass when situational factors, that cause them to change, have passed.

Research has shown the PA trait positively affects job attitudes, an employee's health, tenure, promotion, job performance, turnover, ability to relate to others, and the ability to change in a positive way (Decker Borgen, 1993; George, 1992; and Cropanzano, et al. 1993). If an individual has the PA Trait, these characteristics and variables in the work setting are positively influenced. Conversely, the opposite is true of the NA trait. More difficulty is experienced by an NA individual to succeed as a productive employee (Decker and Borgen, 1993; Gerhart, 1987; Newton and Keenan, 1991; Brief, et al., 1993; and Emmons et al., 1986). A consensus is found among researchers that true efforts need to be undertaken by organizations to counteract the negative feelings and moods of NA.
To accomplish this task is often difficult, yet by offsetting the implications and effects of the NA individuals, those efforts will bring quick return in investment of time and money as this part of the work team helps achieve organizational goals. Attempts to work with both traits in the work force will result in greater job satisfaction for both types of personalities. It is an important consideration to not "peg" the NA personality. They can be valuable employees too.

As research continues, there is a temptation to use that knowledge adversely. These personality traits could lead to discriminatory practices. Because we know that PA individuals are better workers and employees to have around, why not hire only them? Well, first of all that would be discrimination. Secondly, NA workers can be helped and worked with to overcome most of their characteristics. It is not possible to change a dog into a cat, but they can be "friends." David-Blake, and Pfeffer (1989) argued that organizations might test and look for NA individuals because they might be individuals who may accept substandard wages and working conditions. Those political and ethical implications, the result of these research studies, could cause a lot of future problems (Davis-Blake and Pfeffer, 1989 and Newton and Keenan, 1991). No organization can discriminate against the NA employee in any way. A screening test cannot be used at time of hiring nor can any test or any other method be used to keep NA individuals from participating in any way that a PA individual does. There needs to be a clear understanding that those who possess the personality traits of the PA or the NA are all potentially competent employees. Tim Newton and Tony Keenan (1991) quote Schneider (1987) in the following: It is "the attributes of people, not the nature of the external environment , or
organizational technology, or organizational structure, (that) are the fundamental determinants of organizational behavior" (Schnieder, 1987, p. 437).

In the research study of Arvey, et al., (1989), it was said that, "Job enrichment efforts, quality circles, and other environmental changes might be made to enhance intrinsic job satisfaction, but there are 'boundaries' for each individual that predisposition has set up, and satisfaction will go no farther" (Arvey, et al., 1989, p. 191). Yet, it is job satisfaction that keeps employees productive and happy. These ought to be an organization’s as well as an employee’s goal. Timothy A Judge and Charles L. Hulin (1993) wrote this about satisfaction, "To spend the majority of one’s waking hours at a dissatisfying job appears to have a significant influence on the overall experienced well-being in one’s life." NA individuals are always sure they are dissatisfied with someone or something. It is no wonder they are very often sick and poor employees. If this trend could be reversed, they too, would be better job performers, be eligible for promotions, and show long tenure in their work history. Judge and Hulin go on to say, "Spending an equal amount of time at a satisfying and perhaps challenging and motivating job has a strong positive influence on one’s subject of well-being. The role of work and work satisfaction in one’s life should not be underestimated" (Judge and Hulin, 1993, p. 414).
Rationale for the study

There are several reasons this study is important to HR. All organizations have managers, supervisors, and employees if they are of any size at all. Each person has an affectivity influencing them and the lives of all they come in contact with. Managers and supervisors should be made aware and educated that the two affectivities exist and how to deal with both types of traits. Research clearly indicates that a person with a positive affectivity will be easier to get along with on a day-to-day basis. Their attitudes are elevated. These individuals will try new methods and enthusiastically accept changes needing to be implemented. Having found ways to cope with hectic work situations, they have found ways to keep stress and strain down both at work and at home. They enjoy work and probably cause others around them to laugh regularly. Nobody wants to work at a difficult pace all the time, but these individuals have the ability to go with the flow and pace of work. When pressure is relieved, they can relax. Since it is often difficult to separate work life from home life, these distinct characteristics show in both places. The positive affect shows through in overall job satisfaction, organizational commitment, and ultimately turnover. They are happy people and happy employees.

Now what is the Human Resource Department going to do with those individuals who have the NA Affectivity, the other half of the equation? Do they need to be eliminated? No! In fact, no test could be given at the initial interview to determine their affectivity and from that base whether or not they should be hired. That would be discrimination. However, an Affectivity test could be given, so that managers and supervisors would know that the Affectivity exists, what Affectivity their employees were,
and how they could better work with their employees. They would, then, understand how to motivate them and which individual had need of a larger dose of understanding and motivation. Negative Affect Trait individuals are a part of the employee mix in all organizations. Some of these NA individuals will "slip" through and succeed in getting on committees. Some may even be trainers or managers. Upper-level managers, middle managers, and supervisors need to be educated and trained to relate to both traits because their responsibilities bring them into contact with both types of employees daily. Employees of both types need to be educated and trained as well on how better to understand one another and to work together more effectively. NA individuals shouldn't be set apart as abnormal people but worked with to better the co-existence, cohesiveness, and productivity of the workforce. To not make an effort to educate all involved will not make a smooth-working organization.

