

A Study of Employee Positive Motions and Organizational Effective

Min-Huei. Chien.

The Overseas Chinese Institute of Technology

ABSTRACT

This study explores the relationship between positive emotions and organizational effective displayed by employee in Taiwan's organization. In other word, the study investigates whether employee positive emotions (*smiling, greeting*) influence organizational effective (productive, civic behavior) and their job attitude.

The findings of this study indicate that organizational climate have a substantial impact on employee displayed positive emotions in organization. In fact, employee displayed positive emotions have a significant impact on organizational effective. The findings of this paper also indicate 10 factors that can be use to increase employee's positive motions.

BACKGROUND AND PURPOSE

According to Schneider & Bowen (1995), there are positive relationship between the employees displayed positive emotions and the organizational effective. Some study also indicates that there are significant differences with higher rates of absence and turnover. Thus, positive emotion appears to be a good predictor of employee productivity. In other words, employees are more likely to perform excellent effective when they have positive emotions. Thus, most organization likes to know what the key factors leads to positive emotions are.

Anyway, some researches results were conducted from overseas organization. It indeed needs to find out those relationships in Taiwan's organization. Base on this point of view, the purpose of this study are going to find out what are the key factors affect positive emotion in Taiwan's organization. The study also investigates whether employee positive emotions influence organizational effective and their job attitude.

HYPOTHESIS

This study investigates whether employee positive emotions influence organizational effective and their job attitude. According to some literature review, the following hypotheses are formulated:

Hypothesis₁: Organizational climate will be positively related to displayed positive emotions.

Hypothesis₂: Displayed positive emotions are more satisfied with their jobs and have fewer absences and less turnover.

Hypothesis₃: Positive emotions will be positively related to willingness to job satisfaction.

Hypothesis₄: There is significance relationship between positive emotions and organization effectiveness.

RELATED LITERATURE

Some research pointed out that organizational climates are one of key factors that leads to positive emotions. The study of climates in organizations has been difficult because it is a complex, multi-level phenomenon (Glick, 1985). Nevertheless, significant progress has been achieved in conceptualizing the climate construct (Scneider & Reichers, 1983). For example, the literature now discusses two types of climate: organizational and psychological. While the organizational climate is studied at the organizational level, the psychological climate is studied at the individual level of analysis. Koys & DeCotisi (1991) point out both facets of climate are considered to be multi-dimensional phenomena descriptive of the nature of employee perceptions of his or her experiences within an organization. (Abdalla Hagen; Cheryl Vaicys; Rey Vaicys; 2003)

According to Hagen (2003) organization climate is composed of many routines and rewards occurring in the organization. Hence, there may be any number of dimensions of climate such as safety, service, or innovation. Therefore, Glick (1985) and Schneider, Parkington and Buxton (1980) suggested that researchers focus on a certain type of climate that is likely to influence their studys criteria of interest. For example, Zohar (1980) constructed forty items climate that was descriptive of the organizations safety-related practices and rewards. He found an empirical linkage between an organizations climate for safety and safety program effectiveness. Psychological climate includes employee perception of an organization=s events, practices, and procedures (routines) and the kinds of behaviors that get rewarded, supported, and expected Schneider (1990). According to Jones and James (1979), psychological climate is more than mere descriptions of work environment conditions. It reflects the individual

characteristics involved in the processes of perception, concept formation, and the characteristics of the situation being perceived. The development of a psychological climate is not a problem of developing unique domains of dimensions for a given setting; it is to specify a theoretically-meaningful and analytically-practical universe of all possible climate dimensions (Koys and DeCotisi, 1991).

Previous studies concerning displayed emotions have identified a few *contextual variables* that influence and predict employee displayed emotions. For example, Rafaeli and Sutton (1987) proposed that employees are more likely to display appropriate emotions if they are exposed to socialization programs emphasizing the expression of emotions. Ashforth and Humphrey (1995) shared a similar view about the important role the socialization plays in affecting employee displayed emotions. In addition, Rafaeli and Sutton (1987) argued that the use of rewards and punishments can induce employees to display appropriate emotions. Employees are more likely to maintain such behaviors because they want to obtain more rewards (e.g., cash prize, praise) while avoiding punishments.

