What is the Affect by Leader Emotion in an Organization? Exploring the Effects of Leader Emotion on Leader Role and Employee Impression

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Abstract

Because communication media is existence that leads to public figures change public affairs get easier via their speech statement or article. Above lures makes this work considers character of the leader would significant influence to whole enterprise operation. Therefore this work supposes leader emotion maybe positive emotion or negative emotion would affect the relationship between leader role and employee impression. According to the result of statistical analysis reveals emotion that involve with positive emotion and negative emotion of leader is moderator to influence the relationship between leader role and employee impression. If a company would like to create a designate employee impression style could be focus on leader character also employee impression built upon the leader emotion. Thus this work explains rank- and-file employees impression created will be different in positive leader emotion or negative leader emotion. Emotion of leader would deep and far affect a company through employees indirectly.

Keywords: leader role, leader emotion, employee impression

1. Introduction

A lot of famous people have discussed about character of leaders publicly and openly. Jim Rohn was an American entrepreneur, author and motivational speaker said "The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly." Also Dominic Barton who is the head of McKinsey & Co.'s global consulting practice attended a commencement and said "When we think about leadership we focus too much on what leaders do … and we don't spend enough time on who leaders are – the character of leaders" at the Ivey Business School. Thus it can be seen that a successful leader depends on personal character not position. By the academic side, Hallinger (2014), Middlehurst (2012) and Wooldridge (2011) have suggested that leadership play significant roles for organization excellence. After plenty of public researches referred, Quick and Wright (2011) deduce that no universal, one best way to lead or one enduring and integrative theory of leadership, they remain convinced of the significant role of character in the study of leadership. Above expressions bring up that a well leader depends on their character that makes supervisor or manager plays specific role in the organization. However this role will be momentous influence whole development of an enterprise.

Because the entirety development to an organization or enterprise like production, marketing, staff mode, finance, performance, culture … all upon which supervisor's lead style. According to above this work supposes character of the manager would significant influence to internal enterprise, but what point within an enterprise would be influenced is worth to considered? In order to deal with evolutionary pressures imposed by ever-changing environments, leadership emerges "as a solution to specific group coordination challenges" to promote the group welfare (Van Vugt, Hogan & Kaiser, 2008). Not just individual problem, leader always to be a coordinator and becomes a bridge between every member in the organization or enterprise to solve all kinds communication problem. Also if leaders actively encourage their followers to engage in networking behavior, those followers are more likely to do so (Anderson & Sun, 2015). Moreover leadership style can greatly affect employees' well-being (Zineldin & Hytter, 2012) and employee psychological safety (Nemanich & Keller, 2007). Therefore supervisor or manager who leads an organization often plays many roles, like coordinator, decision maker,

spokesman, communicator… as well a mental adviser and most of all is to be example to all employees. When character of lead creates industry atmosphere also develops impression of employees, so this work supposed that character of lead builds employee impression.

However Based on Affective Events Theory (Weiss & Cropanzano, 2011), Panaccio and Vandenberghe (2012) posit that (a) dispositions influence the extent to which individuals experience positive and negative affective states by acting upon the likelihood of encountering certain types of events at work (e.g., Magnus et al., 1993) and by initiating self-regulatory processes that guide emotional and behavioral responses (Gramzow, Sedikides, Panter, Sathy, Harris & Insko, 2004), and (b) through affective states, dispositions influence the types of commitment which employees experience. And so far in the life, there are many quotes full of facebook or twitter even print on the place mat in restaurants just remind people the power of positive thinking. As well famous persons from ancient times to the present always advocate the power of positive thinking. Winston Churchill was a British statesman who was the Prime Minister of the United Kingdom from 1940 to 1945 and again from 1951 to 1955 mentioned about success consists of going from failure to failure without loss of enthusiasm. William James (January 11, 1842 – August 26, 1910) was an American philosopher and psychologist who was also trained as a physician said "If you can change your mind, you can change your life." Under the environment which leader created employees change their behavior for the atmosphere so that in the process of employee impression construction, whether positive or negative emotion of the leader would significant affects the finally result of employee impression.