The HR Department must begin this understanding and begin to implement changes. All individuals have something to offer an organization. With commitment to realizing why some individuals need more "pats-on-the-back" and constructive direction, organizations will realize their goals easier. The extra effort will pay back in keeping the NA committed to the organization, more satisfied in their jobs, improve their job performance, increase their chances for promotion, and lengthen their tenure. By causing less NA employees to leave the organization, countless dollars would be saved in recruitment and re-training. An HR department has the initial responsibility to educate and train all management and other personnel about the personality traits and about how the various traits affect the organization. However, one department can't handle the task
alone. All of management and all personnel must commit themselves to dealing with this priority.

**Purpose of the Study**

The purpose of this study was to determine the Affectivity traits of the sample and how the (PA) Positive Affect Trait and (NA) Negative Affect Trait are related to job performance, promotions, and tenure. The focus of this study was to test previous research findings and to determine if their results are true in another sample, and how the two personality traits may affect performance appraisals, promotions, and tenure within the work setting.

**Hypothesis**

The researcher expected to find that the Positive Affect Trait individuals have better job performance based on their performance appraisals, a higher rate of promotional possibilities shown by the firm's greater offering to these employees, and longer tenure based on their personal records than do the NA individuals.
Method

Subjects:

The participants for this study were taken from Talbot Industries, a subsidiary of Leggett and Platt of Carthage, Missouri. This firm is a manufacturing organization in Neosho, Missouri. Out of 300 surveys randomly given out by the HR department, 64 were returned (21.3%). Another part of the researcher’s sample came from the local college, Missouri Southern State College. Three professors participated in giving their college classes a total of 163 surveys. It was told to the subjects that only working students complete the survey. Ninety-six subjects returned them (58.8%). Two different service industries were asked to participate. One was a food service industry known as the Golden Corral Steak House in Neosho, Missouri. This organization was given 30 with 13 being returned. This resulted in a 43 % return. The other service industry included more professional employees. Eighty-two surveys were delivered to the home health and hospice departments of St. John’s Regional Hospital of Joplin, Missouri. Permission was not granted to have the hospital mail them out within their system through the in-house mail because of others who are also working on research projects; however, permission was granted to allow the home health and hospice departments to be sampled. Surveys were put in the mailboxes of each department. Forty-two out of 82 surveys were returned to one central location (51.2% return).

The entire sample that was completed and returned amounted to 215 out of 575 surveys sent out. This was a 37.4% response rate. The sample included 82 males (38.1 %) and 133 females (61.9%). There were three different kinds of organizations represented:
manufacturing, service, and sales. Of the manufacturing there were 80 subjects; the service industries had 125, and sales or "other" had 10. In the total sample 32 were in management, and 183 described themselves as staff.

**Measures:**

Data on the personality traits of the participants were gathered using the PANAS Affect Scale which assessed whether the subject was a positive affect (PA) or negative affect (NA) individual. This information was then compared to the number of promotions, the rating of their performance appraisals, and the tenure of service reported on the self-report survey. (See Appendix A for the survey form and the demographic questions.) The survey asked for the gender of the subject. There was also a question to determine what level of the workforce the subject was in. This was to determine if the subject was a line worker or manager or somewhere in between. Subjects were asked to indicate the kind of organization in which he or she worked. This study focused on manufacturing and service industries. The next question indicating the health of the subject was asked because of the propensity of the NA individuals to be sick and often to use this excuse to stay home from work. The survey asked how the subject was rated on their last performance evaluation by marking below standard, standard, or above standard. It is realized that many performance evaluations do not always focus on the correct problems. Many employees are appraised and evaluated in areas they have no control over. The problems generally is the process the organization uses. Therefore, the appraisal doesn't ask the right questions, or it incorrectly evaluates the employee. However, because so many still use the performance
appraisal system, whether an adequate system or not, it was decided to compare their personality trait to the rating this subject gave on the survey, nevertheless. Some organizations have revised the performance appraisal to more adequately show the performance of the individual employee and not the inadequate methods or processes the organization has allowed to continue. The rating of their performance was coded from the 3 areas of personality groups, the high PA group, the low PA group, and the NA group. Several surveys, however, were returned without any information given. Because of not having access to personnel records, the researcher did anticipate problems on this question. The discussion of these problems for this research will be dealt with in the discussion section. The coding for this question included the following: a "1" for no response or with no performance rating given, a "2" for below standard, a "3" for standard, and a "4" for above standard. A question on the bottom of the survey also asked the amount of promotions received in the last 5 years. This statement was filled in by the subject. After the survey was completed, the amounts were coded with a "1" for no promotions, a "2" for one promotion, a "3" for two promotions, a "4" for three promotions, and a "5" for 4 or more promotions. The subjects also indicated their tenure at the organization. It was coded by using the following: 1 month to 1 year = a "1", 1+ to 4 years = a "2", 4+ to 10 = a "3", 10+ to 20 = a "4", and 20+ or more = a "5." To keep from having overlapping time frames, this researcher used a " + " to indicate more than the amount of the previous time frame. This method eliminated the problem of having a returned survey subject's response in two time frames.
**Instrument:**

