

Impact of Expectancy Based Dispositional Traits of Self Efficacy and Optimism on Job Satisfaction among University Faculty Members: Mediating Role of Affective Organizational Commitment

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Abstract

The study examined expectation based dispositional personality traits of self-efficacy and optimism as predictor of most discussed work attitude of job satisfaction. Moreover affective organizational commitment is tested for mediation in the predictor-outcome relationship of self-efficacy and optimism with job satisfaction. A sample of 293 faculty members from 33 public and private universities from 4 provinces of Pakistan were utilized. Results indicated a significant and positive relationship between dispositional self-efficacy and organizational commitment. Furthermore level of optimism of faculty members significantly and positively related to organizational commitment and job satisfaction. Organizational commitment fully mediated the path between self-efficacy and job satisfaction and partially mediated the path between optimism and job satisfaction. Current research has important theoretical and managerial implications. Current research emphasized the crucial role organizational commitment play in link between expectancy based dispositional traits and job satisfaction. Managers must understand importance of expectancy based dispositional traits as predictors of job satisfaction and adopt appropriate selection and training interventions to enhance self-efficacy and optimism among workforce.

Keywords: Disposition, Expectations, Self-efficacy, Optimism, Organizational Commitment, Job Satisfaction.

Impact of Optimism and Self-efficacy on Job Satisfaction

Recognizing a gap in the existing organizational behavior literature, dispositional self-efficacy and optimism are collaboratively used to predict variation in job satisfaction and organizational commitment is tested for possible mediation effect in the link. Premise is that how employee behaves at work depends largely upon how they feel or judge things in the work environment which in turn depends upon their personality traits and behavioral tendencies collectively known as dispositional factors. According to Judge and Larsen Judge and Larsen (2001) ever since the start of research on job satisfaction, scientist have recognized importance of human personality difference and emotions in predicting its levels. For example, Fisher and Hanna (1931) and Hoppock (1935) reported a strong correlation of job satisfaction with level of emotional adjustment among industry workers. In similar manner the role of dispositional factors has been firmly established as determinants of all other types of work attitudes investigated in the field of organizational behavior (Judge & Kammeyer-Mueller, 2012; Staw, Bell, & Clausen, 1986). Due to its profound effect on employees job behavior such as absenteeism, turnover, productivity or organizational citizenship behavior and close proximity to employee motivation (House & Wigdor, 2006), Job satisfaction is the most prominent and research upon work attitudes in previous organizational behavior literature (Judge & Kammeyer-Mueller, 2012) with numerous definitions based upon research approach and understandings. Simple extracting from previous literature we can define job satisfaction is an individual level positive appraisal for the current job and its contents (Locke, 1969). Although we are not making any particular distinction for this study, researchers has identified existence of affective and cognitive dimensions of job satisfaction (Organ & Near, 1985).

Organizational commitment, a closely related construct to job satisfaction (Allen & Meyer, 1990) has also received extensive consideration of the researcher and is defined as level of identification and involvement of an individual with his or her organization (Mowday, Steers, & Porter, 1979a). It acts as a predictor for many organizational outcomes such as absenteeism, organizational performance, tenure and organizational goals (Meyer & Allen, 1997). Based upon the earlier definitions, Meyer and Allen (1991) have identified three types of organizational commitment, which are (1) affective commitment, (2) continuance commitment and (3) normative commitment. Affective commitment is an employee attachment, identification, and involvement with the organization at sentimental level. Employees having strong affective commitment are more willing to continue their organizational membership since they are emotionally attached to their workplace. For the purpose of current research the term organizational commitment specifically means affective organizational commitment. The reason for choosing affective organizational commitment as a construct is because it is most likely to judge

an employee's emotional attachment with the organization (Balmforth & Gardner, 2006) which is conspicuously affected by individuals dispositional traits.

In the subsequent researches involving job satisfaction and organizational commitment, both constructs have proven to be highly inter-correlated (Levy, Poertner, & Lieberman, 2012; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002); it seems that those individuals who experience high level of organizational commitment would be more satisfied with their job as well and vice versa. Being highly inter-related constructs; a question regarding causal order of occurrence has always intrigued the researcher's i.e. which work attitude precedes and causes the other one. Prevailing view in the literature (e.g. Currivan, 2000; Kim, Leong, & Lee, 2005; Wiener, 1982) depicts that employees job satisfaction precedes their organizational commitment in the causal chain of occurrence. A possible reason for this can be a general assumption amongst researcher that employees attitude towards a particular job precedes attitude towards the entire organization since compared to organizational commitment, job satisfaction is more directly and instantaneously contingent upon changing working conditions. On the contrary, the advocates of organizational commitment causing job satisfaction (e.g. Bateman & Strasser, 1984; Van Knippenberg & Sleebos, 2006; Vandenberg & Lance, 1992) argued that employees adjust their level of satisfaction in consistency with situation they are already committed with (Currivan, 2000). Since in the contemporary business environment, jobs have become more of a dynamic and demand based, it is the level of employee attachment with organizational goals and values, which determines the satisfaction with ever-changing tasks and jobs.