To sum up this work considers character of leader brings on the role which lead played in the organization or enterprise. Not only leadership but this role molds work environment into a specific atmosphere both of these two factors creates employee impression. So this work supposes the role which leader played would employee significant affects impression. Nevertheless the certainty end of employee impression is the key point, when employee impression cultivated suffers positive or negative emotion of leader shock that is transition in the decision process. So that this work supposes leader emotion maybe positive emotion or negative emotion would affect employee impression. Hence this work tries to explain the important of the leader in an organization or enterprise not just decision making even employee development. Most of all is character of the leader that will guide whole organization or enterprise to goal or lost on the way.

2. Theory and Hypothesis Development

Trait theories of leadership have long highlighted the indispensible role of individual characteristics in shaping leadership variables (DeRue, Nahrgang, Wellman & Humphrey, 2011; Day & Zaccaro, 2007). This section starts at extending the role of leader to achieve supposition of this work.

Recent work describes a career as a dynamic and interactive process of continuous learning (Hall & Mirvis, 1995). Also central in connected theory is the notion of dynamic interaction, in relation to both development in general and vocational development in particular, that captures the way in which contexts and persons interact, influence, and transform one another (Wille, Beyers & De Fruyt, 2012). Hoekstra (2011) introduced the Career Roles Model (CRM) as an interesting new theoretical framework to understand career development in terms of emerging career role identity and uses the concept career roles to describe "those enduring aspects of work roles that the person identifies with and is identified with". According to the customer relationship management, career roles are thus to be considered as the building blocks of individual careers, and a taxonomy is provided that distinguishes between six roles (Maker, Expert, Presenter, Guide, Director, and Inspirator). This work conducts CRM as units of this research construction for role of leader identification.

Idiosyncratic social beliefs and values, which make up the culture, guide employee behavior within organizations (Khilji, Zeidman, Drory, Tirmizi & Srinivas, 2010). The theory of Impression Management originated in the late 1950s (Goffman, 1959) and describes human behavior as performances by individuals taking place before real or imagined audiences. Impression management, defined as the process through which individuals attempt to control other's attributions and impressions about them with the objective of portraying a desired image (Tedeschi & Riess, 1981), is one such behavior that is shaped by culture (Khilji, Zeidman, Drory, Tirmizi & Srinivas, 2010). Another component of impression management is 'impression construction', which describes the mindful and goal-oriented management of external perceptions (Gleasure, 2015). So far has been applied to a range of domains, including health (Leary, Tchividijian & Kraxberger, 1994), sports psychology (Halbert, 1997), social media (Krämer & Winter, 2008) management (Elsbach & Sutton, 1992), tourism (Elsbach & Sutton, 2015) and ecommerce (Winter, Saunders & Hart, 2003).

Mehrabian and Russell (1974) suggested that the emotional state of mind of an organism is affected when it receives an environmental stimulus, causing the behavioral response of either approach or avoidance. A more

recent body of work has challenged traditional view, suggesting that simultaneous experience of positive and negative emotions is a normal consequence of intrapsychic conflict (Thompson, 2007). The phenomenon of conflicted emotions has been described by various names such as mixed feelings (Kahneman, 1992) emotional ambivalence (Fong, 2006), mixed emotions (Hong & Lee, 2010), and compound emotions (Du, Tao & Martinez, 2014). Behavioral and neurological evidence suggests that the systems involved in positive and negative emotions are functionally and structurally distinct (McClure, Laibson, Loewenstein & Cohen, 2004; Hare, Camerer & Rangel, 2009) and that these modular systems can be co-activated (Miller, Miller, 1960). Upon mention is a substantial notion that positive and negative emotions are simultaneous existence in the situation, this momentous deduction for this work concurrent surveys positive and negative emotion and just differ in their strength.

Examples for writing definition, lemma, theorem, corollary, example, remark.

