Relations of Work Events, Core Self and External Evaluations, and Affective State with Employee Attitude and Behavior

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Abstract

This study examined the antecedents and consequences of pleasant affective state at work, relying on Weiss and Cropanzano's (1996) Affective Events Theory. In the tested framework, positive and negative work events were assessed comprehensively under five broad categories (i.e., task-relevant events, relations with supervisor, relations with coworkers, relations with subordinates, and organizational policies). Results provided support for the validity of the AET model, indicating that positive work events contribute to the experience of pleasant affective states, while negative work events are related with unpleasant feelings at work. Positive evaluations about one's self and the external world were found to contribute to the experience of pleasant affective states, which in turn yielded desirable organizational outcomes such as increased job satisfaction, organizational commitment, and organizational citizenship behavior. Additionally, core self-evaluations were found to moderate the relationship between pleasant affective state and organizational citizenship behaviors. We discuss the theoretical and practical implications of these findings.

Keywords: Work events, core self-evaluations, core external-evaluations, affective state at work, work attitudes and behavior, affective events theory

Introduction

For the last three decades, there has been a growing interest in the study of affective states and emotions in the workplace (Ashkanasy, Hartel, & Zerbe, 2000; Brief & Weiss, 2002; Briner, 1999; Domagalski, 1999). Organizational researchers have started to stress that the emotional dimension needs to be investigated as well in order to fully understand and explain organizational life (e.g., Ashforth & Humphrey, 1995; Hochschild, 1983). In line with this view, inclusion of affect in the research agenda is expected to contribute to the understanding of work attitudes and employee behavior. Work attitudes like job satisfaction and organizational commitment are important correlates of organizational and individual outcomes such as work performance, absenteeism, counterproductive behavior, turnover, organizational citizenship behavior, and the well-being of employees (Dormann & Zapf, 2001; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Spector, 1997). Understanding the antecedents and consequences of affect in the workplace and its influence on work attitudes can therefore be critical for generating practical information that will enable employers to ensure positive organizational and individual outcomes. In the current study, we used Weiss and Cropanzano's (1996) Affective Events Theory (AET) as the theoretical basis for studying the antecedents and consequences of employee affect at work. More specifically, we examined work events and core self- and external-evaluations as the antecedents of employee affective states. On the other hand, we investigated how affective states relate to work attitudes and behaviors, following the propositions of the theoretical model. A brief review of the AET is provided next.

Affective Events Theory

Affective Events Theory provides a useful framework for studying the antecedents and consequences of affective states. AET focuses on the structure, causes, and consequences of affective experiences at work.

According to AET, job satisfaction is an evaluative judgment made about one's job, and affective experiences on the job may influence that judgment. AET suggests that events experienced at work are the proximal causes of the affective states of employees and these affective experiences have a direct influence on the attitudes and behaviors of employees (Weiss & Cropanzano, 1996).

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

According to AET, individual dispositions may also have a direct influence on employee affective states. In turn, the affective states of the employees tend to influence the work attitudes (e.g., job satisfaction, organizational commitment) and behaviors of employees. AET categorizes potential work behaviors into two subgroups. Affect-driven behaviors consist of employee behaviors such as emotional outbursts, helping behavior, or information processing strategies in the workplace. On the other hand, judgment-driven behaviors mainly refer to withdrawal behaviors such as decision to quit, turnover, decision to work less productively, work withdrawal or retirement decisions. According to the theory, affective states directly influence work attitudes and affect-driven behaviors, whereas it is work attitudes that lead to judgment-driven behaviors. In other words, affective states are suggested to have a direct influence on affect-driven behaviors, but an indirect influence on judgment-driven behaviors (Weiss & Cropanzano, 1996).

Studies have been conducted to test different parts of the proposed model (e.g., Bash & Fisher, 2000; Grandey, Tam, & Brauburger, 2002; Saavedra & Kwun, 2000). However, very few studies have been conducted to test the model fully (e.g., Fisher, 2002). In Fisher's study, although the model was tested, work events were not included among the study measures. Instead, job characteristics such as autonomy, task identity, skill variety, task significance, and role conflict were examined in terms of their relation to employee affective experiences and work attitudes and behaviors. On the other hand, in those studies that assessed work events, work attitudes and behaviors were excluded and event-emotion relationships examined instead (e.g., Bash & Fisher, 2000; Kiefer, 2005).

Dispositional Sources of Work Attitudes: Core Evaluations

Judge, Locke, and Durham (1997) introduced core-evaluations for studying dispositional effects on job satisfaction. Accordingly, core evaluations refer to the fundamental, subconscious conclusions individuals reach about themselves (core self-evaluations), other people, and the world (core external-evaluations), and it is suggested that they represent a part of dispositional source of job satisfaction. Judge and his colleagues argue that the assumptions people hold about themselves and other people are likely to affect how they react to various job conditions.