The instrument used was the PANAS Affect Scale. It is based on a five-point Likert scale. The survey took about 5 minutes for the subjects to complete. There are twenty adjectives, ten indicating the positive affect and ten indicating the negative affect. The instrument was developed by David Watson, Lee Anne Clark, and Auke Tellegen (1988). The developers began with 60 mood adjectives that were pure markers of either PA or NA; that is, terms that had a substantial loading on one factor and a near-zero loading on the other. The moods had to have a .40 or greater on the relevant factor. This reduced the descriptors to 10 for the positive and 10 for the negative trait. Other researchers have taken the test and in using it reported that the Watson, Clark, and Tellegen (1988) PANAS Affect Scale produced virtually identical results. The researchers of the PANAS scale stated this about their work, "We offer the Positive and Negative Affect Schedule as a reliable, valid, and efficient means for measuring these two important dimensions of mood" (Watson, Clark, and Tellegen, 1988, p. 1069). The researchers have developed only one scale but with seven different time periods that any researcher could use. These are the following instructions:

"We have used PANAS with the following time instructions:

- **Moment**: (you feel this way right now, that is, at the present moment)
- **Today**: (you have felt this way today)
- **Past few days**: (you have felt this way during the past few days)
- **Week**: (you have felt this way during the past week)
- **Past few weeks**: (you have felt this way during the past few weeks)
- **Year**: (you have felt this way during the past year)
- **General**: (you generally feel this way, that is, how you feel on the average)"

(Watson, Clark, and Tellegen, 1988, p. 1070).

The earlier time frames used in the instructions are to test for the "state" or mood of the
subject. As the time frames instruction gets longer, the personality trait of the subject is allowed to be tested. This researcher was looking for the personality trait of his subjects in comparison to performance, promotions, and tenure. So the instructions used the "general" instruction as seen on the sample survey in Appendix A. In the search for a useable validated survey instrument to use, this researcher received a survey Form S and a survey Form T both with pretest and posttest forms from other researchers. These two forms were not developed by Watson, Clark, and Tellegen. In further communication with the author, David Watson, it was discovered that these earlier survey forms were not part of the original (Watson, personal communication, January 20, 1995). See Appendix B for this letter from David Watson. The psychologist who sent them may have developed these for his own use and these forms were not used in this study. The PANAS uses a Likert Scale. Answers from a 1 to 5 were put next to the adjective that best described the feeling the individual has had during the last year. A "1" is very slightly or not at all, and a "5" is extremely. These scores were tallied for an indication which affectivity the individual taking the survey is. The adjectives which indicate the positive personality trait were added up as well as the adjectives indicating the negative personality. If the PA (positive affect personality) adjectives scored a higher score, this individual was than considered a PA. If the NA (negative affect personality) adjectives totaled a higher score, the person sampled was NA. The ten descriptors that show the positive personality trait include the following: "enthusiastic, interested, determined, excited, inspired, alert, active, strong, proud and attentive." The ten adjectives used in the PANAS to identify the negative personality trait are "scared, afraid, upset, distressed, jittery, nervous, ashamed, guilty, irritable, and hostile."
(Watson, et al., 1988, p. 1067). As the surveys were returned, the various positive and negative responses were tallied. These were then put into 3 different groups: a high PA group, a low PA group, and a NA group. Permission to use the copyrighted PANAS survey was granted by the American Psychological Association on January 31, 1995. (Refer to Appendix C for this permission letter.)

On the bottom of the PANAS survey seven questions were placed to receive demographic information (See Appendix A). These were placed in addition to the survey developed by Watson, Clark, and Tellegen, (1988). These questions asked information on gender, level in the organization, kind of organization, level of health of participant, rating on their last performance appraisal, number of promotions received in their present organization, and number of years worked in their present organization.

**Data Collection Procedures:**

The PANAS survey along with the seven demographic questions at the bottom was handed out to the sampled participants of Talbot Industries of Neosho, Missouri, Golden Corral Steak House, Missouri Southern State College business classes, and the Home Health and Hospice Departments of St. John’s Regional Hospital of Joplin, Missouri. Six hundred and seven copies were prepared but only 575 were given to be completed. Talbot Industries received 300; Golden Corral received 30. MSSC received 163 surveys, and the home health and hospice departments received 82. Instruction letters introducing the survey explained the reason for the questionnaire and thanked the subjects for their cooperation. (See Appendix D.) As surveys were completed, a collection box was put in
the HR office in businesses, and at college the surveys were collected by the instructors of each class and then put into a box which was provided. Talbot Industries returned 64 returns. Missouri Southern State College returned 96, and the Golden Corral Steak House returned 13.

The Home Health and Hospice subjects were given a different cover letter to reflect different instructions (Refer to Appendix E for the instruction letter.) Eighty-two surveys were delivered to the home health and hospice departments of St. John’s Regional Hospital of Joplin, Missouri. Permission was not granted to have the hospital mail them out within their system through the in-house mail because of others on the staff working on research projects; however, permission was granted to allow the home health and hospice departments to be sampled. Surveys were put in the mailboxes of each department. Surveys were returned and put in a manila envelope, marked surveys, in each department. The home health and hospice departments returned 42 surveys.