In the previous researches on dispositional sources of work attitudes, various taxonomies of personality types have been found to be significantly related to job satisfaction (Judge & Kammeyer-Mueller, 2012). For instance in few studies by Watson et al., dispositional taxonomy of positive affectivity (PA) and negative affectivity (NA) were found to be related to job satisfaction positively and negatively respectively (Heller, Judge, & Watson, 2002; Watson & Slack, 1993). Studying the relationship between big 5 personality traits and job satisfaction using sample of 354 employees from Singapore based organization, Templer (2011) confirmed that big five personality traits of extraversion, conscientiousness, emotional stability and agreeableness were positively related to job satisfaction. It was concluded that in a collectivistic and norm abiding Asian society, big five personality traits nevertheless plays an integral role in determining job satisfaction level of employees. Judge, Locke, and Durham (1997) created a taxonomy of four personality traits of self-esteem, self-efficacy, emotional stability and locus of control and named it core-self evaluations. According to a meta analysis by Judge, Heller, and Klinger (2008), out of the three dispositional taxonomies, i.e. big five, positive and negative affectivity and core self evaluation, the latter was found to be most considerable predictor of facets of job satisfaction. In a surge of interest on positive psychology, a new state (instead of trait) based personality dimension of psychological capital (or psych cap) has emerged which composed of hope, resilience, self-efficacy and optimism as core components. Although we are basically focusing on dispositional self-efficacy and optimism as trait based dimension, it is worth mentioning that previous researches on relationship between psych cap and job satisfaction, a significantly positive correlation with job satisfaction and organizational commitment (Avey, Luthans, & Youssef, 2010)

Deriving from Bandura's (1986) social-cognitive theory, Karademas (2006) proposed a new taxonomy of personality based upon an individual level of expacation. Karademas emphasized that personality traits of optimism and self-efficacy of an individual are basically expectations beliefs and they have critical role to determine human behaviors, motivation levels and overall functioning. The construct of Self-efficacy was first time introduced by Bandura (1977) defining it as self-concept about ones capabilities to organize and execute specific type of actions in order to achieve certain goals. The tendency to expect that generally good will happen in life is termed as "dispositional optimism" (Scheier & Carver, 1992) and is recent attention due to a surge of research on positive psychology (Peterson, 2006). Research on effect of dispositional constructs on work attitudes, principally job satisfaction has repeatedly revealed that it is influenced by dispositional self-efficacy and optimism. Self efficacy as one of the four components of core-self evaluation has been widely researched as highly significant predictor of job satisfaction (Judge & Bono, 2001; Judge et al., 2008; Judge et al., 1997) and other job related constructs like motivation, performance, goal setting, success, coping and overall life satisfaction (Erez & Judge, 2001; Judge, 2009; Judge & Bono, 2001; Judge, Locke, Durham, & Kluger, 1998; Kacmar, Collins, Harris, & Judge, 2009; Kammeyer-Mueller, Judge, & Scott, 2009). As far as dispositional trait of optimism is concerned, studies exists (mostly under umbrella of psych cap) that indicate a positive relationship between levels of employee optimism and job satisfaction as well as other work attitudes (For example: Avey et al., 2010; Youssef & Luthans, 2007). Although a wealth of studies relating self-efficacy and optimism either individually or as part of some different personality taxonomy (for example: core self-evaluation) with job satisfaction, there exists a need for these two expectation based personality traits to be collaboratively explored as predictors of job satisfaction and organizational commitment.