Core self-evaluations framework consists of four components: self-esteem, generalized self-efficacy, locus of control, and neuroticism. Self-esteem is the overall value that one places on herself/himself, and how this concept relates to job satisfaction is well-established (Judge et al., 1998). Judge et al. (1998) defined generalized self-efficacy as "one's estimates of one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise general control over events in one's life" (p. 19). These researchers view generalized self-efficacy as one's perceptions of his/her ability to cope with life's exigencies and thus a core self-evaluation. Locus of control is concerned with the degree to which individuals believe that they control events in their lives (internal locus of control) or the environment or fate controls events (external locus of control), and it is concerned with the confidence in being able to control outcomes. The final component of core self-evaluations, neuroticism, corresponds to and is correlated with NA, and its negative relationship with job satisfaction has already been well-established in earlier research (Griffin, 2001).

Core external-evaluations, on the other hand, refer to appraisals individuals make of their environment (Judge et al., 1998). While core self-evaluations are concerned with fundamental conclusions individuals reach about themselves, core external-evaluations are concerned with conclusions about other people and the world. The core external-evaluations framework consists of trust vs. cynicism, belief in a benevolent world, and belief in a just world.

Trust is concerned with one's deepest convictions about the basic nature of other people. Lack of trust in other people, cynicism, is related to the view that other people are not good but selfish, and that they do not have moral principles or integrity. Since life satisfaction and job satisfaction involve the quality of individuals' interaction with other people, trust is expected to affect both. Belief in a benevolent and a just world is concerned with how individuals evaluate the outside world in general. Belief in a benevolent world refers to a belief that happiness and successful value achievement are possible in life, whereas lack of it refers to the belief that one is doomed to failure and frustration. This belief affects the pleasure one experiences from success and the pain of failure. Finally, belief in a just world is concerned with convictions about the fairness of life; the belief that rewards and punishments occur on a fair basis. Judge et al. (1998) argue that individuals who do not think good work is rewarded are expected to have a more negative view of life and their jobs as compared to those who believe that life is fair.

Judge et al. (2005) concluded that individuals with positive self-concepts see their jobs more positively because they possess the dispositional makeup to do so, and they stand on a higher platform to begin with as compared with those with negative self-estimates. Despite the well-established associations between core-evaluations and job satisfaction, the relationships of core self- and external-evaluations to affective states at work have not yet been explored. One of the goals of the present study was to study the dispositional influence of core self- and external-evaluations on affective states employees experience in the work setting. Moreover, potential moderating influences of core self- and external-evaluations on the relationships between work events and affective states at work and between affective states and work attitudes and behaviors were examined.

Current Study

The current study tested a model derived from the Affective Events Theory, where positive and negative work events and core self- and external-evaluations were modeled to predict employee affective state at work. In turn, employee attitudes and behaviors were modeled to be predicted by employee affective state at work. The present study tested the propositions of the AET model by using a broad spectrum of relevant variables including work events, affective dispositions (core self- and external evaluations), affective states, and work attitudes and behaviors simultaneously. As mentioned above, studies on the AET framework have rather focused on sub-sections of the model, and many of them have even excluded work events, which actually constitute the core of the model, as the name of the theory implies. To this end, as a second contribution, we assessed positive and negative affective work events comprehensively using a relatively extensive taxonomy, including task-relevant events, events about relations with the supervisor, relations with coworkers, relations with subordinates, and organizational policies. Third, we included "Core Self and External Evaluations" introduced by Judge, Locke, Durham, and Kluger (1998) in the tested model, and examined their relations with affective state at work and their potential moderating effects on the relationships between work events and affective states, and between affective states and work attitudes and behaviors. A brief review of these constructs is presented next.

Method

Participants and Procedure

The sample for the study consisted of 220 administrative personnel working in a large state university in Ankara, Turkey. The sample consisted of employees from a number of different jobs such as secretary, computer operator, project officer, librarian, and office manager. Women constituted 61.4% of the sample. The education of the respondents ranged from primary or secondary school diploma (1.4%) to a Ph.D. degree (2.3%), and the largest portion of the sample held a bachelor's degree (50.9%). Age ranged from 22 to 61 years, with a mean and standard deviation of 34.63 years and 8.51 years, respectively. Job tenure ranged from newly employed to 40 years (Mean = 11.99 years, SD = 9.02 years).

Data were collected on a voluntary basis, and informed consent was obtained from all participants. The participants in the study completed two questionnaire packages, two weeks apart in order to minimize common method bias. Individual dispositions (i.e., core self- and external-evaluations), organizational commitment, and organizational citizenship behaviors were measured at Time 1. Measures of demographic information, work events, affective states, job satisfaction, and turnover intentions were collected at Time 2. In order to avoid response sets, items from different scales were presented in a mixed format. The two questionnaires filled out by a participant needed to be matched through a mechanism that would still ensure anonymity.

Therefore, participants were asked to identify a pseudonym and to indicate the same pseudonym at both Time 1 and Time 2 questionnaire administrations. The first questionnaire package was delivered to 500 employees, and 362 (72%) employees returned the questionnaire package and received the second questionnaire package. Of the original 362 participants returning the questionnaire package at Time 1, 246 (68%) also completed and returned the second questionnaire package at Time 2. After data screening and cleaning, 220 participants were left for statistical analysis.