2.1 Employee Creates Its Impression by the Role Which Leader Played

Key leadership models (DeRue, Nahrgang, Wellman & Humphrey, 2011; Mumford, Zaccaro, Harding, Jacobs & Fleishman, 2000; Mumford, Campion & Morgeson, 2007) consider general cognitive ability to be a critical element underlying leadership competency. Employees also view intelligence as a prototypical attribute of leaders (Epitropaki & Martin, 2004; Lord, Foti & De Vader, 2003). Therefore leaders not just recognize what roles they played in this organization also these roles become models for employees when they progress. In line with organizational leadership research, the vast majority of the research on leadership in sports settings has concentrated on the role of the coach. In this regard, a wide range of outcomes has been linked to coaches' leadership styles and behaviors, ranging from athletes' motivation to athletes' performance (Amorose, 2007; Gould & Wright, 2012; Langan, Blake & Lonsdale, 2013; Chelladurai, 2007; Horn, 2008). One takes on the attributes of one's associates, employees always observe their leader and to be template for character development as well. To base on the Leader-Member Exchange (LMX) Theory focuses on the exchange between leaders and followers (Liden, Wayne & Sparrowe, 2000; Scandura,1999). According to this approach, the managerial pattern is different across subordinates and changes in keeping with the quality of the manager employee relationship (Tzinerr & Barsheshet-Picke, Tzinerr & Barsheshet-Picke, 2014). If employees slightly downplay a clearly superior performance and put it into perspective, supervisors may conclude that the employees are neither surprised nor too impressed by their own success: The employees' reaction suggests that they are used to performing well, which in turn points to a high level of competence (Diekmann, Blickle, Hafner & Peters, 2015). For above reasons, a leader judges the employee by impression also a leader always sets an example for their employee, so that this work supposes when an employee creates its impression depends on the role which leader played.

2.2 Impact of Leader Emotion

Wang and Seibert (2015) find out the results based on leaders and followers in three organizations show that leader surface acting acted as a boundary condition, neutralizing the effects of the frequencies of positive and negative leader emotional displays toward an individual follower on that follower's performance. Liden et al., (2000) findings show that the quality of interpersonal relationships between managers and employees has an impact on the employees' sense of empowerment. Complementing Emotion As Social Information theory, attribution theory, which posits that individuals have an innate tendency to make sense of others' behavior through causal explanations (Heider, 1958; Ferris, Bhawuk, Fedor & Judge, 1995), suggests that leader emotional behaviors that are unexpected and negative may trigger followers to consciously process leader emotional displays (Dasborough and N. M. Ashkanasy, 2002; Dasborough & Ashkanasy, 2004; Has Hastie,tie, 1984). Thus it can be seen leader emotion frequently concerns with employees or followers exhibition involve in job performance or personal character. However Galeotti (2015) thinks about a person experiences positive emotion, such happiness and joy, when his or her interests are satisfied or facilitated, and negative emotions, such as sadness and contempt, when his or her interests are prevented or opposed. Labroo and Patrick (2009) argue that positive (negative) emotional valence results in a relatively more (less) abstract construal. This occurs because positive emotions signal benign situations, leading individuals to increase psychological distance from the situation. In contrast, negative emotions signal threatening situations, leading people to reduce psychological distance (Chowdhry, Winterich, Mittal & Morales, 2015). So that this work supposes emotion involve with positive emotion and negative emotion of leader would be moderator to influence relationship between leader role and employee impression.

3. Method

This work supposes emotion that both positive emotion and negative emotion of leader would be moderator to

influence relationship between leader role and employee impression. Therefore the questionnaire used to be the survey tool for hypotheses confirmation. Next section interprets structure of the questionnaire.

3.1 Measures

There are four parts within the questionnaire which respondent information, leader career role, employee impression management and leader emotion. First respondent information includes respondent gender, age and seniority. This work follows Wille et al. (2012) to conduct a shortened version of the Dutch Career Roles Questionnaire (Hoekstra, 2011) to evaluate leader career role. In this shortened version consisted of 18 items; three items for each of the six career roles (Presenter, Expert, Guide, Inspirator, Maker and Director), with each item describing an illustrative example of functioning in one career role. And then according to employee recognition what role is leader played to describe into 1(Not at all) to 5 (Very well) for second part filled. The third part learns Impression Management modesty 4 from Blickle et al., (2012) include items which "I act very modest," "I do not make a fuss about myself," "I do not make a big deal about my accomplishments," and "I refrain from self-praise," and uses a response format ranging from 1= never to 5=always. About leader emotion measurement, I-PANAS-SF (Thompson, 2007) involve with 5 positive emotion adjectives and 5 negative emotion adjectives in the short form so that scores can be used to examine two primary dimensions of mood – Positive and Negative Affect. Also the respondent bases on the way of looking at leader to reply every adjective describes the leader by 1= Strongly Disagree to 5= Strongly agree. Finally obtained scores would be conducted to analyze for hypothesis certification at next chapter.