The instructions were to fill out the questionnaire using the 1 to 5 Likert scale for the PANAS scale. The seven demographic information questions required a check mark or circle of the appropriate choice. The samples gave information on gender, age, category of work, condition of health, number of promotions, years of service, and performance appraisal rating.

**Data Analysis:**

Descriptive statistics were used to present the demographic information on the bottom of the survey. Percentages were calculated on the gender (Refer to Figure 1), level
in the organization (Refer to Figure 2), type of organization (Refer to Figure 3), and level of health (Refer to Figure 4). Each of the 20 adjectives of the completed PANAS survey was calculated to determine which affect was higher. The results were then put into three groups: a high PA group, a low PA group, and a NA group. Each subject was typed as either PA or NA. Three T-tests were run on independent variables: 1) a test of high PA with the Low PA, 2) a high PA with the NA group, and a Low PA test with the NA group. To control for multiple statistical tests on the same data, the new p value became .016 for finding significance. Three Anova tests were run on the three dependent variables of job performance rating, tenure, and promotions of all three groups using the high PA, the low PA and NA groups as the independent variables. Significance in these tests were also lowered to the .016 significance level because of multiple tests. These tests compared the data of the performance evaluations, number of promotions and years of tenure to the affectivity of that individual to see if there was a statistically significant difference.
Results

The PANAS survey was given to 575 subjects. From this original population 215 subjects responded. The survey questionnaire was given to four different populations: a manufacturing plant, several college classes from which came a mix of manufacturing, service, and other (retail sales) participants, a food service industry, and several professional nursing departments. The entire sample (n = 215) resulted in the following gender differences: 82 were males and 133 were females. See Figure 1.

FIGURE 1.

Gender Of The Entire Sample
An effort by the researcher to learn the level within the workplace of each subject was made. The second demographic question asked for that distinction. The sample completed indicated 183 subjects were staff personnel and 32 subjects were in management. See Figure 2.

**FIGURE 2.**

**Level Of Subjects In The Organization**

Management (14.9%)

Staff (85.1%)

This researcher sought to get a mix of industries especially in the manufacturing and service industries. The subjects of the survey received at Missouri Southern State College produced several participants who were in sales along with other participants who marked the "other" response yet did not identify the type of industry. In the sample (N = 215) the three groups of industries were manufacturing, service, and other. The respondents in
manufacturing were 80. Those in service industries were 125, and other had 10 subjects.

See Figure 3.

FIGURE 3.

Type Of Organization

Number of Subjects

Type of Organization

Manufacturing  Service  Other
This study also sought to include the level of health. The survey included four responses: excellent, good, fair, and poor. Those subjects in the first two responses included 103 in excellent, and 96 indicated their health was good. This study actually was more interested in the last two choices. Table 1 shows the tabulation of the 15 respondents with a "fair" and the 1 subject who responded with "poor" on the survey. This table shows the amounts of all three groups, the high PA group, the low PA group, and the NA group. It also shows their responses to the job performance rating, their tenure at their organization, and promotions they received. Figure 4 is a graph of the entire sample’s level of health.

**TABLE 1.**

<table>
<thead>
<tr>
<th>Health Tabulation of the Fair and Poor Health Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fair (N = 15)</td>
</tr>
<tr>
<td>High PA Group</td>
</tr>
<tr>
<td>Low PA Group</td>
</tr>
<tr>
<td>NA Group</td>
</tr>
<tr>
<td>Poor (N = 1)</td>
</tr>
<tr>
<td>NA Group</td>
</tr>
</tbody>
</table>
The main focus of this study was to determine the positive or negative personality affectivity. In this sample (N = 215) calculation of the PANAS scores resulted in 204 PA’s (positive affect personality) and 11 NA’s (negative affect personality). The 204 PA’s were then separated into a high PA scoring group of 119 and a low scoring PA group of 85.
T-tests were then run to determine significance of these variables. The following combinations were run 1) the High PA group with the Low PA group, 2) the High PA group with the NA group, and 3) the Low PA group with the NA group. To control for multiple tests on some data, a .016 level of significance was set. The first 2 T-tests showed significance beyond the .016 level of significance. These will be shown in Table 2 and Table 3. The third combination shown in Table 4 was not significant.

**TABLE 2.**

<table>
<thead>
<tr>
<th>Variable Name</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>SE of the Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>High PA Group</td>
<td>119</td>
<td>40.82</td>
<td>3.95</td>
<td>0.36</td>
</tr>
<tr>
<td>Low PA Group</td>
<td>85</td>
<td>29.21</td>
<td>4.13</td>
<td>0.45</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>t value</th>
<th>Degrees of Freedom</th>
<th>2 - Tail Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.28</td>
<td>202</td>
<td>p = 0.0000</td>
</tr>
</tbody>
</table>

\[ t (202) = 20.28, \quad p = < 0.000 \]
### TABLE 3.