Measures

Core self-evaluation.   The 12-item scale developed by Judge, Erez, Bono, and Thoresen (2003) was used for measuring core self-evaluations. Examples of the items included are, "I determine what will happen in my life," and "Overall, I am satisfied with myself." Participants were asked to indicate their degree of agreement to each statement on a 5-point Likert-type scale, ranging from 1 (Strongly disagree) to 5 (Strongly agree). The internal consistency reliability of the scale in the current study was .74.

Core external-evaluations.   The 15-item scale developed by Judge, Locke, Durham, and Kluger (1998) was used for measuring core external-evaluations. The scale consisted of items such as "Most people tell a lie if they can gain by it," and "It is possible to attain happiness in this world." In the current study, a 5-point scale (1 = Strongly disagree, 5 = Strongly agree) was used to assess core external-evaluations. The internal consistency of the scale was.76.

Work events inventory.   Work events were measured using a work events (hassles and uplifts) inventory (see Appendix). The inventory consisted of 62 items (29 positive, 33 negative) representing affective work events that are likely to take place in the workplace. The items of the inventory were identified based on a preliminary study that was carried out for identifying critical incidents of affective events. In this preliminary study, open-ended questionnaire data were collected from 61 employees working in 39 different jobs at a variety of public and private organizations. In order to generate as many events as possible, two alternative open-ended questionnaire versions were used. In one version, the participants were asked to describe significant work events and the affective states invoked by the experience of a work event. In the second version, participants were provided with particular affect descriptors (e.g., happy, sad, angry, proud, cheerful, anxious), and they were asked to describe a work event that led them to experience each particular affective state.

Overall, 337 critical incidents of affective work events were collected with the use of these two questionnaire forms. On average, each participant provided descriptive information about 5.52 work events that they or a coworker experienced in the workplace. We also checked whether the list of events covered those that have been identified in previous research (e.g., Basch & Fisher, 2000), and found out that our list was comprehensive enough to reflect them. After eliminating the incidents with similar content, 62 critical incidents were left reflecting the wide array of both positive and negative work events reported. The decision whether a particular work event was negative or positive was made considering the affect descriptor reported for that event. For example, if a work event was described in association with the feeling of proud, that event was categorized as positive. Or, if an event was described in association with the feeling of depressed, that event was categorized as negative. The resulting pool of critical incidents was subjected to a content analysis in order to identify main categories of work events. The content analysis revealed 5 categories of affective work events: *task-relevant events, relations with the supervisor, relations with coworkers, relations with subordinates*, and *organizational policies* (see Appendix).

Participants in the present study were asked to indicate whether or not they had experienced each event over the past week, by putting a check (✓) mark if they had experienced the event or a cross (✗) otherwise. The occurrences of the work events were independent of each other and the scales were in a checklist format. For each participant a positive events score and a negative events score were calculated for each category reflecting the total number of category relevant positive or negative events for that participant over the past week.

Affective state.   The affective state measure that was developed as part of the dissertation study of the first author was used in the current research. This measure consisted of a short list of affect descriptors (e.g., happy, cheerful, optimistic, surprised, sad, guilty) generally used for assessing pleasure as an affective state, and it was similar and parallel to the "Pleasure" dimension of Russell's (1980) Pleasure-Arousal circumplex, which is a 45 degrees rotated version of the PA-NA model of Watson and Tellegen (1985).

Participants were asked to indicate how frequently they had felt each affect descriptor in the workplace during the last week. The subjects were asked to use a 5-point Likert-type scale, ranging from 1 (Not at all) to 5 (All the time), for responding to the items. Reliability analyses revealed that the internal consistency of the scale was .83.

Job satisfaction.   Three items from the global job satisfaction subscale of the Job Diagnostic Survey (Hackman & Oldham, 1975) were used to assess job satisfaction. An example item from the scale is "In general, I am satisfied with my job." Participants were asked to indicate their degree of agreement with the presented statements on a 5-point scale (1 = Strongly disagree, 5 = Strongly agree). In the present study, the internal consistency of the scale was .78. Moreover, the one-item faces scale (Kunin, 1955) was used as an additional measure of job satisfaction. The faces scale has been reported to be the most balanced among the job satisfaction scales, in terms of representing both affect and cognition (Brief and Roberson, 1989). The respondents were asked to indicate on a 6-point scale which of the facial expressions best reflected their overall satisfaction with their job. The estimated reliability of this single item scale has been reported to be .72 in a meta-analytic study by Wanous, Reichers, and Hudy (1997).

Organizational commitment. Organizational commitment was measured using Meyer and Allen's (1997) organizational commitment scale. Example items from the scale are "I would be very happy to spend the rest of my career in this organization," "It would be very hard for me to leave my organization right now, even if I wanted to," and "Even if it were to my advantage, I do not feel it would be right to leave my organization now." A 5-point Likert-type scale (1 = Strongly disagree; 5 = Strongly agree) was used, and the participants were asked to indicate their degree of agreement with the statements. The internal consistency reliability of the scale was found to be .91.

Organizational citizenship behavior. Organizational citizenship behavior (OCB) was measured with Podsakoff et al.'s (1990) 24-item OCB scale. Examples of items from the scale are "I help others who have heavy workloads," and "I try to avoid creating problems for co-workers." A five-point rating scale anchored with 1 = "Strongly disagree" and 5 = "Strongly agree" was used and participants were asked to indicate their degree of agreement with the statements. The internal consistency reliability of the scale was .81.

