

DISPOSITIONAL AND SITUATIONAL FACTORS THAT EXPLAIN INDIVIDUAL JOB SATISFACTION, STRESS, AND COMMITMENT: AN EMPIRICAL TEST.

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ABSTRACT.

This paper attempts to empirically analyze the effect of dispositional and situational factors on three work-related attitudes (i.e. job satisfaction, commitment, and stress). A theoretical model is proposed and nine hypotheses are defined. The nine hypotheses are tested using structural equation modeling and the data of the 1997 national workforce survey. Six of the nine hypotheses are supported, and additionally, three competing models are proposed to decide which is the best one. Important conclusions and suggestions are proposed at the end of this research.

Keywords: Situational approach, dispositional approach, social network, job satisfaction, commitment, and job stress.

I. INTRODUCTION.

Scholars within the fields of industrial psychology, organizational behavior, and human resources have paid a lot of attention to three central topics: job satisfaction, organizational commitment, and job stress (O'Reilly, 1990; Mowday & Sutton, 1993; Wilpert, 1995; Rousseau, 1997; Gephart, 2002). For many decades these topics have been discussed in the major journals of industrial psychology and organizational behavior. Today, several issues have recently emerged that make the analysis and discussion of these three topics very relevant. Changes in the workplace context (e.g. technology, task complexity, task autonomy, employee empowerment, and so on), and changes in the workforce diversity (e.g. level of education, race, gender, and so on) are some of the important issues that give rise to the need to reanalyze these three important topics.

Within the field of organizational behavior (OB), most of the research during the last decade has been centered on micro-OB topics, of which work-related attitudes (i.e. job satisfaction, commitment, and self-reported stress) have been the most important (O'Reilly, 1990). Work attitudes are typically defined as a positive or negative evaluation about aspects of one's

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work environment (O'Reilly, 1990). Three new areas of research have emerged regarding work attitudes: the exploration of the basic nature of affect in the work place, the exploration of the relationship between moods and work outcomes, and the study of the expression of emotion at work (Heath & Sitkin, 2001; Gephart, 2002).

Some empirical evidence has been found in regard to these three work-related attitudes. First, **job satisfaction** has been one of the most important topics debated among organizational researchers. The discussion has centered on the ability or power of job satisfaction to explain the variation of several organizational outcomes. In the literature, job satisfaction has been shown to be a good predictor, most notably, for absenteeism, turnover, organizational citizenship, and organizational performance. Job satisfaction has been defined as a positive or negative attitude held by individuals toward their job (Ostroff, 1992). It involves several basic components, which are specific beliefs, behavior tendencies (intentions), and feelings (Weiss & Cropanzano, 1996). Job satisfaction is not consistently linked to performance. Researchers continue to explore the antecedents and consequences of job satisfaction. Some studies have reported a positive association between age and job satisfaction, and several other demographic variables have been studied with regard to this construct. The literature disputes the degree to which job satisfaction may be dispositional or situational. Staw and his colleagues (1984 or 1986?) provide evidences that affective responses to work may be stable over time and across jobs. On the contrary, Arvey *et al* (1982) reported that 30% of the variance in job satisfaction was due to genetic factors. Interesting issues arise from this controversy about the cause and consequences of job satisfaction. This paper attempts to analyze the situational and dispositional factors that may affect the level of job satisfaction.

Second, **job commitment** is a concept whose definition is still confused and unclear (O'Reilly, 1990; Siders, M. George, G. & Dharwadkar, R. 2001). What is commitment and how does it differ from similar constructs, such as job involvement and satisfaction? Commitment is mainly defined in terms of an individual's identification with and involvement in a focal organization (Mowday y Sutton 1993). Its measurement includes an assessment of motivation, the intent to remain, and identification. Scholars have discussed the multidimensionality of this construct at length (Siders, M. George, G. & Dharwadkar, R. 2001). One group of scholars argues that there are two types of commitment: one attitudinal (reflecting identification) and another behavioral (indicating an intent to stay), whereas other scholars have identified one dimension for affective commitment and two dimensions for continuance commitment. Moreover, scholars suggest distinguishing commitment (psychological attachment resulting from identification and internalization) from compliance (instrumental attachment similar to continuance commitment). Many studies have shown that organizational attributes such as structure, human resources practices, reward systems, and leadership may affect individual commitment. Several socialization experiences lead to behavioral commitment and are often found in high-involvement organizations. Finally, research findings continue to show that higher levels of commitment are related to lower turnover intentions, lower actual turnover, and higher job performance. In this paper I attempt to see whether job satisfaction and job stress are sources of job commitment, thereby constituting an important step in improving our understanding about the situational and dispositional antecedents

of individual commitment as well as its relationship with the other work-related attitudes.

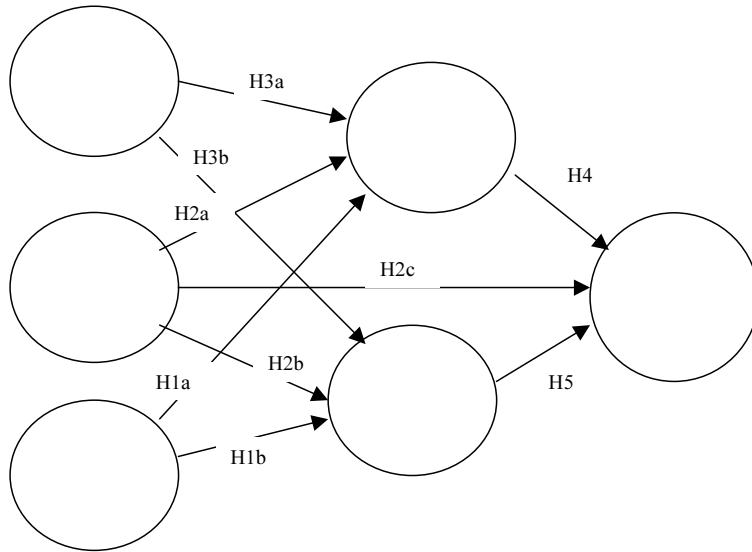
Finally, **job stress** constitutes the third micro-OB topic that has been largely studied in the last decades (O'Reilly, 1990). Some evidence shows a relationship between certain aspects of job design and increased stress. Other scholars have shown that stress is a function of the control of working conditions. Few researchers have studied whether a certain individual's personality aspects are related to stress (Mowday & Sutton, 1993). Therefore, this paper attempts to explain that there are situational and dispositional factors that may explain the level of stress in the workplace. To that end, this research not only constitutes a reexamination and confirmation of how contextual factors influence individual stress, but an important step in the study of dispositional aspects that may influence job stress as well.

