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## An Empirical Research on Employees' Emotions Influence Factors

Liu Xianyue, Sun Rui and Wan Wenhai

College of Business Administration, Huaqiao University, 362021, Quanzhou, Fujian, China

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**Abstract:** As one of the most widely accepted theoretical perspectives in organizational behavior, employees' emotions play an important role in the team-work spirit and staff loyalty. However, little of the extant work in this area discusses how employees' emotions generation and its influence path to staff loyalty. This study seeks to give an analysis of path generation of employees' emotions and influence on the loyalty behavior by the structural equation model and raise possible factors and assumptions for effect the mood of employees from a different perspective by clearing up the existing view and general cognition of emotion management of the staff, then verify it by numerous surveys and two dimensional model of Russell. The result shows that evaluation of result is positively correlated with emotional experience; fairness evaluation is positively correlated with emotional experience; employees' emotion is positively correlated with staff loyalty.

**Key words:** Emotion management, staff emotion, stimulate event, staff loyalty

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### BACKGROUND

With the development of the social personality, the staffs are more and more emotional and emotion management is getting important in the Human Resources Management. A famous British scholar, Kevin Thomson, present an important role of "emotion" in the "Emotion Capital": If want to make full use of human capital, this must be good management of two factors: one is intellectual capital, means the staff's knowledge; the other is emotional capital, means feelings, emotions, faiths which can inspire active action. The modern enterprise management practice proves that the emotional power of employees can be as a positive factor to promote the enterprise completely. The staff emotion will become enterprise strategic recourses with knowledge, intelligence resources. Manage employees' emotions, feelings to have a positive effect on the employees' organization behavior. We should firstly analyze the factors that can cause the emotional fluctuation. So as to practice effective management and inspire their enthusiasm and initiative can win their loyalty to enterprise. Therefore, to do employees incentive management well will become the future business of human resources management focus. Now, many experts are pay more and more attention to this neglected filed, forming some relevant theories and methods. But emotion management is blind spots and lagging points for modern enterprise human resources management and study on emotion management is still in the stage of the exploration.

### LITERATURE REVIEW

In 1884, the founder of the American psychology, William James, wrote an article titled "What is the mood of the article". More than a century later, psychologists are continue to discuss this issue. So far the theorists have not form a unified definition on emotion, comparatively typical definition is put forward by Plutchik (1982): Emotion is deductible for a stimulus to make complex reaction, including cognitive appraisal, subjective change, independent and neural arousal and action impulse and ready to rise to a series of complex actions to influence the behavior of the stimulus. While there is no unified definition of emotion, but does not affect to study it.

**Emotional division:** The emotional element school can make a basic emotional factors list; other emotions are the compound or mixture of these emotions. Through this basic emotional factors list, emotion can be divided (Kalat and Shiota, 2009). Currently, the study of mood division and the dimensionality method are in mainstream position. And this scholars believe that emotion is a point on the continuum, not disperse units. Along one dimension; they can be connected, that is, classify the emotions by dimension.

Mehrabian and Russell (1974) proposed three-dimensionality of emotional structure mode: arouse, pleasant, disposal. Emotions can be classified via this three-dimensionality. Then, Russell, (1980) put forward emotional ring model by using the method of emotional

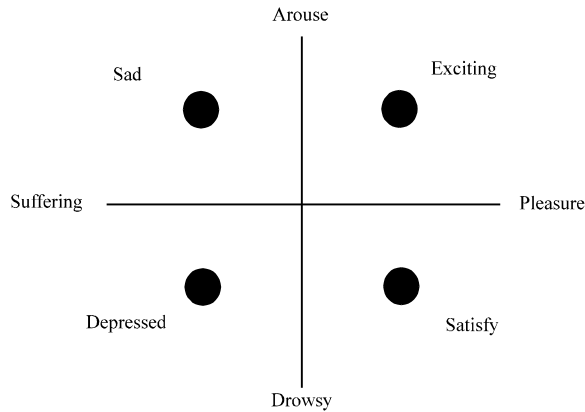


Fig. 1: Mood ring model

words of similar degree evaluation (Fig. 1). In this model, emotional experience mainly depended on two kinds of dimensions to divide: arouse degree and pleasure degree and have been confirmed in the subsequent survey, “arouse” and “pleasure” can explain the various properties of emotions, without considering other dimensions.