Turnover intentions.   The 5-item turnover intentions scale of Walsh, Ashford and Hill (1985) was used in the study. Participants were asked to indicate the degree to which they agreed to the presented statements, with the use of a 5-point Likert-type scale (1 = "Strongly disagree" and 5 = "Strongly agree"). This scale's internal consistency reliability was found to be .74. A sample item from the scale is: "I frequently think about quitting this job."

Results

Descriptive statistics of mean and standard deviation for the study variables, correlations among the study variables, and internal reliability estimates of the measures used are presented in Table 1. As can be seen from the descriptive statistics, on average the participants reported to have experienced positive work events more frequently as compared to negative work events, and the direction of relationships between study variables was consistent with expectations.

Table 1: Descriptive Statistics, Correlations, and Reliabilities for the Study Variables

	Variable	*M*	*SD*	1	2	3	4	5	6	7	8	9
1.	Core self-evaluations	3.60	.47	*.74*								
2.	Core external-evaluations	2.89	.49	.37**	*.76*							
3.	Positive work events	10.88	6.18	.12	.07	-						
4.	Negative work events	4.72	4.85	-.07	-.22**	.44**	-					
5.	Pleasant affective state	4.02	.44	.35**	.22**	.11	-.26**	*.74*				
6.	Job satisfaction	2.87	.89	.13	.17*	.38**	.05	.25**	*.78*			
7.	Org.'al commitment	2.96	.62	.05	.12	.30**	-.05	.25**	.50**	*.91*		
8.	Org.'al citizenship behavior	4.05	.38	.39**	.13	.15*	-.05	.30**	.13	.28**	*.81*	
9.	Turnover intentions	2.60	.96	-.05	-.17*	-.18**	.23**	-.39**	-.38**	-.57**	-.13	*.83*

Note: n=220; ***** p < .05, ****** p < .01

We used Structural Equation Modeling (SEM) techniques for testing the study hypotheses. SEM is a collection of statistical techniques that allows research questions involving multiple regression analyses of factors to be answered simultaneously (Tabachnick & Fidell, 1996). For testing the relationships among the variables simultaneously in one model, a two-step procedure was followed (Anderson & Gerbing, 1988). Firstly, a measurement model excluding the paths/relationships between the variables was estimated. The measurement model is informative for assessing the measurement properties of the indicators and for examining how well the latent constructs are assessed by the observed indicators. In the second step, the relationships between the latent variables were also included in the model, and the strength of the relationships was tested. For conducting SEM analysis, we created indicators for each latent construct first following the procedures described by Fitzgerald, Drasgow, Hulin, Gelfand, and Magley (1997).

The results of the preliminary analyses showed that the signs of the b-weights of certain exogenous variables (although non-significant) and their respective zero-order bivariate correlation with the dependent latent variable were in opposite directions. This finding was attributed to a potential suppression effect by the researchers, based on the pattern of correlations between positive work events, negative work events, and affective states. Positive work events were positively correlated with the affective state of pleasure, and as expected, negative work events had a negative correlation with this variable. At the same time, positive and negative work events were positively and significantly correlated ($r = .44$). In this case, the variable of negative events was acting in one direction (negative) in terms of its direct effect on affective states, and in the opposite direction (positive) due to its effect via positive work events. Therefore, it was concluded that the negative work events variable acted as a suppressor, and in order to avoid misinterpretations and counterfactual findings, the influence of negative work events and positive work events were tested using separate models.

Table 2: Goodness of Fit Indices for the Tested Models

Structural models	χ^2	df	χ^2/df	RMSEA	GFI	CFI	AIC
1. Positive work events	527.22	259	2.04	.07	.83	.88	687.56
2. Negative work events	504.63	259	1.95	.07	.84	.89	650.78