**T-Test for High PA Group and the NA Group**

<table>
<thead>
<tr>
<th>Variable Name</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>SE of the Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>High PA Group</td>
<td>119</td>
<td>40.82</td>
<td>3.95</td>
<td>0.36</td>
</tr>
<tr>
<td>NA Group</td>
<td>11</td>
<td>31.18</td>
<td>9.82</td>
<td>3.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>t - value</th>
<th>Degrees of Freedom</th>
<th>2 - tail Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.53</td>
<td>128</td>
<td>p = 0.000</td>
</tr>
</tbody>
</table>

\[ t(128) = 6.53, \ p = < 0.000 \]

### TABLE 4.

**T-Test for the Low PA Group and the NA Group**

<table>
<thead>
<tr>
<th>Variable Name</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>SE of the Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low PA Group</td>
<td>85</td>
<td>29.21</td>
<td>4.13</td>
<td>0.45</td>
</tr>
<tr>
<td>NA Group</td>
<td>11</td>
<td>31.18</td>
<td>9.82</td>
<td>3.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>t - value</th>
<th>Degrees of Freedom</th>
<th>2-tailed Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>-1.22</td>
<td>94</td>
<td>p = 0.23</td>
</tr>
</tbody>
</table>

\[ t(128) = -1.22, \ p = < 0.23 \]
The next analysis conducted was an ANOVA which was used to test the differences in three dependent variables in each of the independent variable groups which include the High PA, Low PA and the NA groups. The dependent variables used were performance ratings, tenure, and promotions gathered from the 3 different groups of scores. The level of significance was again set at the .016 level because there were 3 tests conducted. There were **no statistical differences** found in the relationship of these three groups. If the tests had been significant at the .05 level of significance, the relationship of tenure would have been significant. The Anova tests come from the following coding: In performance ratings a "no response" received a score of 1, below standard received a score of 2, standard received a score of 3, and above standard received a score of 4. The mean scores in Table 5 resulted in 3.48, 3.44, and 3.36. The results of the test show that the NA performance ratings are almost as high as the High PA.

In Table 6 the returned surveys were coded in the following manner: 0-1 year of work in an organization received a 1, 1+ to 4 received a 2, 4+ to 10 received a 3, 10+ to 20 received a 4, and 20+ years at an organization received a 5. The results of the mean scores as shown in Table 6 are 1.916, 2.141, and 2.727.

In Table 7 the data from the surveys was coded in the following manner:

- No promotions = 1
- 1 promotion = 2
- 2 promotions = 3
- 3 promotions = 4
- 4+ promotions = 5

The mean scores resulted in 1.983, 1.753, and 1.455 respectively.
**TABLE 5.**

Result of an ANOVA of the High PA Performance Rating, the Low PA Performance Rating, and the NA Performance Rating

<table>
<thead>
<tr>
<th>Analysis of Variance</th>
<th>Source Factor</th>
<th>DF</th>
<th>Sum of</th>
<th>Mean Square</th>
<th>F</th>
<th>Significance of F</th>
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<tbody>
<tr>
<td></td>
<td>Factor</td>
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<td>0.243</td>
<td>0.122</td>
<td>0.16</td>
<td>p = 0.856</td>
</tr>
<tr>
<td></td>
<td>Error</td>
<td>212</td>
<td>165.171</td>
<td>0.779</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>214</td>
<td>165.414</td>
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<td></td>
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<table>
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<th>Mean</th>
<th>St Dev</th>
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<tr>
<td>High PA Rating</td>
<td>119</td>
<td>3.4874</td>
<td>0.9376</td>
</tr>
<tr>
<td>Low PA Rating</td>
<td>85</td>
<td>3.4353</td>
<td>0.8230</td>
</tr>
<tr>
<td>NA Rating</td>
<td>11</td>
<td>3.3636</td>
<td>0.6742</td>
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**TABLE 6.**

Result of an ANOVA of the High PA Tenure, the Low PA Tenure, and the NA Tenure

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<tr>
<th>Source</th>
<th>DF</th>
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<th>p</th>
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</thead>
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<tr>
<td>Factor</td>
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<td>7.89</td>
<td>3.94</td>
<td>3.27</td>
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<tr>
<td>Error</td>
<td>212</td>
<td>255.65</td>
<td>1.21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
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<td>263.53</td>
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<table>
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<th>Mean</th>
<th>St Dev</th>
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<tr>
<td>High PA</td>
<td>119</td>
<td>1.916</td>
<td>1.054</td>
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<tr>
<td>Low PA</td>
<td>85</td>
<td>2.141</td>
<td>1.114</td>
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<tr>
<td>NA</td>
<td>11</td>
<td>2.727</td>
<td>1.421</td>
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</table>
TABLE 7.