In summary, this paper attempts not only to empirically analyze whether dispositional and situational factors influence job satisfaction, individual commitment, and job stress, but to analyze whether these three work-related attitudes are interrelated amongst each other. To achieve these objectives, in the first part of this article I propose a theoretical model that shows situational and dispositional factors as the main sources that affect the three work-related attitudes. Several hypotheses are defined during the discussion of this model, which are tested at the end of this article.

II. THEORETICAL MODEL AND HYPOTHESES.

According to Ostroff (1992), there may be three explanations for possible sources of work-related attitudes: **dispositional approach, situational approach, and social network theory**. The essential ideas that emerge from these theories are that individuals possess personal characteristics (i.e. traits) that significantly influence their affective and behavioral reactions in organizational settings, and that vocational satisfaction and achievement are affected by the degree of congruence between an individual's personality, the work's environmental characteristics, and the social network in which the individual is embedded (Davis-Blake & Pfeffer, 1989). In the following paragraphs I will briefly explain the proposed theoretical model using these theories, pointing out their main theoretical contribution to explain the three work-related attitudes: job satisfaction, commitment, and job stress.

FIGURE 1
THEORETICAL MODEL THAT EXPLAINS THE CONTEXTUAL AND
DISPOSITIONAL SOURCES OF JOB SATISFACTION, STRESS,
AND COMMITMENT.



First, the *Dispositional Theory* has gained a huge following among organizational researchers for its explanation of attitudes and behaviors in organizations, and several studies have been done in this direction (Davis-Blake & Pfeffer, 1989; Staw, Bell, & Claude or Clauden? 1986; House, Shane & Herold, 1996; Kristof, 1996; George, 1992; Schneider, Goldstein, & Smith, 1995). This theory argues that several personal characteristics, individual differences (e.g. traits, demographic characteristics), and unobservable mental states or dispositions (e.g. needs, values, attitudes, and responsibilities) are the main sources for explaining work-related attitudes and behavior in organizations (Staw, Bell, & Claude or Clauden?, 1986). The terms *dispositions and individual differences* are widely used, but not well-defined. Dispositions are psychological characteristics of an individual (i.e. personality characteristics, need states, attitudes, preferences, and motives), as opposed to physical or other objectively assessed individual characteristics (age, gender, marital status). Dispositions are viewed as tendencies to respond to situations in a particular and predetermined manner. Such tendencies vary in their temporal stability, activation state, and usefulness in

explaining behavior (House, Shane & Herold, 1996). Thus, scholars suggest that there is a strong correspondence between individual characteristics and attitudinal or behavioral constructs. Considering this, I argue that dispositional factors constitute an important source that may predict both individual satisfaction and stress level. On the one hand, considering the definition provided by Ostroff (1992), job satisfaction is a positive or negative attitude held by individuals toward their job. It is highly likely that the individual's personality (egocentric, extroverted, introverted, and so on) may direct whether a person may or may not hold certain beliefs, behavior tendencies (intentions), and feelings (Weiss & Cropanzano, 1996) regarding a given job. On the other hand, literature from psychology argues that different personality types may influence the degree to which a person would be stressed. For instance, an extroverted person may suffer less job stress than an introverted person because the extroverted person would spend more time doing many and diverse activities with coworkers, friends, and relatives that would decrease the likelihood of being stressed. Considering the above arguments, the following hypotheses are proposed:

H1a: The individual's characteristics (i.e. demographic, psychological) will positively affect job satisfaction.

H1b: The individual's characteristics (i.e. demographic, psychological) will positively affect job stress.

Do individual dispositions significantly influence behavior? Are dispositional forces sufficient to predict and explain job satisfaction and stress? During the last decades, there has been a great dispute about the validity of the dispositional theory. In spite of the large amount of research about dispositional theory, there are several critiques that show the explanatory power of the dispositional approach to be very weak. For instance, House, Shane & Herold (1996) argue that the dispositional approach has several important weaknesses. Firstly, the dispositional effects are more likely to surface in "weak" situations and are less likely to operate in "strong" situations. Secondly, individuals are unstable and adaptive, which is the contrary argument of the dispositional approach. Thirdly, the dispositional approach has several conceptual and methodological concerns. For instance, this approach argues that the disposition nature is non-adaptive.

Secondly, the *Situational Theory* mainly argues that organizational context is the most important factor influencing job satisfaction (Kristof, 1996). According to Weiss & Cropanzano (1996), the environmental condition or the organizational context is one of the major causes of the individual's attitude. The organizational setting (i.e. structural factors, rewards systems, job design, work setting, goals) constitutes a strong factor that heavily impacts individual attitudes and behavior (Davis-Blake & Pfeffer, 1989). Davis-Blake & Pfeffer (1989) found evidence that environmental factors might change the level of the individual's moods. Work conditions exert a strong effect upon individual affective states (Ise or Isen?, & Baron, 1991). There are several theoretical frameworks that take into account the environmental factors influencing individual behavior. One of the most important frameworks for explaining the relationship between a person's behavior and an organization's environment is the P-O fit

framework (Kristof, 1996). Therefore, past research has not rejected environmental factors as some of the main influences on work-related attitudes, such as job satisfaction, individual commitment, and stress. Thus, according to the situational approach, I predict the following hypotheses:

H2a: Organizational context will positively affect job satisfaction.

H2b: Organizational context will negatively affect job stress.

H2c: Organizational context will positively affect organizational commitment.