3.2 Participants and Procedure

Because this work would like to prove emotion includes positive emotion and negative emotion of leader would be moderator to influence relationship between leader role and employee impression. So the object of this work aims at employees of a manufacturing firm which listed on the Taiwan Stock Exchange to collect their opinion. There are 500 questionnaires sent totally and 487 questionnaires turn back in a week, so response rate is 97.4%. However just 451 effective questionnaires after identification, thus effective response rate is 90.2%. Consequently 279 male respondents (61.9%) and 172 female respondents (38.1%) participate in this survey. The average age of respondents is 42.6 and the average seniority of the respondents is 9.4 years in this survey.

This work purposes to demonstrate emotion which involve with positive emotion and negative emotion of leader would be moderator to influence relationship between leader role and employee impression. In the beginning, the relationship of leader role and employee impression identified through regression analysis at this work. And then structural equation modeling applied for verification that leader emotion involve with positive emotion and negative emotion are moderators between leader role and employee impression, meanwhile the relationship of leader role and employee impression could be reconfirmed under structural equation modeling. Before analysis starting, this work estimates the internal consistency reliability previously and gets α of leader career role is .78, α of employee impression management is .81, α of leader positive emotion is .77 and α of leader negative emotion is .80. Above value of reliability indicate reliable of this survey across respondents, data has a respectable construct-validity as well.

3.3 Evidence of Moderator

This work considers the leader role will effect employee impression. But the leader role effects the leader emotion also the leader emotion affects the employee impression that means the relationship between leader role and employee impression could use leader emotion to adjust its strength. Because this work supposes the leader emotion is the moderator influences the relationship between leader role and the employee impression. So that it the method this work used to prove the hypothesis of this work.

4. Results

4.1 The Relationship between Leader Role and Employee Impression

This work purposes to recognize emotion includes positive emotion and negative emotion of leader would be moderator to influence relationship between leader role and employee impression. By this reason, this work identifies the relationship of leader role and employee impression by regression analysis first of all. Setting of leader role to be independent variable and employee impression is dependent variable which gets R Square is .626. It proves leader role has 62.6% of the variance to explain employee impression. In addition, Adjusted R Square is .624, R Square Change is .626 and F Change is 277.112, most of all the whole model with significant. The value of Adjusted R Square close to the value of R Square means without overestimate problem, also the large value both R Square Change and F Change get power of forecast. Over and above, Unstandardized Coefficients β is .752 and Standardized Coefficients β is .781 with significant which means leader role has well

forecast to employee impression. To sum up, this work find out leader role would influence employee impression significant significantly via result of regression analysis (Table 1.).

Table 1. result of regression analysis

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics			
						R Square Change	F Change		Sig. F Change
1	.781	.626	.624		5.21278	.626	277.112		.000
	Unstandardized Coefficients			Standardized Coefficients		t	Sig.		
	B		Std. Error	Beta					
Constant	-5.554		2.991			-1.868	.000		
Leader Role	.752		0.54	.781		17.011	.000		

4.2 Leader Emotion to be the Moderator Influences the Relationship between Leader Role and Employee Impression

Because this work assumes emotion that both positive emotion and negative emotion of leader would be moderator to influence the relationship between leader role and employee impression. Therefore structural equation modeling conducted for moderator affirmation. Firstly fit measures of modeling must be checked, there three aspects have to confirmed are absolute fit measures, comparative fit measures and parsimonious fit measures. This work considers GFI and AGFI for absolute fit measures, GFI is 1.031 also AGFI is 1.154 both comply with suggestion which large than 0.9 [32]. And then comparative fit measures refer to value of NFI and NNFI, the modeling gets NFI=0.954 and NNFI=0.967 fill with the advice which the value large than 0.9 (Bentler & Bonett, 1980). This work obtains PGFI=0.845 for parsimonious fit measures, it shows fit modeling according to Mulaik et al., (1989) mention the great value between 0.5 to 1.