Mutually, expectations based traits of self-efficacy and optimism can be defined as a positive expectation from one's own capabilities and events occurring now and in future. Independent research on two

constructs from past literature reveals positive cognitive, affective and behavioral outcomes in individuals. It is seen that people who possess self-efficacy trait are ready to perform challenging tasks (Luszczynska, Gutiérrez - Doña, & Schwarzer, 2005) and they tend seek further opportunities, acquire new skills and generally tend to remain in positive mood even if their environment is not supportive (Wayne, Grzywacz, Carlson, & Kacmar, 2007). Similarly in a comprehensive literature review of optimism and its correlates, Brissette et al. (2002) concluded that an optimistic person has great ability to gather psychological (internal) as well as social support leading to a better adjustment in stressful environments. Term dispositional traits are relatively permanent constructs which define an individual's behavioral tendencies and cognitive processes which are applicable generally in every situation of life instead of specific ones. Work attitudes (or job attitudes) are normally stable constructs (Staw et al., 1986), are defined as enduring and general positive or negative thoughts, feelings and beliefs directed towards any tangible or intangible phenomena related to job or organization(George, Jones, & Sharbrough, 2012). Rosenberg and Hovland (1960) presented a three component view of attitudes which is still widely applicable i.e. affective; the feeling component, cognitive; the reasoning component and behavioral; predisposition to act towards stimuli of attitude. In the interaction between dispositional traits and their attitudes towards job and organization, there is a strong tendency that people would convert their negative and positive traits into relevant work attitudes irrespective of the work situation (Staw et al., 1986). This depicts that a person high having a positive trait in the personality such as optimism or self-efficacy, the overall appraisal of the various organizational aspects would be resultantly positive. as a strong advocate of positive psychology, Luthans (2002) encouraged organizational behavior researchers to emphasize on positive human traits and emphasize human strengths rather than focusing on never ending debate of converting weaknesses into strengths. Based upon direct impact of dispositional traits on individual attitudes we propose that an individual university faculty member's level of both dispositional self-efficacy and dispositional optimism will predict positive variance in organizational commitment as well as job satisfaction via path mediated by organizational commitment.

The current job situation of teaching faculty in Pakistan is not same as a decade ago. With the advent of higher education commission in 2002, various reforms have been introduced and initiatives taken to boost the quality and scope of higher education all over Pakistan, with fruitful outcomes and total number of public and private universities has increased from 102 in 2003/2004 (with total student enrollment of 423236) to 132 in 2009/2010 (with total student enrollment of 948336) (source: www.hec.com). However due to these reforms, the scope of job for university faculty has become very wide and somewhat industrious, performing an assortment of activities like teaching, student advising, university and departmental committees, and along with various kinds of duties, they are expected to conduct research and keep abreast with latest knowledge in their fields of specializations. Previous research pertaining to job satisfaction and commitment of Pakistani university faculty members identified work situation like salary, supervision, nature of work and career opportunities as significant predictors of these work attitudes(Malik, Nawab, Naeem, & Danish, 2010), we believe that it is now time a research to be carried out on positive personality traits of the teaching faculty members in relation to their levels of job attitudes, mainly job satisfaction and organizational commitment.

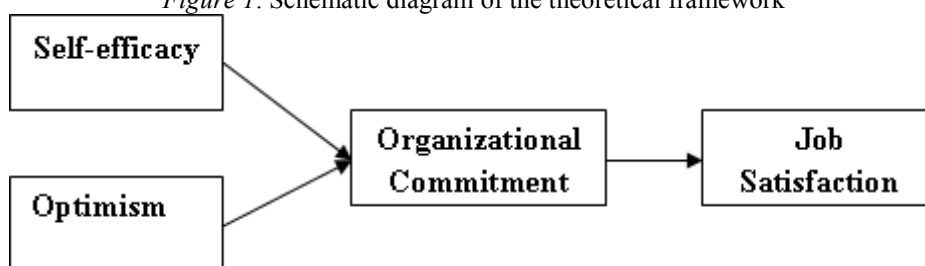
Deriving from the research purpose and review of literature, this particular study endeavors to fill in various gaps in the existing literature by testing the following hypothesis:

Faculty members with high level of dispositional traits of **(H1)** self-efficacy and **(H2)** optimism have positive cognitive belief upon their abilities to achieve all life goals and expect more favorable outcome of life events and situations in general. This will lead to an overall positive evaluation of entities related to organization and job, explicitly **(a)** job satisfaction and **(b)** organizational commitment.

H3: Since dispositional traits are general in nature and not job or situation specific, we propose that faculty member's organizational commitment would mediate the path connecting **(a)** self-efficacy and **(b)** optimism with job satisfaction. Hence it is proposed that **(H4)** organizational commitment would act as predictor of job satisfaction as faculty members would tend to be satisfied with situation they are more committed towards.

The schematic diagram of the proposed conceptual framework is presented in figure 1.