Finally, the third theoretical approach is social network theory, which is defined as the network of persons in which the individual is embedded (Scott, 1991; Mizruchi & Galaskiewicz, 1993). The quality of the relationship between the individual and his/her social network is proposed as a predictor of personal satisfaction and stress. This approach highlights the role and effect of those entities (e.g. organization and groups) that are very close to the person, including friends, family, and related individuals (e.g. professional association group) who have similar motives and characteristics. This paper centers its attention in family factors as a predictor of personal satisfaction and stress. Given the incorporation of women into the workforce, the family-work relationship has been one of the major issues currently studied. The family context is, therefore, one of the possible factors that may directly affect work-related attitudes. In this paper, I hypothesize that family factors directly affect job satisfaction and job stress. Therefore, the hypothesis is as follow:

H3a: Family context will affect the level of job satisfaction negatively.

H3b: The family context will affect the level of job stress positively.

Moreover, commitment is an attitude affected after job satisfaction and stress are affected. Scholars argue that it is important to distinguish between attitudinal commitment (reflecting identification) and behavioral commitment (indicating an intent to stay). It is highly likely that both types of commitment may be affected as a consequence of job satisfaction being affected. For instance, a person who is highly satisfied with his/her job is going to be more committed to the organization. However, a person who is living a high level of job stress will be more willing to exit the organization and look for a new and less stressful job. Therefore, I hypothesize the following:

H4: Organizational commitment is positively affected by the level of job satisfaction.

H5: Organizational commitment is negatively affected by the level of job stress.

III. METHODS.

III.1. Sample and Data.

The original sample is composed of 3551 employed adults, 2877 of which were age and salaried workers. The data were collected between March 14 and July 27, 1997, through a structured interview, using computer-assisted telephone interviewing (i.e. CATI) for a nationwide cross-section. This database is called the *National Study of the Changing Workforce (NSCW)*. After eliminating missing data from the sample (2877 respondents), the sample size was 850 respondents, which is a good enough sample to use maximum likelihood estimation (MLE) in the statistical method of structural equation method.

Firstly, the original sample presented the problem of **missing data**. From the original sample (2877), a total of 2027 cases were dropped that presented one of more missing data. To test the assumption of data **normality**, I evaluated the kurtosis and skew for each measurement; all presented a kurtosis <10 and a skew <3 , indicating that the data is distributed normally. The existence of **outliers** in the data was tested via Cook's distance and Mahalabonis distance. The Cook's distance, less 0.015, complies with the rule that says that if the Cook's distance is greater than 1, the data presents outliers and influential points (Myers & Well, 1995). The Mahalabonis distance squared is greater than 30 for all measurements, and the probability that any value be greater than Mahalabonis distance-square is less than 0.1%. Therefore, the data do not contain **outliers and influential points** that may be causing problems in the estimation of the model's different parameters.

Furthermore, performing Multiple Regression Analysis, I obtained two co-linearity statistics (i.e. tolerance indicator, and variance inflation factor or VIF) for each measurement. The tolerance indicators are greater than 0.7, which meets the rule that states that tolerance indicators must be greater than 0.1 to argue that they do not have multi-co-linearity. Further, the VIP is less than 2, which also meets the rule that states that measurements with a VIP <10 do not have multi-co-linearity. Therefore, the different measures are not **multicolinear**. Moreover, to test the level of independence between the measures, I performed the Durbin-Watson indicator, which was equal to 1.93. According to the statistics guideline, the Durbin-Watson must be around 2 to conclude that the measurements are independent (Myers & Well, 1995). Therefore, I can conclude that the measures are neither multi-co-linear nor dependent.

Therefore, the data and the measurements, over all, meet the minimum assumptions related to normality, outliers, multi-co-linearity, and independence. In other words, the results obtained will be trustworthy and without problems in the estimation of the different parameters.

III.2. Constructs and Variables.

Endogenous Constructs and Variables.

The theoretical model presented above has three endogenous constructs: job satisfaction, job stress, and organizational commitment. **Job satisfaction** is the first endogenous factor that was defined with two variables measuring two different aspects of the construct: (1) a general measure of job satisfaction, and (2) a specific measure of job satisfaction, which was related to the opportunities of learning within the organization. Both observed variables were measured on a four-point Likert scale. This construct presented a good level of reliability ($\alpha=0.73$), meeting the minimum requirement ($\alpha>0.7$). Job stress was composed of three items from the survey: (1) How often during the past three months have you felt burned out or stressed by your work? (2) How often are you bothered by minor health problems such as headaches, insomnia, or an upset stomach? and (3) During the past three months, how often have you felt nervous and stressed? These items assess a person's stress level. This construct has also shown a good level of reliability ($\text{Alpha}=0.75$), which met the minimum requirement. Finally, the latent variable organizational commitment was assessed by a single item because it was the only one available in the data base.

III.3. Exogenous Constructs and Variables.

Three exogenous constructs are defined in the model, reflecting each of the three approaches discussed earlier (situational, dispositional, and social network). The first exogenous construct was the **organizational context**, which was composed of thirteen indicators. These indicators are related to several characteristics of the job performed by an employee: flexibility, autonomy, level of demand, learning opportunity, creativity, meaningfulness, skill requirements, ethics, organizational benefits, training opportunity, treatment, recognition, and support. This construct showed a good level of reliability ($\text{Alpha}=0.73$), meeting the minimum requirement. The second exogenous construct was the **family context**, which was assessed for observed variables. The four family context-related variables were: (1) amount of work performed at home, (2) work-family conflict, (3) satisfaction with his/her partner, and (4) amount of time spend with the family. The reliability of this construct does not meet the minimum requirement ($\alpha=0.6$). In spite of that, Nunnally (1978) suggested that alphas all equaled or exceeded the values, $\alpha=0.6$, as appropriate for exploratory research. Finally, the last exogenous construct was individual characteristics, measured by three indicators: gender, race, and marital status. This construct does not show a good reliability measure.

IV. ANALYSIS AND RESULTS.

IV.1. Structural Equation Methodology.