The goodness of fit indices for the two structural equation models are presented in Table 2. As can be seen from this table, the structural models had satisfactory fit with the data, indicating the validity of the AET model. The regression-weights and explained variances for the endogenous dependent variables are presented in Figure 1 and Figure 2. Overall, the findings showed that work events (positive and negative) as well as affective dispositions (core self- and external-evaluations) were predictive of affective states at work, which in turn significantly influenced work attitudes and behaviors. These findings provided full support for the study hypotheses.
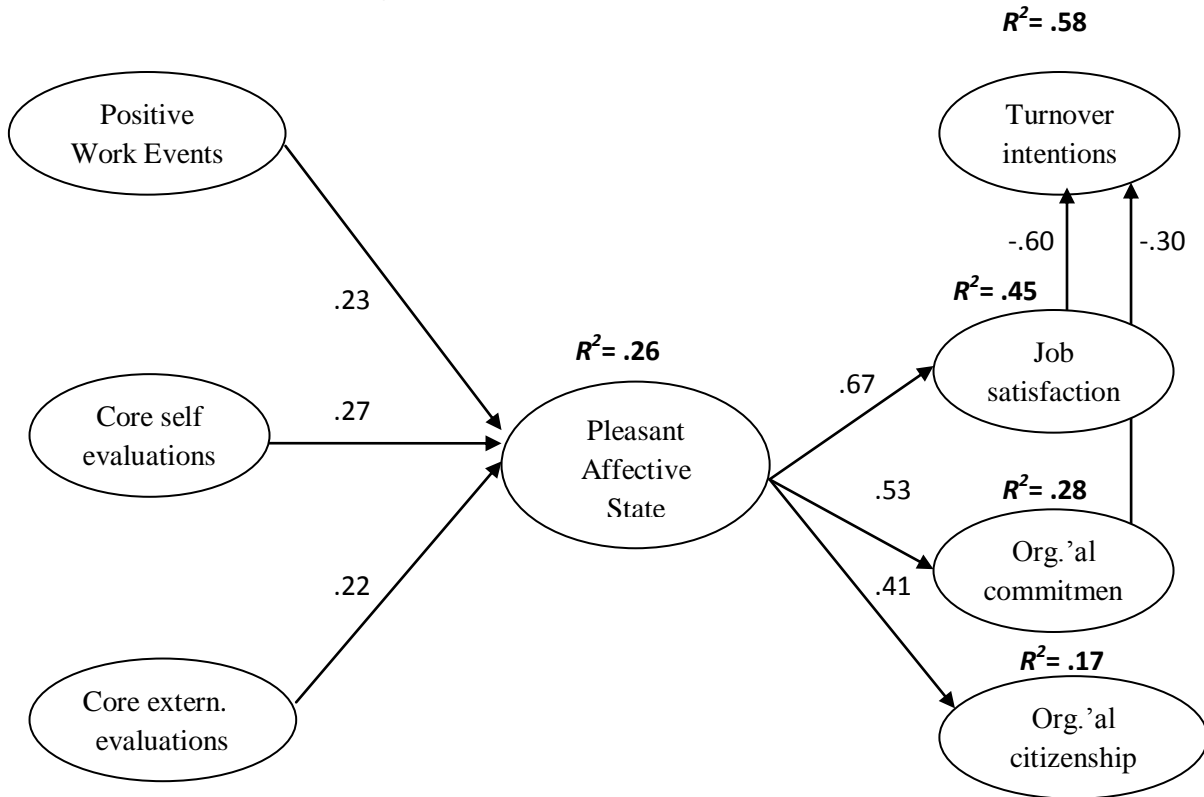
Figure 1: AET Model with Positive Work Events