Figure 1. Schematic diagram of the theoretical framework



Method

Non contrived, correlational study with minimum researcher interference was conducted with sample of permanent teaching faculty members all over the Pakistan in both private and public sector to increase generalizability of the results. There are 132 universities and Higher education institutes in Pakistan out of which 74 are in public and 59 are in private ("Statistical Information Unit: Faculty," 2004). A random sample of 33 universities was selected out of which 4 were dropped because their website did not enlist the email contacts of the faculty members. This procedure was adopted because there was no list which would serve as sampling frame from which random sample could be drawn (Yousef, 2000). An online survey form was created using Google docs (www.docs.google.com) and link was emailed to the 800 randomly selected email addresses of faculty members from the websites of 30 universities from private and public sector. Total 59 emails were bounced back making the total sample of the study equal to 741. 326 survey forms were returned online by cut-off date depicting a response rate of 44 %. Of the returned questionnaires 293 questionnaires were used and incomplete surveys were dropped off.

From total sample size of 293, majority of the respondent were males (n = 208) that is 71 % on the other hand females (n = 85) accounted for 29 % of total sample. Age was distributed in four ranges, less than 29 (n= 86, 29.4 %), between 30-39 (n = 111, 37.9 %), between 40 to 49 (n = 49, 16.7 %) and above 50 (n = 47, 16%). Majority of respondent were in the range 30-39. 5 designation levels were Research Associate/Lab Assistant/Equivalent (n = 21, 7.2 %), Lecturer (n = 115, 39.2 %), Assistant Professor (n = 96, 32.8%), Associate Professor (n = 30, 10.2 %), Professor (n = 31, 10.6 %). Some characteristics of the sample are presented in Table 1.

Table 2:

Frequency distribution of sample

Gender	Frequency	Percent
Male	208	71.0
Female	85	29.0
Total	293	100.0
Age in Years		
Less than 29	86	29.4
30-39	111	37.9
40-49	49	16.7
Above 50	47	16.0
Total	274	100
Education in years		
14 years of education or equivalent	1	0.3
16 years of education or equivalent	44	15.0
18 years of education or equivalent	148	50.5
PhD or equivalent	100	34.1
Total	293	100
Designation		
Research Associate/ Lab Assistant/ Equivalent	21	7.2
Lecturer	115	39.2
Assistant Professor	96	32.8
Associate Professor	30	10.2
Professor	31	10.6
Total	293	100
Sector		
Private	142	48.5
Public	151	51.5
Total	293	100.0

Measures

A self reported survey questionnaire was developed that collected primary data for demographics and study variables. The survey, first of all explained the objective of the research, followed by a paragraph of informed consent and assurance of secrecy. Question related to demography of the respondents were in the beginning of the survey form. Demographic section of the survey contained questions related to gender (male or female), age (below 29, 30-39, 40-49, above 50), Education level(14years, 16 years, 18 years or PHD/equivalent), Employment status (permanent or visiting), Public or private sector, designation (research scholar/research associate/lab assistant/equivalent, lecturer, assistant professor, associate professor and full-professor), and Marital Status(married or unmarried).

Self- efficacy

New general self-efficacy scale by Chen, et al. (2001) was used to operationalize general self-efficacy amongst the respondents. It measures the construct with 8 items on a five point Likert scale (1 = strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree). Sample item is “I will be able to achieve most of the goal that I have set for myself”(α = 0.905). Greater the score, greater is level of dispositional self-efficacy in an individual.

Optimism

A modified version of LOT (life orientation Test) developed by Scheier and Carver (1985) was used to measure optimism on five point Lickert scale (1 = strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree). The original LOT has 12 items which was reduced to seven item scale, out of which four measure positive directions and three were filler items. Sample item is: “I always look at the bright side of the things”.(α = 0.847). An overall higher score indicated greater level of dispositional optimism.

Job satisfaction

Job satisfaction index (Brayfield & Rothe, 1951) having five items was adopted to measure the overall job satisfaction of an individual on a five point Likert scale (1 = strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree). Sample item is: “I feel fairly well satisfied with my present work”. (α = 0.885) and higher score depicts higher level of job satisfaction. The scale has been frequently used in recent literature and has proved to be highly reliable (Ilies, Wilson, & Wagner, 2009; Judge et al., 2008; Judge et al., 1998). According to Moorman (1993) who referred from Williams (1988), that Brayfield-Roth job satisfaction scale covers both affective and cognitive job satisfaction, with greater proportion of affective component.