Result of an ANOVA
of the High PA Promotions, the Low PA Promotions, and the NA Promotions

<table>
<thead>
<tr>
<th>Analysis of Variance Source</th>
<th>DF</th>
<th>Sum of Squares</th>
<th>Mean Square</th>
<th>F</th>
<th>p</th>
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<tbody>
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<td>4.58</td>
<td>2.29</td>
<td>1.62</td>
<td>0.201</td>
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<tr>
<td>Error</td>
<td>212</td>
<td>300.51</td>
<td>1.42</td>
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<td>Total</td>
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<table>
<thead>
<tr>
<th>Level</th>
<th>N</th>
<th>Mean</th>
<th>St Dev</th>
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</thead>
<tbody>
<tr>
<td>High  PA</td>
<td>119</td>
<td>1.983</td>
<td>1.295</td>
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<tr>
<td>Low  PA</td>
<td>85</td>
<td>1.753</td>
<td>1.068</td>
</tr>
<tr>
<td>NA</td>
<td>11</td>
<td>1.455</td>
<td>0.820</td>
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</table>
Figures 5, 6, and 7 show the results of the subjects performance rating, tenure, and promotions through graphs. In figure 5 "above standard" was scaled a 4, and "no response" (no response on the survey) received a 1.

**FIGURE 5.**

Subject's Performance Rating

![Bar graph showing levels of performance](image-url)
FIGURE 6.

Tenure In Subject's Organization

Number of Years In Their Organization

Number of Subjects

0-1 1+ to 4 4+ to 10 10+ to 20 20+
FIGURE 7.

Promotions In Subject's Organization

Number of Promotions Received

Number of Subjects

0 1 2 3 4 or more
Discussion

This research expected to find that the Positive Affect Trait individuals have better job performance based on their past performance appraisals, a high rate of promotional possibilities shown by the firm's greater offering to these employees, and longer tenure based on their personal records than do the NA individuals. Based on the statistical evidence of this research, this hypothesis was not substantiated. There were select surveys of both PA and NA subjects in which the hypothesis held true but not in the overall research.

Limitations of the study:

There may have been several reasons for the above outcome. Because this research could not be done on-site to use personnel records to check ratings on performance, the survey responses may not have always been an honest answer. Respondents may not wish to admit even to themselves that their performance is less than above standard. Figure 5 indicates that most subjects indicated a "above standard" or "standard" performance rating. Very few returned surveys with a NA Affectivity rated themselves as below standard. To get a correct answer on the subject’s accurate performance, personnel records would have to be accessed.

NA Affect employees did show fewer promotions. Two of the NA Affect respondents indicated 2 promotions; the remaining indicated no or zero promotions. However, many of the PA Affect respondents also showed a small number of promotions
possibly because of the lower tenure at that organization. Another problem may have been the wording chosen for getting a response on the subject’s promotion. Promotion may have different meanings to different employees. The returned survey resulted in several subjects who wrote down for the survey question on tenure that they had worked for 1 year or less, and yet they had received 2 or 3 promotions. This misunderstanding of promotions was not what the researcher had in mind when the question was developed and put on the survey. Many employees get quick pay raises after a short probation of 3 months work, and some get another after working 6 months of employment. Even though this merit raise is a type of promotion, the researcher was looking for a status or position change as a promotion. To get this concept across, better wording of the question certainly needed to be written and used on the survey questionnaire.

Many PA subjects respondents indicated they remain longer at an organization, but as a whole group this did not hold true. Subjects from the college classes may have only begun to work, so their tenure was not high. The surveys from the home health and hospice hospital departments did indicate a high tenure. In examining the NA subjects that returned surveys, two subjects indicated employment longer than 10 years, but it is also true, nevertheless, that within the group of NA subjects over 82% of the subjects had low tenure of less than a year or less and showed from 0 to 1 promotion over the time frame worked in that organization. This finding does confirm earlier research (Helmreich, et al., 1986, p. 187; Ostroff, 1993, p. 78; and Cropanzano, et al., p. 599).

Another finding was the confirmation of employee health. Table 4 is a tabulation of those subjects that indicated a "fair" or "poor" health. Four-fifths of these respondents
who indicated a "fair" or "poor" health were a part of the Low PA or NA groups of subjects. Over half of this same group indicated lower performance ratings. Tenure for these subjects was low; over half of those subjects had worked fewer than 3 years at their organization. A total of 12 out 15 responses with this question responded with low tenure statistics. Within this same group promotions, too, were non-existent. Eighty percent indicated one or no promotion even if the question was thought of as a pay-raise instead of higher position or status within the company. NA and Low PA individuals are consistently worried about their health and often use it as an escape from work and reality (George, 1992; Brief, et al., 1993; Newton, et al., 1991; and Decker, 1993). This study seems to substantiate the findings of the above researchers as well; however, future research may continue to explore this concept. This aspect of the NA and Low PA employee's personality certainly has a bearing on their performance, tenure, and promotion.

This study focused on finding the PA (positive affect) and the NA (negative affect) employees. The PANAS survey did a great job in showing positive and negative personalities. This study expected to find a greater number of NA returns. Because few NA Affect individuals completed the survey, it was difficult to study how their personality affected their performance, promotion, and tenure. The reason may be in the characteristics of the Negative Affect personality. NA individuals and employees are by nature skeptical and aloof to any type of survey or questionnaire. Maybe they were afraid someone might read it, or possibility that the survey even though unidentified may somehow expose them. These are common fears for the NA employees. Any new situation is approached negatively and is interpreted as only being an intrusion on their already stressful environment. When
the survey was passed out to be completed, these emotions may have gone through the NA employee’s mind. An important finding of this study could be the confirmation that **High NA employees** and **moderate NA employees** do not fill out surveys and questionnaires! At least unless this employee feels under obligation from his department or supervisor or maybe is "paid" to do so, surveys are a nuisance to this person, and completing a questionnaire is done under reluctance.