Hypotheses were tested using AMOS (version 4.0) structural equation modeling software and the two-stage procedure recommended by Anderson and Gerbing (1988). The first stage involved an estimation of the measurement model using confirmatory factor analysis (CFA) to determine convergent and discriminant validity. Stage two of the modeling process involved comparing the theoretical model (Model 1) with the measurement model (Model 2). Based on the results of this test, the theoretical model was then used to provide path coefficients for the hypothesis test.

IV.2. Overview of Structural Modeling Results.

Table A reports means, standard deviations, and correlations between all variables (see Appendix). The correlations provide initial evidence of good convergent and discriminant validity. In the Appendix is also reported the measurement model (Figure A) and the Theoretical model (Figure B). Table 1 presents the results of the confirmatory factor analysis performed in the first step in the Anderson & Gerbing (1988) approach. Factor loading and its respective p-value (P) are included for each variable. All items loaded on their predicted factors with a loading of 0.30 or better, with the exception of four indicators of organizational context and one indicator of individual characteristic.

TABLE 1
FACTOR LOADING.

Constructs	Observed Variable Name	Loading	P (*)
FAMILY CONTEXT	WORK AT HOME	-0.313	0.0000
	WORK-FAMILY CONFLICT	0.672	0.0000
	TIME FOR FAMILY	0.734	0.0000
	SATISFACTION WITH PARTNER (i.e. spouse)	-0.344	0.0000
ORGANIZATIONAL CONTEXT	WORK FLEXIBILITY	-0.270	0.0000
	WORK AUTONOMY	0.507	0.0000
	WORK DEMANDING	-0.120	0.0010
	WORK LEARNING OPPORTUNITY	0.336	0.0000
	WORK CREATIVITY REQUIREMENT	0.405	0.0000
	WORK MEANINGFUL	0.624	0.0000
	WORK SKILL REQUIREMENTS	0.609	0.0000
	WORK ETHIC	-0.277	0.0000
	JOB BENEFITS (Child care)	-0.120	0.0010
	JOB TRAINING	-0.222	0.0000
	JOB TREATMENT	0.642	0.0000
	JOB RECOGNITION	0.575	0.0000
JOB SUPPORT	0.579	0.0000	
INDIVIDUAL CHARACTERISTICS	GENDER	0.762	0.0000
	STATUS (i.e. married, divorce, single, etc)	0.263	0.0000
	RACE	0.069	0.1340
JOB STRESS	STRESS BURNED	0.777	0.0000
	STRESS HEALTH PROBL	0.567	0.0000
	STRESS NERVOUS	0.781	0.0000
ORGANIZATIONAL COMMITMENT	JOB COMMITMENT 1	0.154	0.120
	JOB COMMITMENT 2	0.011	0.140
JOB SATISFACTION	J SATISFAC	0.783	0.0000
	J SATISFLEARNING	0.683	0.0000

Source: Own Elaboration getting from EMOS results.

(*) p-value <0.01 are significant.

The chi-square statistic and goodness-of-fit measures for measurement models indicate that Model 1 is a poor model ($\chi^2 = 1549.84$, $p < .0001$, $df = 289$, comparative fit index (CFI) = .80, adjusted goodness-of-fit index (AGFI) = .84, standardized root-mean-square residual (SRMSR) = .07, root-mean-square error of approximation (SRSEA) = .07). Values

of .90 and above on the AGFI are considered desirable, and values of .95 or above on the CFI are considered strong evidence of practical significance. SRMSR and RMSEA values of .05 or less are also considered indicators of good fit. Based on this requirement, even though the model does not meet all the recommended values accurately, the values are pretty close, which leads to the conclusion that the model fit poorly.

IV.3. Results of Hypothesis Tests.

Table 2 presents results for the theoretical path model, which is illustrated in Figure 1. The first, second, third, and fourth columns represent the path description, coefficients, Z-statistics, and p-values, respectively.

TABLE 2
RESULTS OF HYPOTHESIS TESTS BASED ON THE THEORETICAL MODEL PRESENTED IN FIGURE 1.

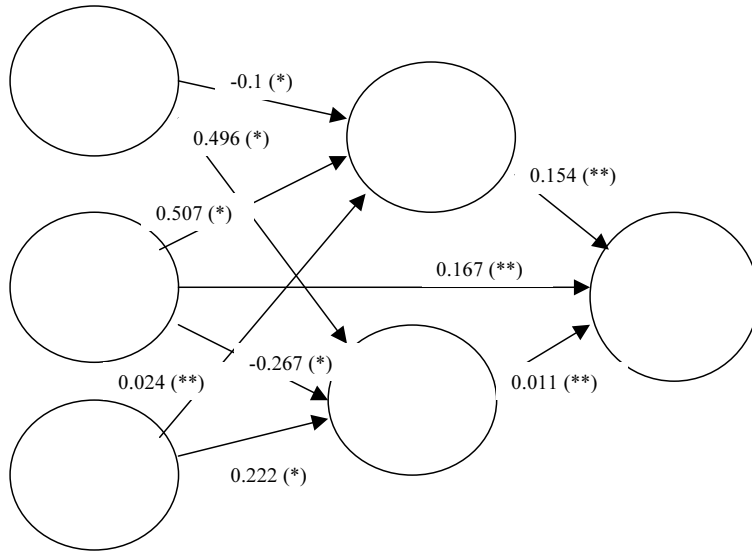
Description of Path	Coefficient	Z	P-value	Hypotheses
JobStress<--IndivCharact	0.222	3.709	0.000	H1b
JobSatisf<--FirmContext	0.507	16.533	0.000	H2a
JobStress<--FirmContext	-0.267	-7.351	0.000	H2b
JobStress<--FamilyContext	0.496	12.124	0.000	H3b
JobSatisf<--FamilyContext	-0.100	-4.139	0.000	H3a
JobSatisf<--IndivCharact	0.024	0.941	0.347	H1a
OCommit<--JobSatisf	0.154	0.794	0.427	H4
OCommit<--FirmContext	0.167	1.446	0.148	H2c
OCommit<--JobStress	0.011	0.221	0.825	H5

Source: Own Elaboration getting from EMOS results.
p-value<0.01 are significant

Hypothesis 1a predicts that individual characteristics (psychological and demographical) will have a strong positive relationship with job satisfaction. Even though the relationship between individual characteristics and job satisfaction was positive, this relationship was not statistically significant (0.024, $p>0.1$). Hypothesis 1b predicts that individual characteristics (psychological and demographical) will have a strong positive relationship with job stress. The relationship between individual characteristics and job stress was positive and statistically

significant (0.222, $p < 0.0001$). Therefore, hypothesis 1a was not supported, but hypothesis 1b was. The Figure 2 shows the final results.