Organizational commitment

Organizational commitment questionnaire developed by Mowday, Steers, and Porter (1979b) were used to measure the level of affective organizational commitment in the respondents on a five point Likert scale (1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree). Six questions were selected and four were dropped to improve the reliability of the scale (α = 0.860). Sample item is: “I find that my values and the organization’s values are very similar”.

Analysis

Descriptive analysis was conducted to represent the characteristics of the sample using frequencies and percentage. Correlation, Mean and standard deviation were calculated as well. Path analysis using AMOS(Arbuckle, 2009) was employed to test the validity of individual relationship between optimism and organizational commitment, optimism and job satisfaction, self-efficacy and organizational commitment and self-efficacy and job satisfaction. Furthermore to test the mediation of organizational commitment in the path between self-efficacy and job satisfaction and optimism and job satisfaction, Baron & Kenny (1986) causal step method was employed with AMOS.

Results

Table 3.

Correlation analysis and descriptive statistics

No.	Variables	2	3	4	Mean	S.D
1.	Optimism	.563**	.341**	.338**	3.77	.72
2.	Self-Efficacy	–	.321**	.205**	4.15	.58
3.	Org. Commitment	–	–	.570**	3.94	.75
4.	Job Satisfaction	–	–	–	3.84	.94

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

The value of means and standard deviation are presented in table 2. Value of means for the four variables indicates that the sample lies on the positive side of measured variables such that majority of sample is optimist, possess self-efficacy, emotionally committed towards organization and are satisfied with their jobs. Low values of standard deviation depicts that there is less variability in data and data set is close to mean. Further correlation results indicate highly significant relationship between optimism and self-efficacy, between self efficacy and affective commitment, between self-efficacy and job satisfaction, between optimism and affective commitment and between optimism and job satisfaction.

Path analysis in two stages was employed to detect the relationship between dispositional self-efficacy and optimism on one hand and job satisfaction and organizational commitment. In first stage all paths as depicted in just-identified model (see figure 2) were included to obtain the regression weights and significance of relationship between each endogenous (organizational commitment and job satisfaction) and exogenous (optimism and self-efficacy) variable. A just-identified model is one in which all exogenous variables connects to every endogenous variable. In the second stage only significant paths from first stage were included in the model.

Figure 2. Just-identified model in AMOS

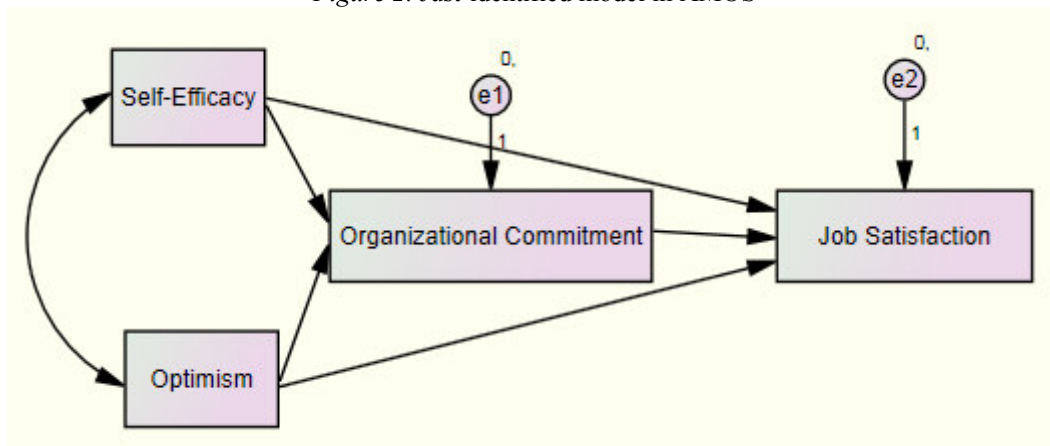
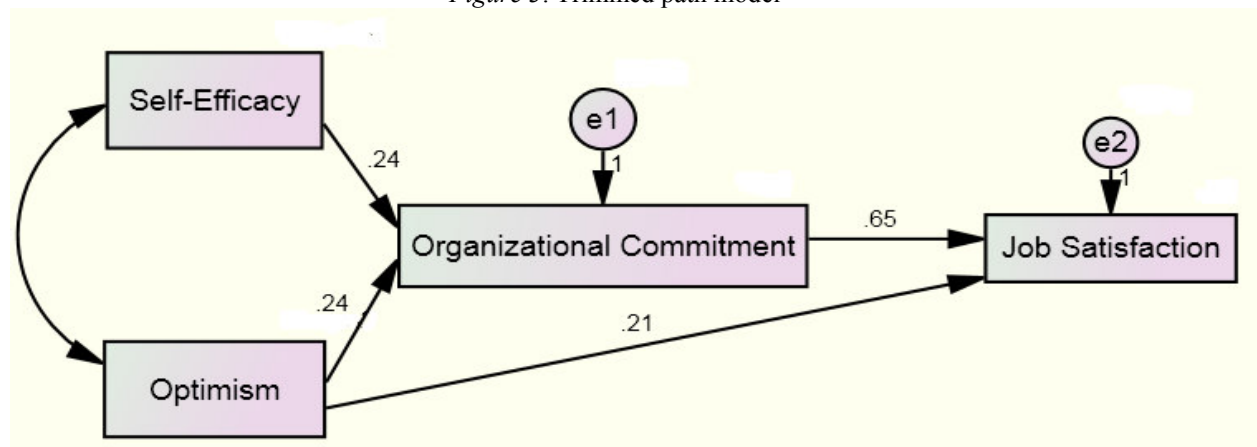