Ashforth and Humphrey (1993) view employee emotions as the act of expressing socially desired emotions during service transactions. Wharton and Erickson (1993) linked employees displayed emotions to their behavior. Rafaeli and Sutton (1987) found that such emotions were displayed through a combination of facial expressions, spoken words, and tone of voice such as smiling and thanking. Rafaeli and Sutton (1987) also made a distinction between employee displays of positive versus negative emotions.

Some research has highlighted the importance of a climate for organization (Conrinn and Taylor, 1992) and its impact on employee behavior. Within the management and organization behavior literatures, organizational climate (or indicators thereof) has been as a causal antecedent of employee behavior (Bruke and Litwin, 1992; Kopelman, Brief, Guzzo, 1990). An organizational climate is considered to be multi-dimensional phenomena descriptive of the nature of employees perceptions of their experiences within an organization because multiple climates often exist simultaneously within a single organization (Koys & DeCotisi, 1991). Climate for service refers to employee perceptions of the practices, procedures, and behaviors

that get rewarded, supported, and expected with regard to customer service and customer service quality. For example, to the extent that employees perceive that they are rewarded for delivering quality service, their organization's service climate will be stronger. (Abdalla Hagen; Cheryl Vaicys; Rey Vaicys; 2003)

METHODOLOGY AND PROCEDURES

Research methods utilized included procedure, participating subjects, and measures of variables. These research methods were implemented in the Taiwan at the beginning of 2003 and during the May 2003. Variables measured in this study included psychological climate for service friendliness, displayed positive emotions, willingness to return, willingness to recommend, and purchase decision. The sample (300 employees) was selected randomly in the Taichung city in Taiwan. Of the 246 (82%) accepted the invitation and participated in this study. Their mean age was 30 years, and the mean of their work experience in service-related jobs was 8 years. Of the 246 sample 123 (50%) were women, and 123 (50%) were men. The interview process also conducted in this study.

FINDINGS AND DISCUSSIONS

In this study, three items were used to represent an employee's positive emotion toward organizational setting. These items were adapted from Schneider, White, and Paul (1998) which are (1) my organization is very committed to improving the my service friendliness; (2) my organization has plans to improve the quality of my work; (3) I recognizes that positive emotion affect organizational effectiveness. The test sample were asked to indicate the extent of their agreement with each of these statements on a 5-Likert scale (strongly disagree= 1; disagree= 2; neutral= 3; agree= 4; strongly disagree= 5). The conducted generalized least squares exploratory factor analysis yielded a one-factor solution. The sum of the three items was computed to represent the attitude toward organization. Alpha was .87 for the responses of sample.

The correlation matrices show strong significances correlations of variables involved in study. The test samples displayed positive emotions were correlated with the organizational psychological climate. Employees' reactions were also correlated with organizational leadership. The research also found that positive emotion will affect organizational effectiveness which

including the rates of absence and turnover. These correlations finding refer to preliminary support to the research hypotheses. Firstly, Organizational climate are positively related to displayed positive emotions. Secondly, employees' positive emotions are more satisfied with their jobs and have fewer absences and fewer turnovers. Finally, there is a strong significance relationship between positive emotions and organization effectiveness.

CONCLUSIONS AND IMPLICATIONS

The present study revealed that when a psychological climate are positive and organizational culture are fully support, employees would display more positive emotions toward their job. Managers must create a high psychological climate base on employees' attitude. A lot of researchers have suggested that managers might implement certain human resources practices to create positive emotion. According to Kelley (1992) and Wheeler & Cox (1992), managers can evaluate the appropriateness of employee displayed emotions and reward or punish him or her accordingly. Managers can also remove barriers to employees displaying positive emotions by scolding employees for showing hostility to co-workers who display positive emotions, because co-workers who follow the emotion display rules often make such employee look bad.