This research may have shown different results if access to personnel records would have been possible. This would then confirm the subjects performance records, tenure in that organization, and the number of promotions of status he or she received through the course of work at that organization. This accurate information, then, could then be applied to the affectivity the PANAS survey would discover. There is difficulty in getting this information from subjects honestly in a self-report survey.

**Discussion of findings:**

Nevertheless, with the responses that were received, **significant findings** were found. The first T-test showed results of a very high level of significance ($p = < 0.000$) between the very High PA and the Low PA subjects. There is a definite statistical difference between the High PA and Low PA subject. The second T-Test also indicated a high level of significance between the High PA group and the NA group of subjects. This test, too, resulted in a $p = < 0.000$. The last t-test, however, was not significant. This test was between the Low PA group and the NA group subjects. Even though the Low PA Group were considered to be Positive Affect personality, their characteristics have been
found in earlier research to have similar characteristics to the NA individual and employee. In Jennifer George's (1992) research article, "The Role of Personality in Organizational Life: Issues and Evidence," this concept was discussed. There are "degrees" of NA and PA traits in human personalities (George, 1992, p. 188). This study indicates that NA employees can be either High or Low and that PA employees can also be High and Low. Because personality is so complex, one cannot say all people, individuals, and employees are either a Positive or a Negative person. There are steps and degrees to each personality. The results of this present research has found the same to be true. In referring back to Table 8, one can see the same characteristics of both the Low PA and NA groups are similar, and this is how these types of employees respond in the workplace as well.

Suggestions for future research:

There are several areas that may have been improved in this study:

1) If access to performance appraisals could have been received, this study would have been more accurate. Using the self-report method allows subjects to put down a "haloed" report of the rating they may actually have received. Not all responses were misleading, but those that were haloed may have influenced the results to have less significance.

2) Another suggestion for additional study may be to try to eliminate the misunderstanding on the term "promotion." Design of the question on number of promotions with specific instruction as to the meaning of the term for that study would be helpful. Some subjects answered that question on the present survey with the
understanding that the question on promotion referred to pay raises. The meaning planned for this study was for promotion to mean a status or position change. Because that distinction was not made clear, mixed responses were given.

3) A third suggestion for future study may be to the restructure the survey and the administration of the survey. Directions contained in the cover letters could have been clearer. Administration of the survey may have been part of the problem as well. Because in all sites, that the survey was administered, none would allow the researcher to give and collect the survey; some subjects may have been fearful of a supervisor or manager reading the completed survey even though they were unidentified. The surveys given out at the college classes were probably shielded from this feeling. It would be to no advantage for the professor to "look" at them; the subjects were not employed by their professor. In all collection sites the completed survey was either collected and put into a box provided by the researcher, or the surveys were put into a manila envelope.

4) Future research may design a study that would not require multiple tests to test significance. In doing so, the level of significance could be left at the .05 level of significance.

5) Studies need to be conducted, if possible, in a controlled environment. If the researcher could have had access to a HR Department with permission to check for rating on performance, tenure, and promotion by authority from management on all personnel, the outcome might have showed different results. Other studies have already shown that a PA employee has more success in his job, longer longevity, and greater amounts of promotion, but little research has been conducted on the Low PA employee. This group is
substantial percentage of the workforce. As discussed earlier in the literature review section of this thesis, the PANAS survey could be used within a HR Department or within any department whose supervisors wish to learn about his or her employees. In this type of setting employees could be typed into the various personalities that each possess. This information could then be used to help manage the employees to their full potential.

6) More research needs to be conducted with the NA employee as well as the Low PA employee and how to better manage these types of employees since both groups are very similar. Research studies need to be developed to further examine the characteristics of both the NA and Low PA employee’s health problems and what could be done to alleviate those health problems. HR department personnel and managers have much to learn in how to handle and deal with these employees who one day may be easy-going and enthusiastic and the next be stressed out, apathetic and ready to leave the organization.
Conclusion:

All organizations would operate smoothly if all its employees were positive trait personalities, but, in fact, no business or organization has this option. Every organization has a mix, with some firms having more and some less, of both PA and NA employees. The Low PA and NA employees can’t be screened out at the time of employment, but all HR managers, upper-level management, department managers, and supervisors would benefit by knowing what affect and personality each of their employees has after they become part of their organization. This knowledge would help management to understand the actions and thought patterns of his or her employees. Low PA and NA, though similar, are still different. NA employees are even more stressed by their work environment, and it depends at what level the Low PA employees are that will affect their daily work.