Table 4
 Results for study model

Path from	Path to	Just Identified Model (figure 2) Path Coefficients	Trimmed Model (significant in 1) Path Coefficients
Optimism	Org. Commitment	.245*	.245*
Optimism	Job Satisfaction	.265*	.213*
Self-Efficacy	Org. Commitment	.243*	.243*
Self-Efficacy	Job Satisfaction	-.125	
Org. Commitment	Job Satisfaction	.662*	.648*
Goodness of Fit Index (GFI)		1	.997
Comparative Fit Index (CFI)		1	.997
Root Mean Square Error of Approximation (RMSEA)		.397	.052
Chi Square			1.789 (p =.182)

* P < 0.05

Figure 3. Trimmed path model



In order to assess the model fit of the trimmed model (figure 3), we used chi-square, GFI (goodness of fit index), CFI (comparative fit index) and RMSEA (root mean square of approximation). Chi-square ($\chi^2 = 1.789$, $P = .182$) value for the model has proven to be insignificant which depicts model adequacy (Garson, 2009). Moreover for a good fit model, GFI and CFI greater than 0.9 and RMSEA less than .06 are recommended in literature (Hu & Bentler, 1999). The current trimmed model was thus a good fit to data since GFI and CFI were 0.97 and RMSEA was 0.052. Hypothesis **H1b** was accepted because self-efficacy significantly predicted organizational commitment (.243, $p < 0.05$) such that one unit increase in self-efficacy would increase organizational commitment by .243 units. From the full model we interpreted that **H1b** was rejected as self-efficacy was insignificant predictor of job satisfaction and the path was removed from trimmed model. Interpreting from trimmed model, hypothesis **H1a** and **H1b** were accepted because optimism proved to be a

significant predictor of both organizational commitment (.245, $p < 0.05$) and job satisfaction (.265, $p < 0.05$) respectively. One unit increase in optimism would cause .245 unit increase in organizational commitment and .265 unit increase in job satisfaction. Amongst the predictors of job satisfaction, organizational commitment, the mediator, predicted largest variability in job satisfaction (.65, $P < 0.05$) hence hypothesis **H4** was accepted.

Table 5.

Causal step path analysis

Step	Path from	Path to	DV= Self-efficacy	DV = Optimism
1	DV	Job satisfaction	.333** ($p < .05$)	.443** ($p < .05$)
2	DV	Org commitment	.414** ($p < .05$)	.345** ($p < .05$)
3	Org. Commitment	Job Satisfaction	.717** ($p < .05$)	.717** ($p < .05$)
4	DV & Org. commitment	Job Satisfaction	.040 ($P = .626$)	.213 ** ($P < .05$)

Mediation analysis was done with causal steps approach (Baron & Kenny, 1986) in which test for significance of different paths is conducted to check for mediation. Table 4 enlists values of results of four steps of path analysis conducted to check mediation caused by organizational commitment in path leading from self-efficacy to job satisfaction and optimism to job satisfaction separately. The results of table 4 depict a full mediation and acceptance of hypothesis **H3a** as inclusion of organizational commitment changed the significant of relationship between self-efficacy to job satisfaction whereas the results for optimism as dependant (endogenous) variable depicts a partial mediation since according to Baron and Kenny's method in the fourth step the path leading from optimism to job satisfaction remained significant with inclusion of organizational commitment as potential mediator leading to a partial acceptance of hypothesis **H3b**. In order to re-confirm the existence of partial mediation of organizational commitment in optimism to job satisfaction path, we conducted Sobel Z test (Sobel, 1982) which revealed significant results (table 5).