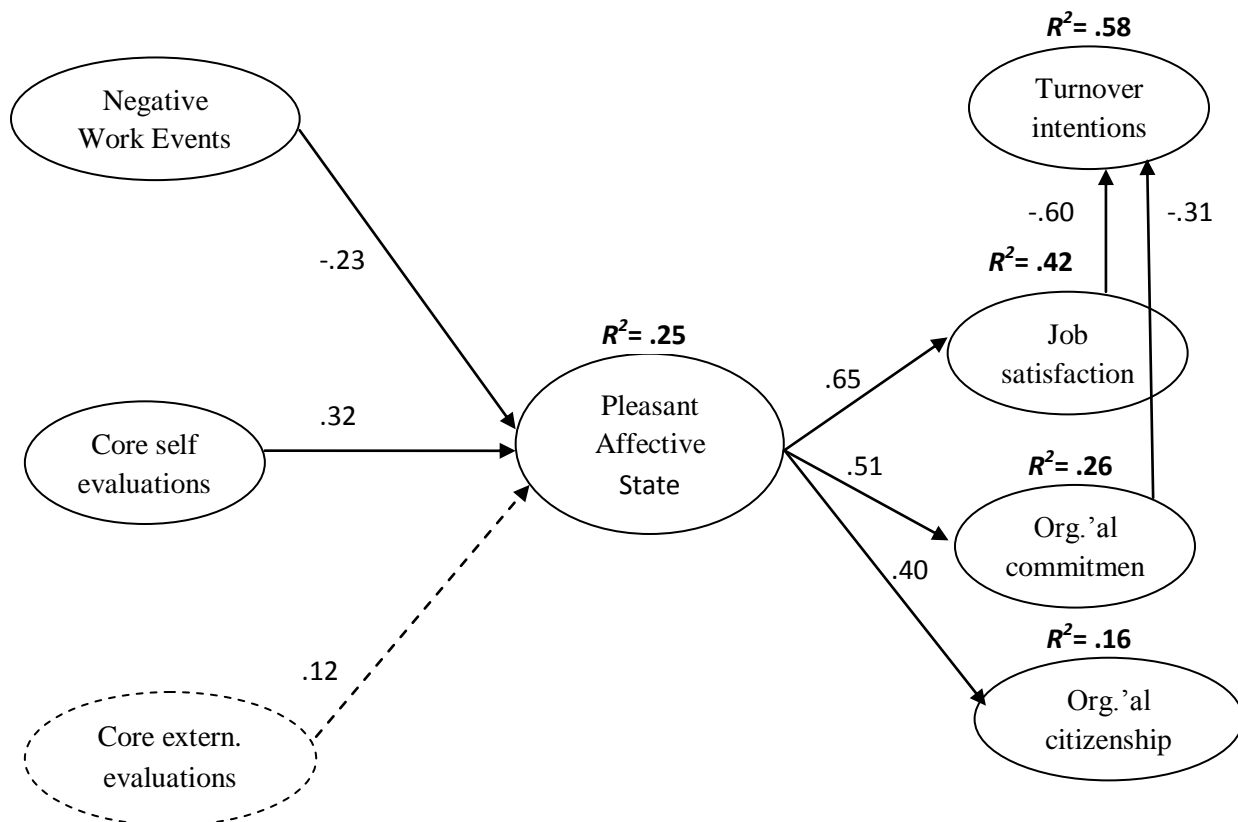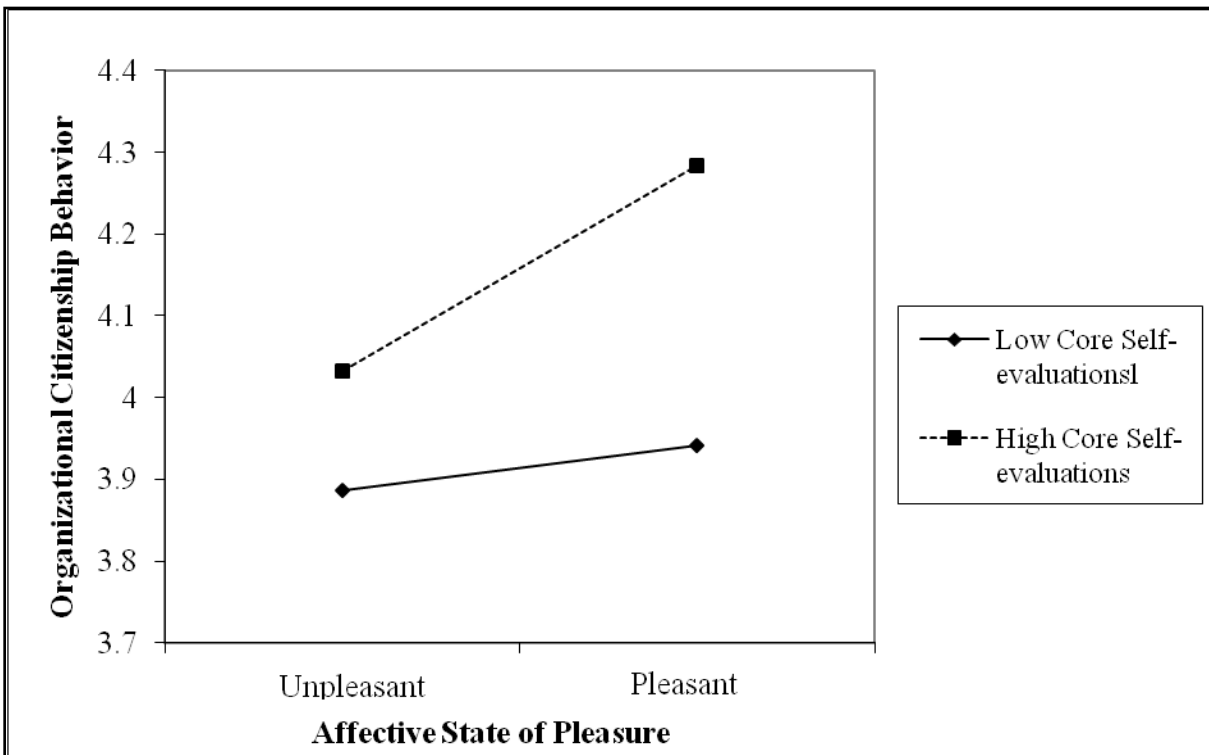**Figure 2: AET Model with Negative Work Event**

Figure 3: Core Self-Evaluations Moderating the Relationship between Pleasure at Work and OCB

The relative influence of work events versus affective dispositions on affective states varied, depending on the type of work event experienced (positive vs. negative). For example, when positive events took place, both the events and core self- and external-evaluations were predictive of the experience of a pleasant affective state. On the other hand, when negative events took place, the influence of core external-evaluations became non-significant, and it was only the negative events and core self-evaluations predicting pleasure at work.

Both models consistently showed significant associations between affective states and work attitudes and behaviors. The affective states experienced by the employees at work explained a meaningful portion of variance ($R^2 = .42 - .45$) in job satisfaction. The work attitude of organizational commitment and organizational citizenship behavior as an affect-driven behavior were also significantly predicted by pleasure at work. In other words, the results showed that experiencing pleasant affective states while at work contributed to increased levels of job satisfaction, organizational commitment, and organizational citizenship behaviors. Moreover, in both models, turnover intentions were significantly predicted by the work attitudes of job satisfaction and organizational commitment and the two variables explained 58 percent of the variance in turnover intentions. As the job satisfaction and organizational commitment of the employees increased, they were less likely to consider quitting their jobs.