**FIGURE 2
THEORETICAL MODEL.**



(*) p-value < 0.00001

(**) p-value > 0.1

Hypothesis 2a predicts that organizational context will have a strong and positive relationship with job satisfaction. The relationship between organizational context and job satisfaction was positive and statistically significant (0.507, $p < 0.0001$). Hypothesis 2b predicts that organizational context will have a strong and negative relationship with job stress. The relationship between organizational context and job stress was negative and statistically significant (-0.267, $p < 0.00000$). Hypothesis 2c predicts that organizational context will have a strong and positive relationship with organizational commitment. The relationship between organizational context and organizational commitment was positive but not statistically significant (0.167, $p > 0.1$). Therefore, hypotheses 2b and 2c were not supported, but H2a was strongly supported.

Hypothesis 3a predicts that family context will have a strong and negative relationship with job satisfaction. The relationship between family context and job satisfaction was negative and statistically significant (-0.100, $p < 0.0001$). Hypothesis 3b predicts that family context will have a strong and positive relationship with job stress. The relationship between family context and job stress was positive and statistically significant (0.496, $p < .00000$). Therefore, hypothesis H3a was not supported, but H3b was strongly supported.

Hypothesis 4 predicts that job satisfaction will have a strong and positive relationship with organizational commitment. The relationship between job satisfaction and organizational commitment is positive, but not statistically significant. (0.154, $p > .1$). Finally, Hypothesis 5 predicts that job stress will have a strong and negative relationship with organizational commitment. This last relationship was positive and not statistically significant (0.011, $p > .1$).

IV.4. Competing Models.

Three competing models are proposed. The first competing model (ModComp1) does not consider the relationship between individual characteristics and job satisfaction, and further, it adds two new relationships: one between family context and organizational commitment and the other between individual characteristics and organizational commitment. The second competing model (ModComp2) does not include the job satisfaction-job commitment relationship, and it adds a new relationship between job satisfaction and job stress. The third competing model (ModComp3) does not include individual characteristics as a factor, and includes organizational context and family context as the only two exogenous constructs. Thus, the third competing model takes into account the low reliability of individual characteristics, which is lower than the minimum requirement. Table 3 shows the goodness of fit of each model.

TABLE 3
MODEL STATISTICS.

Model	χ^2	df	Probability	NFI	NNFI	CFI
Model 1	2494.122	454	0.0000	0.70	0.61	0.72
ModComp1	2494.515	453	0.0000	0.60	0.53	0.62
ModComp2	2492.133	453	0.0000	0.58	0.53	0.62
ModComp3	1942.688	344	0.0000	0.63	0.58	0.68

Source: Own Elaboration getting from EMOS results.

Table 4 shows a comparative analysis between the three competing models with the original theoretical model. It shows that the initial model clearly constitutes the best model.

TABLE 4
TESTING COMPETING MODELS.

Comparison	$\Delta\chi^2$	Δdf	Probability	Model Preference
Model 1 vs ModComp1	0.393	1	>0.5	Model 1
Model 1 vs ModComp2	1.989	1	>0.15	Model 1
Model 1 vs ModComp3	551.434	110	<0.000001	Model 1

Source: Own Elaboration getting from EMOS results.

V. DISCUSSION AND CONCLUSIONS.

The objective of this research was to examine the effects of situational and dispositional factors over three work-related attitudes: job satisfaction, job stress, and organizational commitment. The results partially support the general model presented in Figure 1. Even though the model is not a strong one, because of its poor goodness-of-fit, six of the nine hypotheses were supported. The results indicate that dispositional factors (i.e. individual characteristics) are important sources that explain job satisfaction and job stress. This result constitutes a good indication against those studies that do not support this approach as an explanatory perspective of an individual's attitudes and behavior. The result also indicates that dispositional factors (i.e. context and environment in which the person is embedded) are important sources that explain any variation in job satisfaction and stress. However, according to the results, organizational context does not affect individual commitment, which leads to the idea that any redesign in the job setting would not affect an employee's decision to quit the firm. Thus, any policy that is oriented toward retaining good employees should not focus on redesigning their context, but rather the other aspects of the organization, such as culture, psychological environment, intrinsic aspects of the job, and so on. Furthermore, the results of this research show the strong effect of the family context on job satisfaction and job stress. It suggests that more research should be done regarding the effect of any family matter on other organizational outcomes, such as employee's productivity, employee's creativity, and so on. Finally, the results of this study show that neither job satisfaction nor job stress affect organizational commitment. This last result suggests the need for further research to examine the sources of organizational commitment.

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TABLE A
DESCRIPTIVE STATISTIC: MEANS, STANDARD DEVIATIONS, AND CORRELATIONS.