Table 6.

Output of Sobel Z test

A	B	S.E _A	S.E _B	Test Statistics
.356	.648	.057	.063	5.338 **

Discussion

As mentioned earlier, human expectation about their abilities to perform tasks and about future outcomes plays very important part in determining their behaviors (Bandura, 1986; Karademas, 2006). Hence the purpose of the current study was to assess how much variance in job satisfaction is caused by two expectancy based dispositional traits of self-efficacy and optimism and whether this variance is first caused in work attitude of organizational commitment which carries it to job satisfaction in the causal link. Job satisfaction was studied as a general attitude of faculty members towards current task to be performed at their universities whereas affective or emotional association with goals and values of employer university was considered as organizational commitment. To the best of our knowledge, this is the first study which collaboratively examined dispositional self-efficacy and optimism as predictors of job satisfaction and tested for mediation of organizational commitment. Through this research we can acknowledge the importance of human expectations in shaping their attitudes. The faculty members who formed the sample of the study were overall satisfied with job, highly committed which indicated presence of suitable positive personality traits that are causing these work attitudes. Significant result of the path co-efficient clearly indicated that two expectation based dispositional personality traits of self-efficacy and optimism have profound effect on two closely related work attitudes of job satisfaction and organizational commitment.

The findings of the current study confirm existence of positive relationship between dispositional optimism as independent variables and job satisfaction as dependant variable which is congruent to early researches (Abbas, Raja, Darr, & Bouckenooghe, 2012; Chang, Li, Wu, & Wang, 2010; Federici & Skaalvik, 2012; Youssef & Luthans, 2007). An anomalous finding of the study not registered in previous literature was that dispositional self-efficacy resulted out to be an insignificant predictor of job satisfaction when tested in the model along other variables although it was significant when tested as a standalone predictor. From the results of trimmed path diagram, it was evident and in line with established positive psychology-work attitude relationship (Avey et al., 2010), that both optimism and self-efficacy were significant predictors of organizational commitment among faculty members. Lastly the relationship between organizational commitment and job satisfaction was highly significant and positive. It seems in the contemporary academic environment at Pakistan with lot of reforms and policies being introduced and implemented, jobs at universities have become more dynamic and challenging, not a routine or repetitive task. On the contrary if we look with perspective of organizational commitment, universities culture, goals, policies and values are relative more stable. Faculty members who invest lot of intellectual resources, time and physical effort for the universities, may get

emotionally attached to it hence showing greater agreement for the assigned tasks making the relatively stable construct of organizational commitment an appropriate predictor for job satisfaction.

How does self-efficacy impact level of job satisfaction when it is not a significant predictor in presence of other predicting variables? The most rational answer from the current findings is that it does so via organizational commitment. In the causal link from dispositional effect to work attitudes, self-efficacy among faculty members gives rise to variance in affective organizational commitment which in turn causes variation in job satisfaction. The importance of mediator in management studies research can be attributed to the fact that they helps establish a multi-level causal relationship helping managers to pick the appropriate construct to work upon. In the current self-efficacy → Organizational Commitment → Job satisfaction relationship, we can deduce that high level of dispositional self-efficacy or having a general positive perception regarding one's own ability to do well in all situation, would make faculty members more emotionally attached to the goals and beliefs of the university. Self-effaceable are seeking to acquire new skills, opportunities, strive for work success, tends to remain in good mood (Wayne et al., 2007) and inclined towards accepting challenging tasks (Luszczynska et al., 2005). Since the job itself may not be sufficient to satisfy a person high in self-efficacy because of it dynamic and ambiguous nature, more commitment may exist towards university that is basically providing them the avenue to exhibit the abilities, acquire skills and gain experiences.

Next we found that in the causal link between dispositional optimism and job satisfaction among faculty members, organizational commitment partially accounts for effect of dependant variable on independent variable. Hence there exist both direct effect of job satisfaction by optimism and indirect affect through organizational commitment. An optimist person generally expect good things to happen in life and these expectancies are generally stable over time and context (Scheier & Carver, 1993). So if it is the job the person needs to appraise or the organizational as whole, in most situation the appraisal of an optimistic person will be positive. Recall that job satisfaction is defined as positive appraisal of job by Locke (1969) we suggest an optimistic person will be the first to do so irrespective of the other extrinsic predictors of job satisfaction (Staw et al., 1986). Similarly organizational commitment of a optimistic person will be high because of the mental resource which makes them believe everything is good associated with the organization. For example an optimistic person may carry on a thought that "I love and respect this organization because it provides sustenance for me".