Regarding the potential moderating effects of core self- and external-evaluations on the event-affect and affect-work attitude&behavior relationships, a series of regression analyses were conducted. In each regression analysis, the IV, the moderator (either core self-evaluations or core external-evaluations), and interaction of the IV and the moderator were entered as predictors. As a result, core self-evaluations were found to moderate the relationship between pleasure at work and organizational citizenship behaviors; indicated by the significant interaction term ($\beta = .15$, $p < .05$). The nature of the relationship is presented in Figure 3. As can be seen from this figure, the relationship between plasant affective state and organizational citizenship behaviors was stronger for those employees with a positive view of their selves.

Discussion

The present study mainly aimed to empirically test an extended model derived from Weiss and Cropanzano's (1996) AET for examining the antecedents and consequences of affective states of employees at work. Our findings provided evidence for the validity of the AET model. In line with the hypotheses of the present study, work events and core evaluations were significantly related to the experience of pleasant feelings at work, and in turn these affective states were predictive of job satisfaction, organizational commitment and organizational citizenship behaviors. Moreover, job satisfaction and organizational commitment were predictive of turnover intentions. Structural model tests revealed that positive work events were related to the positive affective experiences of the employees, whereas negative work events were related to negative affective experiences characterized by displeasure. The predictive utility of positive versus negative work events could not be tested within the same structural model, due to the suppression effect observed when the two variables were simultaneously tested. However, the bivariate correlations of positive and negative work events with pleasant affective state indicated that negative work events tended to have greater influences on affective state at work. These findings are in line with the results of a study previously conducted by Mignonac and Herrbach (2004). These researchers found negative work events to be significantly predictive of a variety of affective states such as pleasure, comfort, anxiety, anger and tiredness. However, positive affective events were reported to be rather weakly predictive of pleasure, comfort and tiredness, but not of anger or anxiety. Similarly, Miner, Glomb, and Hulin (2005) reported the relationship between negative events and mood at work to be approximately five times stronger than that between positive events and mood, even though positive events were reported more frequently than negative events.

Our study was the first to include a very comprehensive set of work events and has shown that work events are significantly associated with the affective experiences of the employees, which in turn directly or indirectly influence important organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behaviors and turnover intentions. Therefore, content of the work events identified in this study can provide cues for managers in terms of which types of negative events they should try to eliminate or avoid at the workplace and, at the same time, point out the types of positive events that should be facilitated. A review of the work events assessed in this study (see Appendix) demonstrates that there are some similarities with the concepts of organizational justice (e.g., "Somebody else was unfairly promoted for the position I deserved," "A new organizational policy was introduced unfairly," "My subordinate behaved disrespectfully towards me") and supervisory/coworker support (e.g., "My supervisor helpfully guided me through the work," "My supervisor resolved a conflict between me and a coworker," "My coworker/s helped me on a task"). These close links between justice, support, and the work events indicate that the AET (Weiss & Cropanzano, 1996) framework can be broadened to include these concepts.

This study also investigated the influences of core evaluations constructs on affective states at work. Previous research on core self- and external-evaluations has been conducted only for testing associations with other affective trait or personality measures. Results of the present study provided support for core self- and external-evaluations as dispositional constructs within the AET (Weiss & Cropanzano, 1996) framework. The findings of this study suggest that individuals who positively evaluate themselves and their capabilities are less likely to experience unpleasant affective states in the work setting. This finding is consistent with past research, showing that positive evaluation of the self is predictive of individual differences in positive and negative affectivity (Schimmack & Diener, 2003), which predisposes the individual to experience similar emotional states at work (George & Brief, 1992). An individual who scores high on core self-evaluations is proposed as someone who is well-adjusted, positive, self-confident, efficacious and emotionally stable (Judge et al., 2003), thus more capable of emotional regulation in response to events taking place at work. In their review of hedonic well-being, Ryan and Deci (2001) state that perceived competency and self-efficacy are associated with the enhanced well-being of individuals. In line with these propositions of positive psychology (Snyder & Lopez, 2007), one can argue that positive core self-evaluations facilitate the well-being of employees in the work setting and contribute to the experience of desirable affective states in reaction to work events.

Core self-evaluations were also found to moderate the relationship between pleasant affective state and organizational citizenship behavior; indicating that employees with a positive view of their selves exhibit higher levels of citizenship behaviors when they feel plasant in the work setting.

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Whereas, pleasure-OCB relationship is not that strong for those with low self-evaluations. This finding points out to the energizing effect of positive self evaluations and demonstrates how such individuals can act upon their positive feelings and help other coworkers or exhibit extra-role behaviors. Organizations are more likely to benefit from these individuals, especially when these employees are in a pleasant affective state. On the other hand, for employees with low self-evaluations it might be the case that their citizenship behaviors are not conditional upon their affective states. These employees' citizenship behaviors might be related with other factors such as job satisfaction levels or organizational justice evaluations.