Yet, Izard (1977) proposed the Difference Mood Scale (DES) and divided the emotions into positive, neutral and negative categories. According to the causes, negative mood is caused by internal factors, external factors and contextual factors and established 10 sentiment indicators. Watson *et al.* (1988) divide the emotions by two-dimensions: positive mood and negative mood. In their model, vertical axis represented the degree of positive emotions and horizontal axis showed the degree of suffering and lacking of pain. But they don’t think the positive emotions are the opposite of the negative, the counterpart of high positive emotions is the low positive, rather than high negative emotions. This classification approaches are like Herzberg’s Double-Factors Theory. Edell and Burkner pointed out 52 kinds of important emotionally factors and used factor analysis to refine three emotional dimensions from them: optimism, negative, warm. If not tangle these arguments, through the study literature review of the emotional dimension method can summarize the common of these theories: use the limited number of dimensions to describe the emotional experience, such as arouse degree, pleasure, dominate degree, or positive, negative emotions.

**The generation and results of emotions:** Early James-Lange theory suggests that the relationship between emotions, stimulate events and behaviors are as follow: stimulate events→behaviors→emotions feeling; Cannon-Bud noted that emotions are effective by stimulate events, but emotions and behavior are

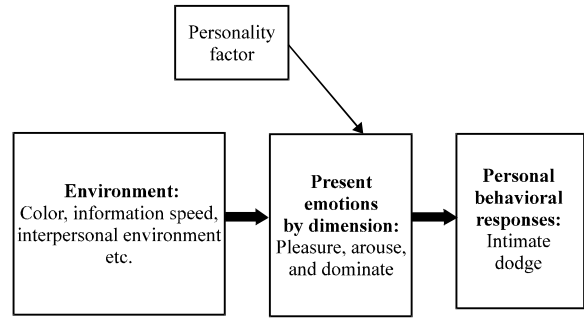


Fig. 2: Emotional behavior relations model by Mehrabian

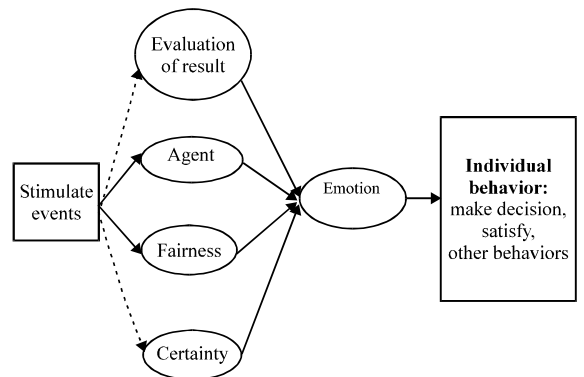


Fig. 3: Emotional formations and the mechanism

independent of each another. The two ideas conflict with common-sense view: emotions are influenced by stimulated events and decide behavior. Mehrabian and Russell (1974) presented the relationship model between emotion and behavior, this model noted that individual emotion reaction is as intermediate variable in stimulation and behavioral responses, also suggested that environment variable of sensory forms, the overall environmental information and comprehensive functions of personal emotion traits resulting primary emotional responses, further produce behavioral responses (the theoretical model as Fig. 2 shows).

Watson and Spence (2007) also suggested that an event can cause emotions and emotions will lead to individual behavior, that means emotions are taken as the intermediate variable in event characteristics and results behavior (Fig. 3), the difference from other scholars is that they think the emotion is produced by the evaluations on events.