	Variable	Mean	Std. Deviation	1	2	3	4	5	6	7	8	9	10	11	12
1	Familysize	2.19	.743	1.00	0.04	-0.07	-0.06	0.09	0.09	0.12	-0.22	0.04	0.02	-0.04	-0.03
2	jobHome	3.58	1.581	0.04	1.00	-0.21	-0.26	0.01	0.02	0.12	0.12	0.28	-0.16	-0.03	-0.26
3	Family-workconflict	2.43	.996	-0.07	-0.21	1.00	0.50	-0.08	-0.21	-0.07	0.08	-0.14	-0.08	0.09	0.02
4	TimeFamily	2.93	1.243	-0.06	-0.28	0.50	1.00	-0.09	-0.25	-0.13	0.13	-0.14	-0.10	0.17	0.08
5	HomeLifeSatisf	3.32	.723	0.09	0.01	-0.08	-0.09	1.00	0.45	0.03	0.01	-0.07	0.06	-0.06	0.06
6	FamilyHapinness	2.97	.868	0.09	0.02	-0.21	-0.25	0.45	1.00	0.02	-0.13	-0.02	0.14	-0.04	0.06
7	JobType	1.12	.322	0.12	0.12	-0.07	-0.13	0.03	0.02	1.00	-0.18	0.09	-0.02	-0.01	-0.14
8	JobFlexibility	3.07	1.338	1.00	0.04	-0.07	-0.06	0.09	0.09	0.12	-0.02	0.04	0.02	-0.04	0.02
9	JobSupervision	1.65	.479	0.04	1.00	-0.21	-0.26	0.01	0.02	0.12	0.12	0.28	-0.16	-0.03	-0.10
10	JobAutonomy	2.88	9.13	-0.07	-0.21	1.00	0.50	-0.08	-0.21	-0.07	0.08	-0.14	-0.08	0.09	0.11
11	JobDemanding	2.99	.963	-0.06	-0.26	0.50	1.00	-0.09	-0.25	-0.13	0.13	-0.14	-0.10	0.17	0.11
12	JobLearningOpport	3.52	.760	0.09	0.01	-0.08	-0.09	1.00	0.45	0.03	0.01	-0.07	0.06	-0.06	1.00
13	JobCreativityDemand	3.13	1.008	0.09	0.02	-0.21	-0.25	0.45	1.00	0.02	-0.13	-0.02	0.14	-0.04	0.41
14	JobMeaningful	3.48	.822	0.12	0.12	-0.07	-0.13	0.03	0.02	1.00	-0.18	0.09	-0.02	-0.01	0.29
15	JobSkillRequimt	3.61	.729	-0.02	0.12	0.08	0.13	0.01	-0.13	-0.18	1.00	0.16	-0.35	0.04	0.28
16	JobEthic	1.67	.974	0.04	0.28	-0.14	-0.14	-0.07	-0.02	0.09	0.16	1.00	-0.18	-0.01	-0.04
17	JobBenefitVac	1.16	.371	0.02	-0.16	-0.08	-0.10	0.06	0.14	-0.02	-0.35	-0.18	1.00	-0.07	-0.04
18	JobBenefitChildCare	1.88	.324	-0.04	-0.03	0.09	0.17	-0.06	-0.04	-0.01	0.04	-0.01	-0.47	1.00	-0.09
19	JobTrainingOpport	1.38	.485	-0.03	-0.26	0.02	0.08	0.06	0.06	-0.14	0.02	-0.10	0.11	0.11	-0.18
20	JobTreatment	3.50	.760	-0.05	-0.37	0.02	0.01	0.00	0.06	-0.09	-0.13	-0.20	0.28	-0.03	0.17
21	JobRecognition	3.42	.827	0.00	-0.22	-0.08	-0.08	0.06	0.14	-0.05	-0.12	-0.16	0.32	-0.09	0.15
22	JobSupport	3.50	.740	0.00	-0.16	-0.11	-0.09	0.05	0.15	-0.08	-0.13	-0.11	0.29	-0.06	0.18
23	Gender	1.52	.502	850.00	0.02	0.11	0.12	-0.06	-0.10	0.00	0.07	-0.03	-0.18	0.11	0.01
24	MaritalStatus	1.77	1.275	0.08	0.00	-0.01	-0.04	0.01	-0.03	0.36	-0.01	0.02	-0.06	-0.03	-0.07
25	Education	4.17	2.297	-0.01	0.07	0.01	-0.06	0.05	0.04	0.00	0.03	0.05	-0.06	0.03	0.22
26	Race	1.35	.925	0.02	0.13	-0.01	-0.01	-0.03	-0.02	0.06	0.08	0.06	-0.11	0.07	-0.04
27	StressBurned	2.85	1.209	0.03	-0.09	-0.13	-0.18	0.07	0.14	0.05	-0.22	-0.11	0.34	-0.08	0.00
28	StressHealthProbl	2.39	1.119	0.02	-0.04	-0.13	-0.14	0.13	0.15	-0.01	-0.11	-0.04	0.27	-0.07	-0.03
29	StressNervious	2.69	1.169	0.04	-0.02	-0.17	-0.21	0.10	0.19	0.01	-0.12	-0.05	0.23	-0.08	-0.02
30	JobCommitment	3.45	.728	0.00	-0.07	-0.07	-0.05	0.05	0.15	-0.04	-0.08	-0.10	0.13	0.04	0.17
31	Jsatisfaction	3.30	.713	0.00	-0.06	-0.18	-0.21	0.10	0.22	0.00	-0.20	-0.09	0.33	-0.09	0.14
32	JSatisLearning	3.12	.907	-0.02	-0.05	-0.18	-0.15	0.10	0.22	0.00	-0.12	-0.06	0.26	-0.02	0.20

Source: Own Elaboration getting from EMOS results.

TABLE A
DESCRIPTIVE STATISTIC: MEANS, STANDARD DEVIATIONS, AND CORRELATIONS. (cont.)