In order to proving leader emotion is moderator influences the relationship between leader role and employee impression, this work divides leader emotion into two groups are positive leader emotion and negative leader emotion. Rule of division is every respondent leans on the biggest total of positive leader emotion or negative leader emotion for group classification. There are 271 respondents (60%) put in positive leader emotion group and 180 respondents (40%) put in positive leader emotion group after calculation (N=451) and then multi-group analysis to be used for result comparison of difference tests by Amos software. According to the SEM outcome, this work find out the leader role has significant effect to employee impression (coefficient = 0.233, p＜0.01) also the leader role has significant effect to leader emotion (coefficient = 0.697, p＜0.05). Especially the leader emotion has significant effect to employee impression (coefficient = 0.564, p＜0.05) as well. So that it means leader emotion is the moderator influences the relationship between leader role and employee impression (Figure 1.).
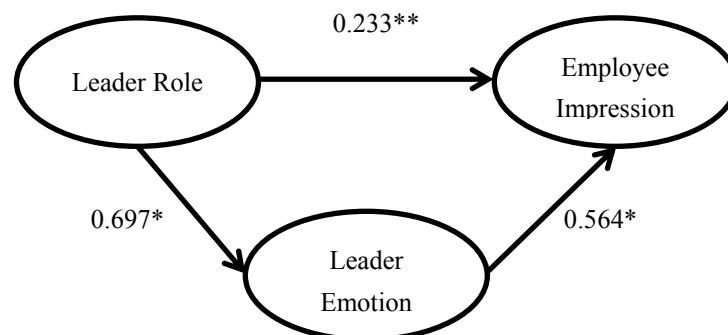

Figure 1. SEM model

Note. *p＜0.05, **p＜0.01, ***p＜ 0.001

5. Discussion

Medium is widespread in this world now that leads to public figures change public affairs get easier via their speech statement or article. Dayang Trands is based in Dalian, China, a port city on the northeast coast known

for manufacturing, petrochemicals and computer exports. "I now have nine suits made in China. I threw out the rest of my suits," Warren Buffett said in a video message for the company's 30th anniversary on 2009 and then it made Dayang Trands got limit up in the stock market several days. This discovery highlights the influence of powerful people such as situation of leaders in an organization. Therefore researchers pay attention to leader role played in the organization and what subject in the organization would be concern with. People used to say "One takes the behavior of one's company," also a Chinese story about Mencius's mother changed her abode three times to avoid bad influence on her son. Above points out how important to the environment affects to an individual. So that this work supposes leader role builds employee impression. However a positive leader creates a positive atmosphere for employees when they work and vice versa, employees always constructs or changes their impression follows work environment. For these reason, this work considers emotion that both positive emotion and negative emotion of leader would be moderator to influence the relationship between leader role and employee impression.

This work uses statistics to confirm hypotheses this work assumed. Firstly regression analysis conducted for the relationship between leader role and employee impression identification. According to the outcome of regression analysis reveals leader role would sway employee impression identification definitely that explains the leader role played in an organization reflects the character of leader also it molds the employee impression in the structure process. The next step of relationship identification is moderator recognition proceeding by structural equation modeling. This work divides leader emotion into positive leader emotion and negative leader emotion for model comparison as well as gets these two groups have significant different like hypothesis of this work. This result indicates different emotion of leader makes particular atmosphere within the organization to infect all members. Consequently employee impression always built concern with external environment when employee impression setting. Purpose of this work that emotion is moderator to influence the relationship between leader role and employee impression is success without error.

Because the character of leader leads them play a particular role in the organization. So that this work thinks leader is very important of an industry as managers or supervisors could create special atmosphere to other companies that might bring out distinctive organization culture, competition, style and most of all is employee impression. However employee like salesman always stands for the company to face to outside such as clients, business partners or competitors, thus employee impression estimation related to leader role as well. When a company would like to create a designate employee impression style could be focus on leader character. Meanwhile employee impression built upon the leader emotion too. Lean on the result of this work explains end employee impression created will be different in positive leader emotion or negative leader emotion. In this way, this work recommends researchers survey the diversified employee impression between positive leader emotion and negative leader emotion effect. Also this work advise to do further investigation which differ leader role guide to what kind of employee impression. At last this work looks forward to remind all industries about influence of leader style to employee impression structure. And emotion of leader would deep and far affect a company through employees indirectly.

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