In short, according to the research result and interview finding, 10 factors that can be use to increase employee's positive motions. Those are following:

- 1: Management should offer employees opportunities to try different roles in organization.
- 2: Management should provide feedback in a constructive manner to employees.
- 3: Managers should provide opportunities for employees to practice newly acquired knowledge or skills.
- 4: Managers should be aware that not every employee is interested in same job process.
- 5: Managers must take a key role in empowering employees in the change process.
- 6: Management should expect equity to be an issue with employees.
- 7: Management will model appropriate communication techniques when dealing with employees.
- 8: Managers should listening and providing support to employees
- 9: Management will solicit feedback from employees regarding communication effectiveness.

10: Employees will be encouraged to share their visions of organizational direction.

In conclusion, this study found that when employees displayed more positive emotions, the results of organizational effectiveness will be more positive too. This study displayed emotions-organizational benefits relationships at the transaction level of analysis. Brown and Sulzer-Azaroff (1994) also indicated employees displays of positive emotions can create some positive consequences for the organization. It seems practical and clear that the displays of positive emotions is good for organization and employees themselves. Indeed, there is no doubt that managers should foster and promote positive emotion.

REFERENCES

- Abdalla Hagen; Cheryl Vaicys; Rey Vaicys; International Business & Economics Research Conference Acapulco, Mexico 2003
- Ashforth, B.E., & Humphrey, R.H. (1995). Emotion in the workplace: a reappraisal. *Human Relations*, 48, 97-125.
- Brown, C.S., & Sulzer-Azaroff, B. (1995). An assessment of the relationship between customer satisfaction and service friendliness. *Journal of Organizational Behavior Management*, 14, 55-75.
- Glick, W. H. (1985). Conceptualizing and measuring organizational and psychological climate: pitfalls in California Press.
- Jones, A. P., & James, L. R. (1979). Psychology climate: dimensions and relationships of individual and aggregate work environment perceptions. *Organizational Behavior and Human Resources*, 23, 201-250.
- Kelly, S. W. (1992). Developing customer orientation among service employees. *Journal of the Academy of Marketing Science*, 20, 27-36.
- Koys, D. J., & DeCotiis, T. A. (1991). Inductive measures of psychological climate. *Human Relations*, 3, 265-283.
- Rafaeli, A. (1989). When clerks meet customers: a test of variables related to emotional expression on the job. *Journal of Applied Psychology*, 74, 385-393.
- Schneider, B., Reichers, A. E. (1983). On the etiology of climates.. *Personnel Psychology*, 36, 19-39.
- Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of service in banks: replication and extension. *Administrative Science Quarterly*, 70, 423-433.
- Schneider, B. (1990). The climate for service: an application of the climate construct. In B. Schneider (Ed.), *Organizational climate and culture* (pp. 383-412). San Francisco, CA: Jossey-Bass.
- Schneider, B., Wheeler, J. K., & Cox, J. F. (1992). A passion for service: using content analysis to explicate service climate themes, *Journal of Applied Psychology*, 77, 705-716.
- Schneider, B., White, S. S., & Paul, M. C. (1998). Linking service climate and customer perceptions of service quality: test of a causal model, *Journal of Applied Psychology*,

- 78, 150-163.
- Taylor, S. A., & Baker, T. L. (1994). An assessment of the relationship between service quality and customer satisfaction in the formation of consumers' purchase intentions. *Journal of Retailing*, 70, 163-178.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: the PANAS Scales. *Journal of Personality and Social Psychology*, 54, 1063-1070.
- Wharton, A. S., & Erickson, R. J. (1993). Managing emotions on the job and at home: understanding the consequences of multiple emotional roles. *Academy of Management Review*, 18, 457-486.
- Zohar, D. (1980). Safety climate in industrial organizations: theoretical and applied implications. *Journal of Applied Psychology*, 65, 96-10.