**RESEARCH CONTENT AND HYPOTHESIS**

According to the content of Motivation Theories, the needs of employees are foundation of employee

motivation and behavior. The needs of employees can be divided into external needs and internal needs. The target of external needs is beyond the control by their own, but dominated by the outside environment. In the organization, the meet of external needs are reply on the resources (or reward) which are mastered and distributed by the organization. The meet of internal needs depend on the work activity itself, such as work itself is interesting, challenging, work activities with training, provide the opportunities for interaction. To meet the needs not only have no relation to the external tempter, but also not related to the success or failure of the task. Whether the activity interesting, attractive or not, depending on personal hobby, judgments and values, not exist objective and absolute evaluation standard. According to the previous review shows that the external and internal needs are the stimulate event to produce the staff emotions. That means, the assessment of employees to what the enterprises provided is the factor of emotions produce. In addition, in accordance with theory of emotion, the staff emotion has a close bond with the effort of employees and the turnover rate and so on. And the staff loyalty is behavior, at the same time, have closely relationship with their behavior. Therefore, the employees' emotion is positively correlated with the staff loyalty. Based on the analysis above, the research content could be shown as Fig. 4.

According to the Needs Theory, this study will divide the stimulate events into two kinds: internal and external. The external needs are divided into working rewards and working environment. According to emotion theory, the evaluation of the stimulate events, the evaluation of results in the explaining the factors of the emotional variables produce accounted for 88% in the weight (Smith and Ellsworth, 1985). Whether the assessment of the stimulate events meet the motivation, it is the most important factor of emotional experience. The Incentive Fair Theory suggests that the equity is the most important factor to affect the employee satisfaction

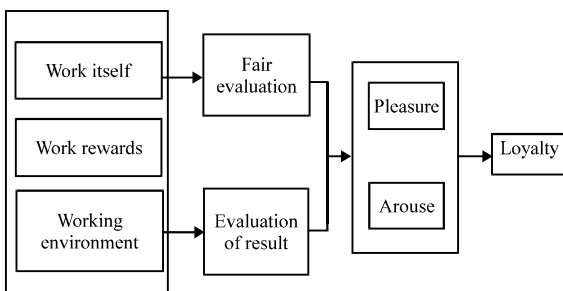


Fig. 4: Research content and logical system

and behavior, therefore, this paper brings the fair evaluation into research. From the theories review, the agent, the uncertainty evaluations have little influence to the emotion produce. So this study has not adopted these items. Emotional experience takes two dimensional model, thus this article puts forward the assumptions as below:

H1: Results evaluation and emotional experience are positive correlation:

- **H1a:** The higher evaluation of staff to the stimulate events, the pleasant emotions is higher
- **H1b:** The higher evaluation of staff to the results evaluation, the arouse emotion is higher
- **H2:** Fair evaluation and emotional experience are positive correlation
- **H2a:** The staff think the stimulate events are more fair, the pleasant emotions is higher
- **H2b:** The staff think the stimulate events are more fair, the arouse emotion is higher
- **H3:** Employees' emotions and staff loyalty are positive correlation
- **H3a:** The pleasant emotions is higher, the staff is more loyalty
- **H3b:** The arouse emotion is higher, the staff is more loyalty

## RESEARCH METHODOLOGY

**Measures:** As to the item of emotion, this article referred to the Russell (1980) scale design. As this study has some differences from these studies<sup>1</sup>, therefore, these scales were changed and all items in the scales are used Liket 7 class scale. To do the correlation analysis of the scale, the related coefficient which is greater than 0.9 or less than 0.5 was deleted. Moreover, to scale the exploratory factor analysis, using factor loading of scale exclusion, finally left 24 items. To the evaluation of stimulate events, namely emotions causes, this paper referred to the Minnesota Satisfaction Questionnaire (MSQ). In order to measurement scale suitable for the respondents use, combining the actual working characteristics of respondents to design the job satisfaction of initial scale. The measurement scale mainly involves the five dimensions as follow: Working rewards, working environment, work itself, fairness and emotional experience. The classification of the staff loyalty referred to Gallup Q12.