Managerial Implications

Although numerous individual personality traits effect disposition – attitude linkage, one of the reason to choose self-efficacy and optimism as predictor for this particular research owe to critical managerial implications. Earlier researches in academic settings has found that individuals with high dispositional self-efficacy or optimism, are more willing to learn, serious about their performance and exert greater effort towards goal achievement (Bandura, 1982; Dweck & Goetz, 1978). Moreover, referring the previous researches Dixon and Schertzer (2005) suggests that managers can get high achievement oriented employees by fostering and enhancing both self-efficacy and optimism amongst employees using modern training, coaching and mentoring techniques.

We suggest, that instead of using conservative organizational development techniques like job re-design or organizational restructuring etc to attain positive work attitudes, managers can use make use of our findings; considering job attitudes are relatively stable and disposition has a strong influence on them. Generalizing the results from the scope of this study it is suggested high self-effaceable employee will possess more organizational commitment which will in turn lead to high level of job satisfaction. Similarly dispositional optimism would have both direct effects on job satisfaction whereas the positive effect of dispositional optimism on organizational commitment is also carried over to job satisfaction. So what managers need to do is to upheaval level of self-efficacy and optimism among employees at work place. One way is to adopt selection procedures so that hired employees already possess these traits. This can be done by administering specifically designed questionnaires incorporated in personality selection test or requisite personality dimensions may be judged through structured interview questions. However one of the major issue with the selection tests (Bartram & Dale, 2011) and interviews is "Faking-to-be-good", in which candidates deliberately hides their negative traits by answering questions positively. Another way to have workforce high organizational commitment and job satisfaction is to inculcate in them these two traits. Seligman (2011) believes that optimism is a learned reaction (or emotional state) and it is possible to train individuals for optimistic instead of pessimistic behavior in reaction to certain stressful events and similarly in vocational training session, it was found that with positive feedback and reassurance, participants do develop self-efficacy over time (Dory et al., 2009). Hence the task of the manager is to plan appropriate trainings intervention to increase these two crucial dispositional traits among the employees. Since self-efficacious and optimistic people have tendency to work harder for achievement of goals, as they are not easily impeded by environmental or psychological hindrances and they do not blame external forces for their failures (Dixon & Schertzer, 2005), having a workforce high in these two traits can result in an over positive employee attitudes and behaviors.

The above mentioned recommended managerial strategies holds exactly for university administrators and supervisors, according to (Malik et al., 2010) their implication is significantly greater in academics which is a source of nations intellect and human capital. Increasing number of researches is indicating a direct relationship between teacher personality traits and attitude with student's attitudes and behaviors (e.g.Pas, Bradshaw, Hershfeldt, & Leaf, 2010; Rose, Rukstalis, & Schuckit, 2005). Common sense approach says that a faculty member high in self-efficacy and optimism would spillover the same thoughts in the students, which could result in collective positive thought, an essential requirement of our times full of hatred, conflict, violence, unrest and stress.

Limitations and Future Research

Like many other researches, there are limitation of this study as well that should be kept in mind while interpreting results and conclusion. Human traits and work attitudes are relative stable and certain interventions or triggers may change them spontaneously or instantly as well. Since the current research is cross-sectional in nature, it may undermine correct interpretation of causality amongst variables and appreciate biases (Butler, Grzywacz, Bass, & Linney, 2005). We recommend a longitudinal approach to the same model, which can study the expectancy based dispositional traits and work attitudes over longer period of time. Second generalizability of the findings can be an issue using current sample. University setup and job requirements of faculty member are widely different from industrial and organizational settings. Since current sample is from Pakistan, a western country, we recommend a cross-cultural investigation to check if the findings apply to university teaching faculty members in other countries, especially western. Thirdly using self-reported measures, as used in this study often suffer from social desirability bias. A qualitative approach comprising some interview and observational data collection tools could be an appropriate step to the enhance understanding the current research model.

Expectancy based dispositional traits of self-efficacy and optimism are very important and the current theoretical framework can be extended to include numerous other work-attitudes and behavioral outcomes, like psychological contract, turnover intention, organizational citizenship behavior etc. we recommend future researchers to incorporate other constructs and extend the model to disposition-attitude-behavior relationship. Re-emphasizing the importance of optimism and self-efficacy, we encourage researchers to find out how useful these two traits are as compared to other taxonomies of personality like core-self evaluation, psych capital, five factor model or affectivity.

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