Variable	Mean	Std. Deviation	13	14	15	16	17	18	19	20	21	22	23	24
Familysize	2.19	.743	-0.05	0.00	0.00	0.00	0.08	-0.01	0.02	0.03	0.02	0.04	-0.18	-0.20
jobHome	3.58	1.581	850.00	850.00	850.00	850.00	850.00	0.07	0.13	-0.09	-0.04	-0.02	0.02	0.13
Family-workconflict	2.43	.996	850.00	850.00	-0.11	0.11	-0.01	0.01	-0.01	-0.13	-0.13	-0.17	-0.01	-0.02
TimeFamily	2.93	1.243	0.01	-0.08	-0.09	0.12	-0.04	-0.06	-0.01	-0.18	-0.14	-0.21	0.01	0.01
HomeLifeSatisf	3.32	.723	0.00	0.06	0.05	-0.06	0.01	0.05	-0.03	0.07	0.13	0.10	-0.08	-0.12
FamilyHappiness	2.97	.868	0.06	0.14	0.15	-0.10	-0.03	0.04	-0.02	0.14	0.15	0.19	-0.11	-0.24
JobType	1.12	.322	-0.09	-0.05	-0.08	0.00	0.36	0.00	0.06	0.05	-0.01	0.01	0.12	0.01
JobFlexibility	3.07	1.338	-0.13	-0.12	-0.13	0.07	-0.01	0.03	0.08	-0.22	-0.11	-0.12	0.01	0.01
JobSupervision	1.65	.479	-0.20	-0.16	-0.11	-0.03	0.02	0.05	0.06	-0.11	-0.04	-0.05	0.11	0.06
JobAutonomy	2.88	0.913	0.28	0.32	0.29	-0.18	-0.06	-0.06	-0.11	0.34	0.27	0.23	-0.04	-0.07
JobDemanding	2.99	.963	-0.03	-0.09	-0.06	0.11	-0.03	0.03	0.07	-0.08	-0.07	-0.08	0.06	0.10
JobLearningOpport	3.52	.760	0.41	0.29	0.28	-0.04	-0.04	-0.09	-0.18	0.17	0.15	0.18	0.01	-0.07
JobCreativityDemand	3.13	1.008	1.00	0.41	0.35	0.00	0.02	-0.08	-0.15	0.17	0.12	0.16	-0.05	-0.06
JobMeaningful	3.48	.822	0.41	1.00	0.51	-0.15	-0.01	-0.09	-0.11	0.31	0.28	0.30	0.01	-0.10
JobSkillRequimt	3.61	.729	0.35	0.51	1.00	-0.09	-0.03	-0.08	-0.10	0.36	0.26	0.33	0.01	-0.06
JobEthic	1.67	.974	0.00	-0.15	-0.09	1.00	0.00	-0.03	0.02	-0.22	-0.18	-0.20	-0.02	0.02
JobBenefitVac	1.16	.371	0.02	-0.01	-0.03	0.00	1.00	0.09	0.15	0.01	-0.02	-0.04	0.01	0.07
JobBenefitChildCare	1.88	.324	-0.08	-0.09	-0.08	-0.03	0.09	1.00	0.20	-0.06	-0.05	-0.03	-0.09	0.02
JobTrainingOpport	1.38	.485	-0.15	-0.11	-0.10	0.02	0.15	0.20	1.00	-0.14	-0.11	-0.06	-0.01	0.08
JobTreatment	3.50	.760	0.17	0.31	0.36	-0.22	0.01	-0.06	-0.14	1.00	0.42	0.40	0.03	0.01
JobRecognition	3.42	.827	0.12	0.28	0.26	-0.18	-0.02	-0.05	-0.11	0.42	1.00	0.56	-0.02	0.02
JobSupport	3.50	.740	0.16	0.30	0.33	-0.20	-0.04	-0.03	-0.06	0.40	0.56	1.00	-0.01	-0.02
Gender	1.52	.502	-0.05	0.01	0.01	-0.02	0.01	-0.09	-0.01	0.03	-0.02	-0.01	1.00	0.20
MaritalStatus	1.77	1.275	-0.06	850.00	850.00	850.00	850.00	850.00	850.00	850.00	850.00	850.00	850.00	850.00
Education	4.17	2.297	0.27	0.12	0.09	-0.07	0.01	-0.11	-0.15	0.04	0.00	0.00	0.03	-0.11
Race	1.35	.925	-0.02	-0.03	-0.07	0.07	0.01	-0.05	0.02	0.01	0.00	-0.04	0.05	0.12
StressBurned	2.85	1.209	-0.05	-0.16	-0.15	0.20	-0.04	-0.01	0.07	-0.31	-0.24	-0.24	0.09	0.08
StressHealthProbl	2.39	1.119	-0.03	-0.13	-0.13	0.08	0.06	0.02	0.06	-0.14	-0.13	-0.11	0.18	0.09
StressNervious	2.69	1.169	-0.05	-0.15	-0.15	0.08	0.04	0.05	0.07	-0.24	-0.20	-0.22	0.19	0.06
JobCommitment	3.45	.728	0.13	0.27	0.21	-0.04	-0.08	-0.02	-0.04	0.31	0.18	0.21	-0.02	-0.02
Jsatisfaction	3.30	.713	0.17	0.44	0.39	-0.25	-0.07	-0.06	-0.18	0.47	0.39	0.36	0.01	-0.06
JSatisfactionLearning	3.12	.907	0.21	0.37	0.40	-0.16	-0.03	-0.08	-0.17	0.40	0.35	0.33	0.05	-0.06

Source: Own Elaboration getting from EMOS results.

TABLE A
DESCRIPTIVE STATISTIC: MEANS, STANDARD DEVIATIONS, AND CORRELATIONS. (cont.)