Both personalities need more understanding, support, encouragement, and motivation. Of course, High PA thrive on these elements as well, but they can do excellent work with a smaller amount. Because the more difficult Low PA and NA employees will often be on committees and workteams, it is important for managers and supervisors to know what their employee’s affectivity is. A workteam manager that is a NA Affect personality may feel everyone in his or her department is against him or her, or he or she may not be able to handle the stress or be able to make decisions. All management needs to be trained in how to deal with each of the personality traits and what to look for in each employee. This is mainly the HR department’s responsibility. Through constructive direction and understanding, organizations can operate and work together more smoothly and the mission of each organization can more easily be reached.
References


Decker, Patricia J. and Borgen, Fred H. (1993). Dimensions of Work Appraisal: Stress,


Appendix A

The PANAS Survey

Listed below are a number of words that describe different feelings and emotions. Read each item and then mark the appropriate answer in the space next to that word. Indicate to what extent you generally feel this way, that is, how you feel on the average. Use the following scale to record your answers:

1 very slightly  2 a little  3 moderately  4 quite a bit  5 extremely or not at all

_________ interested  __________ irritable
_________ distressed   __________ alert
_________ excited      __________ ashamed
_________ upset         __________ inspired
_________ strong        __________ nervous
_________ guilty        __________ determined
_________ scared        __________ attentive
_________ hostile       __________ jittery
_________ enthusiastic  __________ active
_________ proud         __________ afraid

Please check the correct response to the following questions or complete the blank:

1. Gender: _____Male  _____Female

2. Level in the organization: _____ staff  _____ management

3. Kind of organization: _____manufacturing  _____service  _______other (specify)

4. Your level of health: _____excellent  _____good  _____fair  _____poor

5. Rating on your last performance appraisal:
   _____ below standard  _____ standard  _____ above standard

6. Number of years worked at this organization: _________

7. Number of promotions in this organization: _________

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Appendix B

THE UNIVERSITY OF IOWA

January 20, 1995

Larry Haas
Box 139
Newton, MO 64853

Dear Larry:

There are no official "Form S" or "Form T" versions of the PANAS—those copies that you got from Joe Stokes apparently are forms that he created himself. It makes sense that "Form S" would be a state measure and "Form T" would be a trait measure, but without actually seeing them I couldn't say for sure. In any event, the important point is that because you are interested in trait affect, you should administer the "general" form of the PANAS in which subjects rate to what extent "you generally feel this way, that is, how you feel on the average" [see the Appendix on p. 1070 of the enclosed article on the PANAS scales]. Because you are interested in traits, don't worry about "pretests" and "posttests"; these are used when you want to study the effects of a mood manipulation, for example, assessing mood both before and after vigorous exercise. For your purposes, all you need to do is to administer the instrument once.

Again, good luck with your research.

Sincerely,

David Watson
Professor of Psychology
Appendix C

Box 139  
Newtonia, Mo. 64853

January 16, 1995  
American Psychological Association  
750 First Street, NE  
Washington, DC 20002

Dear Sir:

This letter is to ask for permission to use David Watson's PANAS scales in my master's research thesis. This topic has been extremely interesting to me. I've already received through Mr. Joe Stokes, Professor of Psychology at the University of Illinois, a copy of Form S and Form T along with the pretest and posttest of both. Is there a general form?

David Watson has written me stating I should use the Trait form if I would like to test for the Positive Trait or Negative Trait of subjects in relation to personality.

Please send me a copy of the scales. Let me know if there is a charge.

Thanks for your quick response.

Sincerely yours,

Larry Haas

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[Signature]

Permissions Office  
American Psychological Association
Appendix D

Box 139
Newtonia, Mo. 64866

February 8, 1995

Hello:

Thank you for agreeing to participate in my master’s research project. My name is Larry Haas. At present I am pursuing a Master’s Degree in Human Resources from Ottawa University Kansas City. In this study I plan to study work attitudes.

Please do not identify yourself in any way on the survey form. Your response is completely anonymous, and the data gathered will be grouped and used strictly for this research project alone. I will be the only one who will be reading and using the data you are going to give me. Please take 5 minutes to complete this questionnaire. To save on mailing costs after you have finished, fold it in half and return the survey to the individual who handed it to you to fill out.

If you wish to receive a copy of the results of this study, a copy can be received after June, 1995, by writing to me at: P.O. Box 28, Stark City, Missouri 64866.

Sincerely yours,
Appendix E

Box 139
Newtonia, Mo. 64866

February 9, 1995

Hello:

Thank you for agreeing to participate in my master's research project. My name is Larry Haas. At present I am pursuing a Master's Degree in Human Resources from Ottawa University Kansas City. In this study I plan to study work attitudes. St. John's HR has given me permission to conduct this survey in the home care department.

Please do not identify yourself in any way on the survey form. Your response is completely anonymous, and the data gathered will be grouped and used strictly for this research project alone. I will be the only one who will be reading and using the data you are going to give me. Please take 5 minutes to complete this questionnaire. To save on mailing costs after you have finished, fold it in half and leave the survey with your supervisor. Please complete this survey by February 15.

If you wish to receive a copy of the results of this study, a copy can be received after June, 1995, by writing to me at: P.O. Box 28, Stark City, Missouri 64866.

Sincerely yours,