**Data and sample:** No public databases offer such detailed data, so we conducted a survey among many local companies. 500 questionnaires were distributed and 418 were recycled, including 46 copies were invalid. Finally

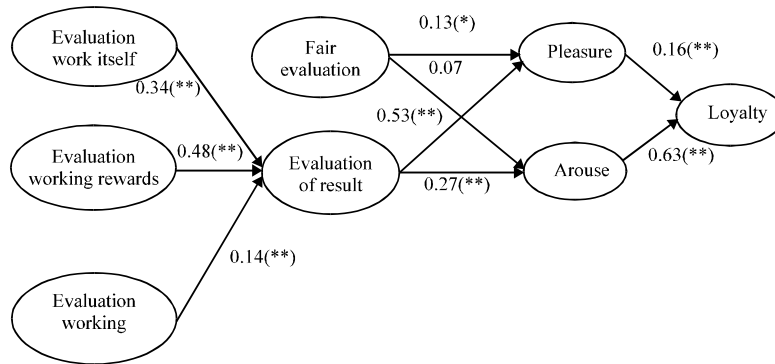


Fig. 5: Employees’ emotions generating path and the influence on the loyalty, Note: \*\* indicate  $p < 0.01$ ; \* indicate  $p < 0.05$ , without \* means not pass the significant inspection; evaluation of result is first-class latent variables, the evaluation of work itself, work rewards, work environment are second-class latent variables

get 372 valid questionnaires. The responders are between 23 old and 45 old years, the male and female ratio is 174:198.

**The reliability and validity analysis:** According to the suggestions of Bagozzi and Yi (1988), this article chooses some indexes to analysis the reliability: in this study, all scale factors loading amount is more than 0.6, t values are larger than 2.5, a statistical significance; all Cronbach’s values are higher than 0.7, reflecting a better question reliability. In structural equation model,  $\chi^2/df$  is less than 3, RMSEA is less than 0.05, NFI, TLI, CFI are bigger than 0.9. From the fitting index inspection, model can pass the test and has a high degree, also can be used to verify hypothesis.

**RESULTS ANALYSIS**

When structural equation model is on validity inspection, whole model through test is more possible, but the relationship of whole model is complex which is not conducive to distinguish between primary and secondary. So the study process of this paper follows the simple to complex principle. Only the simple relationship model conforms to this hypothesis and through the test, this article will not to do complexity inspection. At last, get the structural equation model and path coefficient as shown in Fig. 5 (arrows indicate affecting relations, the number indicate affecting degree).

From the model significant and fitting index test, it is well known that the model can pass the test and has higher validity; therefore, this model can verify the hypothesis. The test results of hypothesis as shown in Table 1.

Table 1: The test results of hypothesis

Research Hypothesis	Results
H1a: The higher evaluation of staff to the stimulate events, the pleasant emotions is higher	Support
H1b: The higher evaluation of staff to the results evaluation, the arouse emotion is higher	Support
H2a: The staff think the stimulate events are more fair, the pleasant emotions is higher	Support
H2b: The staff think the stimulate events are more fair, the arouse emotion is higher.	Nonsupport
H3a: The pleasant emotions is higher, the staff is more loyalty	Support
H3b: The arouse emotion is higher, the staff is more loyalty	Support

It is concluded that the work itself, working rewards and working environment have significant influence on the employees’ emotions; the evolution of results of the stimulate events are have significant influence on the pleasant emotion and arouse emotion; the stimulate events are more fair, the significant influence on the pleasant emotion of the employees are much bigger, but has no impact on the arouse emotions; the staffs’ pleasure emotion and arouse emotion have obviously influence on the staff loyalty.

**CONCLUSION**

From the above analysis, it is well known that the enterprises should guide the employees’ emotions rationally to benefit the development of employees and enterprises by self-management and according to characteristics of various factors. Firstly, as to personal side, to help the employees to correctly recognize their own emotions and guide the staffs to do the self-emotional management actively. Secondly is working aspect, work factors directly affect the employees’ emotions, so this is a mainly breakthrough point for

emotional management. Such as to build a good working environment, establish a fair and equitable work environment and strengthen the communication between the manager and employees' emotions, respect and acceptance the employees. These factors are closely relate to emotions, a small number of inputs can improve the overall emotional condition remarkably and have a benefit to organizational behavior and emotion. Thirdly is social aspect, social factors occurred with contingency and suddenness, the enterprises can't avoid it, they can only take actions actively to deal with it. This lead to the stimulate events have influence on the employees' emotions. But if handled properly, still greatly reduce the negative emotional influence on the employees and enterprises.

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