Individuals with positive core external-evaluations were found to experience relatively higher levels of pleasant affective states in the workplace, as compared to employees with pessimistic evaluations of the external world. The core external-evaluation construct consists of trust in others, belief in a just world and belief in a benevolent world. The buffering effect of belief in a just world against anger provoking events has been previously supported in empirical research by Dalbert (2002). Belief in a just world is also proposed as a way to enhance trust in others, and belief in one's fate, and it is positively related to individual well-being (Dalbert, 2001). Moreover, it is suggested that a sense of trust in others' goodwill serves as a useful strategy and resource for individuals in emotion regulation and coping (Shaver & Hazan, 1993). Therefore, one can conclude that the identified influences of the core external-evaluations construct on the affective states of the employees are in line with the literature and prove that core external-evaluations are useful constructs to be considered in research on emotions in the workplace. Interestingly, the core external evaluation variable was non-significant in predicting pleasure when it was tested in the model with negative work events. This finding can be explained based on the marginal utility of core external evaluations as compared to negative work events and core self-evaluations. Our model tests revealed negative work events to have stronger influence on affective states in comparison to positive work events. Therefore, in the model for positive work events, there was room for core external evaluations to explain the significant variance in pleasure at work. Concerning the marginal utility of core self-evaluations versus core external-evaluations, we see that in a previous study, Judge, Locke, Durham, and Kluger (1998) also report core self-evaluations to have higher explanatory power in predicting job and life-satisfaction; core external-evaluations not explaining incremental variance in satisfaction beyond core self-evaluations.

In an effort to clarify this finding, these researchers argued that the way in which people view themselves is more fundamental and is the source of the way in which people view others and their world. Putting aside this comparative predictive power, the findings of the present study are confirmatory of the arguments supporting the association between beliefs about the external world and affective experiences and adjustment at work. Future research on the antecedents and consequences of affective states and reactions using experience sampling methodology needs to be undertaken to fully understand the processes through which work events influence the daily attitudes and behaviors of employees. Such an approach can contribute to disentangling the influences of affective traits and situational factors on the affective states of employees.

In future studies, the AET model can be extended to include the coping and emotional regulation strategies that individuals adopt in managing their affective reactions. The influence of different coping strategies on work attitudes and behaviors could be examined. Individuals' affective styles of behavioral inhibition versus activation or problem focused coping versus emotion focused coping could be used as alternative dispositional tendencies in explaining the consequences of affective experiences. Finally, employee justice perceptions about work events and supervisory and coworker support measures can be integrated into the AET framework and this broadened model can be empirically tested in future research.

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Appendix

Task Relevant Events

1. I completed a work task successfully. (+)
2. I solved a task-relevant problem. (+)
3. I had too much work load.
4. I had to work overtime.
5. I produced a creative idea on the job. (+)
6. I made a mistake, interrupting my work.
7. I completed my work on time. (+)
8. I was assigned an important new task. (+)
9. I had to deal with tasks irrelevant of my main job.
10. I could not complete my work on time.
11. My coworker/supervisor consulted my advice. (+)
12. My coworker made a mistake which influenced my work.
13. I was promoted. (+)
14. I was assigned a task for which I am overqualified.

Relationship with Supervisor
1. My supervisor appraised me for my performance. (+)
2. My supervisor ignored my efforts and accomplishments.
3. My supervisor destructively criticized me.
4. My supervisor rejected my work relevant suggestions.
5. Decisions of my supervisor facilitated my work. (+)
6. My supervisor bawled out to me.
7. My supervisor helpfully guided me through the work. (+)
8. My supervisor helped resolving a conflict between me and a coworker. (+)
9. I had a dispute with my supervisor.
10. My supervisor supported me in front of top management. (+)
11. I witnessed an unethical behavior of my supervisor.
12. My supervisor fairly assigned me a task. (+)
13. My supervisor built my morale despite a mistake of mine. (+)
14. My supervisor blamed me after a mistake.
15. My supervisor made a fair task distribution. (+)
16. My supervisor did not protect me in front of top management.
17. My supervisor effectuated a work relevant suggestion of mine. (+)
18. My supervisor made an unjust task distribution.

Relationship with Coworkers
1. I had an enjoying time with coworkers on the job. (+)
2. I had a dispute with my coworker.
3. I had to work together with a coworker I dislike.
4. I worked with my coworkers in a team spirit. (+)
5. My coworker complained about me to my supervisor.
6. My coworkers excluded me / freezed me out.
7. My coworker/s helped me on a task. (+)
8. My coworker lied to me.
9. I disclosed my grievances to my coworker. (+)
10. My coworker quit the job.
11. My coworker protected me on the job. (+)
12. My coworker behaved offensively to me.

Relationships with Subordinates
1. My subordinate successfully completed the task I assigned to her/him. (+)
2. I maintained discipline among my subordinates. (+)
3. My subordinate did not want to carry out a task.
4. My subordinate executed my directives perfectly. (+)
5. My subordinate behaved disrespectfully to me.
6. Management blamed me for a mistake of my subordinate.
7. My subordinate behaved respectfully to me. (+)
8. My subordinate failed to complete the task I assigned to her/him.

Organizational Policies
1. I got a pay raise. (+)
2. Somebody else was promoted for the position I deserved.
3. A new organizational policy was introduced fairly. (+)
4. A new organizational decision was taken without taking the opinion of employees.
5. I had apprehensions about being fired.
6. Management consulted our opinion for a future organizational decision. (+)
7. A new organizational policy was introduced unfairly.
8. Rationale for an upcoming organizational change was communicated to us before the intervention. (+)
9. I did not get the pay raise I expected.
10. A close coworker of mine was fired.