Variable	Mean	Std. Deviation	25	26	27	28	29	30	31	32
Familysize	2.19	.743	-0.02	0.03	-0.03	-0.04	-0.06	0.00	0.00	-0.02
jobHome	3.58	1.581	-0.45	0.09	-0.14	-0.03	-0.16	-0.07	-0.06	-0.05
Family-workconflict	2.43	.996	0.09	0.00	0.36	0.20	0.30	-0.07	-0.18	-0.18
TimeFamily	2.93	1.243	0.08	-0.03	0.43	0.17	0.29	-0.05	-0.21	-0.15
HomeLifeSatisf	3.32	.723	0.04	-0.01	-0.08	-0.05	-0.08	0.05	0.10	0.10
FamilyHappiness	2.97	.868	0.00	-0.01	-0.21	-0.19	-0.24	0.15	0.22	0.22
JobType	1.12	.322	-0.05	0.03	-0.12	0.01	0.01	-0.04	0.00	0.00
JobFlexibility	3.07	1.338	-0.07	-0.05	0.18	0.07	0.08	-0.08	-0.20	-0.12
JobSupervision	1.65	.479	-0.11	-0.02	-0.03	-0.02	0.01	-0.10	-0.09	-0.06
JobAutonomy	2.88	0.913	0.13	-0.06	-0.22	-0.19	-0.20	0.13	0.33	0.26
JobDemanding	2.99	.963	-0.04	-0.01	0.17	0.11	0.12	0.04	-0.09	-0.02
JobLearningOpport	3.52	.760	0.22	-0.04	0.00	-0.03	-0.02	0.17	0.14	0.20
JobCreativityDemand	3.13	1.008	0.27	-0.02	-0.05	-0.03	-0.05	0.13	0.17	0.21
JobMeaningful	3.48	.822	0.12	-0.03	-0.16	-0.13	-0.15	0.27	0.44	0.37
JobSkillRequint	3.61	.729	0.09	-0.07	-0.15	-0.13	-0.15	0.21	0.39	0.40
JobEthic	1.67	.974	-0.07	0.07	0.20	0.08	0.08	-0.04	-0.25	-0.16
JobBenefitVac	1.16	.371	0.01	0.01	-0.04	0.06	0.04	-0.08	-0.07	-0.03
JobBenefitChildCare	1.88	.324	-0.11	-0.05	-0.01	0.02	0.05	-0.02	-0.06	-0.08
JobTrainingOpport	1.38	.485	-0.15	0.02	0.07	0.06	0.07	-0.04	-0.18	-0.17
JobTreatment	3.50	.760	0.04	0.01	-0.31	-0.14	-0.24	0.31	0.47	0.40
JobRecognition	3.42	.827	0.00	0.00	-0.24	-0.13	-0.20	0.18	0.39	0.35
JobSupport	3.50	.740	0.00	-0.04	-0.24	-0.11	-0.22	0.21	0.36	0.33
Gender	1.52	.502	0.03	0.05	0.09	0.18	0.19	-0.02	0.01	0.05
MaritalStatus	1.77	1.275	-0.11	0.12	0.08	0.09	0.06	-0.02	-0.06	-0.06
Education	4.17	2.297	1.00	-0.07	0.02	-0.03	0.06	-0.05	0.03	-0.03
Race	1.35	.925	-0.07	1.00	-0.03	0.05	-0.08	-0.05	-0.07	-0.01
StressBurned	2.85	1.209	0.02	-0.03	1.00	0.40	0.60	-0.14	-0.39	-0.22
StressHealthProbl	2.39	1.119	-0.03	0.05	0.40	1.00	0.50	-0.06	-0.18	-0.09
StressNervious	2.69	1.169	0.06	-0.08	0.60	0.50	1.00	-0.09	-0.27	-0.20
JobCommitment	3.45	.728	-0.05	-0.05	-0.14	-0.06	-0.09	1.00	0.28	0.23
Jsatisfaction	3.30	.713	0.03	-0.07	-0.39	-0.18	-0.27	0.28	1.00	0.53
JSatisfLearning	3.12	.907	-0.03	-0.01	-0.22	-0.09	-0.20	0.23	0.53	1.00

Source: Own Elaboration getting from EMOS results.

FIGURE A
THE MEASUREMENT MODEL

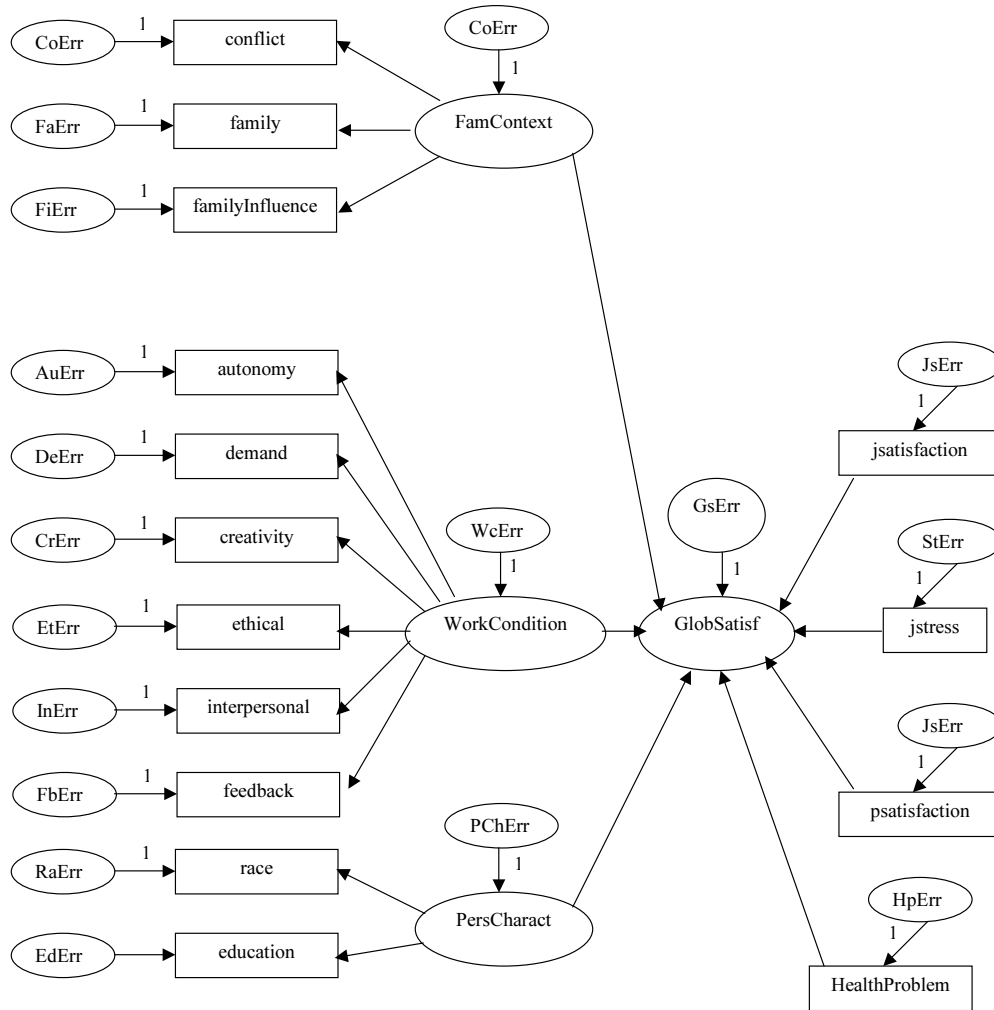


FIGURE B
THEORETICAL MODEL

