



UNIVERSITATEA BABEŞ-BOLYAI
BABEŞ-BOLYAI TUDOMÁNYEGYETEM
BABEŞ-BOLYAI UNIVERSITAT
TRADITIO ET EXCELLENTIA

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PH.D. THESIS
- ABSTRACT -

INDICATORS OF EMOTIONAL MANAGEMENT IN ORGANIZATIONS

AUTHOR: PH.D. CANDIDATE: EUGEN DUMBRAVĂ

SCIENTIFIC ADVISOR: PROF. MIHAELA MINULESCU, PH.D.

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Notes. _____

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Keywords: control, emotional regulation, organization, individual factors, organizational factors, negative emotions, work environment, job pressure.

I. CHAPTER I. THEORETICAL FRAMEWORK

1.1. Introduction and research topic

Long time, the studies concerning organizational psychology have been oriented toward the larger aspects of emotions, towards subjective emotional states termed *satisfaction* and *involvement* (Locke, 1976; Reichers, 1985; Salancik, 1995). Finer emotions like: joy, love, anger, and also social emotions – shame, compassion, or jealousy have begun to occur only recently in scientific studies (Ashforth and Humphrey, 1995; Frost et al., 2000; Salovey and Mayer, 1990) and they are yet hard to find in organizational studies.

The history of emotions in organizations have represented an attempt to separate the organization from the emotion and this fact should not be a surprise. The organization is by definition, the ordered combination of some multiple social elements. To organize, have represented from everlasting, to put an order. The concept of organization per se assumes management, which in turn relies on the attempt to control. Thus, if the intention is to control, the emotional side of human being is not an easy thing to command to. The emotion is a powerful psychological component which is spontaneous and transient. The individuals reaction could become thus unpredictable under the influence of emotion. That's why it has been forbidden and regulated in organizations, in the managers efforts to control a power which is hard to command to, which has a destroying potential in the organizational life (Mastenbroek, 2000; Taylor, 1911). Ironically, the organizational reality is by all means emotional. Even the essence of control relies on emotions (Fineman and Sturdy, 1999).

Ashforth and Humphrey (1995) state that work is “emotion saturated” and the organizations use accordingly, at least four ways to regulate emotions: neutralizing, buffering, prescribing, and normalizing. The emotions have ties with process by which the people react to circumstantial reality from organizations. The authors show different organizational processes, like: motivation and

leadership spirit, which are actually emotion flooded.

One of the main problems in the emotion research is the methods used for gaining access to this subject. To “capture emotion in process” researchers need “methodological ingenuity” (Fineman, 1993, p. 222). It could be necessary to get beyond the traditional scientific methods for extracting the deepness and complexity of this informations. Storytelling, personal diaries and the like have been recommended as valuable methods.

1.2. Research relevance

Concluding, we see and we will see in the literature we reviewed, as well as in that which is included in the chapter of the thesis, that the motivational factors involved in emotions management, individual factors (reactive), organizational culture factors, procedural factors, interpersonal and informal factors, the ways in which the emotional conflict is analyzed and resolved, as well as the sources of emotions in organizations received no special attention. In fact, the present models are far from comprehensiveness regarding the complexity of the emotional phenomenon in the organizations, especially when we deal with very important variables like: organizational stress, employees personality, coping mechanisms etc. which contribute to employees well being as well as to the process and economic results which largely depend also on the long time overlook of emotionality by the industrial/organizational psychology, in contrast to other psychological study and application domains, where the emotion has been since long time more central (e.g. clinical psychology and psychotherapy).

Consequently, we will endeavor, by conducting several research studies, to identify a model of emotions management which could analyze and explain the importance of the concepts above mentioned as limits. By doing this, the personal contribution of this paper will be reflected in a comprehensive model which will come out from the study of the literature and empirical testing of

diverse components, as well as the release of it in the scientific field, for further empirical testing and development by other researchers.

II. CHAPTER II. RESEARCH OBJECTIVES AND GENERAL METHOD

The studies that follow have as a general objective, the development of a comprehensive model of emotions management by testing several critical components in the organizational domain which emerged from the literature and are being involved in and related to this process of emotional management.

2.1. Methodological and theoretical objectives

O1: To reveal by the means of the Meta-analysis method the positive and negative individual factors which could be seen as predictors of emotional regulation and of the effects of this emotional regulation.

O2: The identification of the relationships between individual personality factors, the organizational environment and performance and negative emotions.

O3: The discovery of the relationships of the organizational stress aspects and positive and negative emotions as well as the discovery of the individual and environmental mediators of these relationships.

O4: The exploratory extension of previous studies results aiming at the discovery of comprehensive factors which comprehend emotional variables as well as individual and personality variables which could be involved in the explanations of emotional variables.

III. CHAPTER III. ORIGINAL CONTRIBUTION TO RESEARCH

Study 1 – Meta-analysis. Predictors and effects of emotional regulation in organizations

Emotional regulation, between general approaches and organizational approaches. Generally speaking, emotional regulation allude to several extrinsic and intrinsic processes, which contribute

to modulation of the emotional responses characteristics (intensity, time development), with more or less adaptive effects.

Within the organizational approach, as Fineman (1993, p.2) suggested, until the present day the organizations were seen as "*emotionally anorexic*" and they expected that people should leave the emotions back home when they come to work. However, emotions are always involved in day to day functioning and cannot be seen apart from work time. This perception is becoming increasingly known in the management literature (see for example Ashforth & Humphrey, 1995; Ashkanasy et al., 2000).

The effects of emotional regulation

From the category of positive emotional activism we render a few aspects regarding well-being and behavioral changes, as well as the job performance. Negative emotional activism is made of stress, as a main effect in most of the approaches.

Other effects are:

Well being and behavioral changes.

Performance

Occupational stress

In a recent meta-analysis, Hülshager si Schewe (2011) report that surface emotional regulation involves elements which are not emotionally authentic and it blocks positive interactions, leading to negative reactions to the interaction partners. These negative reactions take the form of anger, disappointment or lack of respect and they are stress factors which affects the employee and organization wellbeing.

The role of organizational factors

There are studies which consider emotion recognition a critical part of organizations life (Fineman, 1993, 2000, 2003) while others constantly search for creative solutions to organizational

problems like the low quality of “customers service” department or employees' emotional exhaustion (Ashforth and Humphrey, 1995).

In large organizations, where direct control of labor process it is required, the direct and indirect monitoring is also required, to see if employees are obeying the directives. Callaghan and Thompson (2002) debate the way in which the leaders monitors teams work of employees in telephone companies, to ensure the constant quality of service to customers, and the adherence to company rules which regulate both the way of addressing and solving of the problem for which they have been called for.

Objectives and hypothesis:

The present study is aiming at investigating the relationships between emotional regulation and its main predictors and effects. As the number of hypotheses of this study is relatively high, we have preferred to summarize them in Table 1.

Table 1

Study Assumptions

<i>Variable type</i>	<i>Variable</i>	<i>Expected Relationship</i>
Predictor of emotional regulation	Positive Individual factors	+
	Negative Individual factors	-
	Activating environmental events	-
	Cognitive factors	+
Effect of emotional regulation	Positive emotional activism (in-depth emotional effort, well-being, performance)	-
	Negative emotional activism (surface emotional effort, occupational, stress, behavioral problems .	+
	Organizational factors (organizational problems)	-

Note. We pointed out with " +" and " -" the assumptions which predicts a positive or negative relationship, between the emotional and the variable concerned.

Method

Identification of relevant studies

The search for items has been carried out using the key words in the following databases:
 WATER journals, ScienceDirect, PsychArticles, ProQuest, Academic Search Premiere.

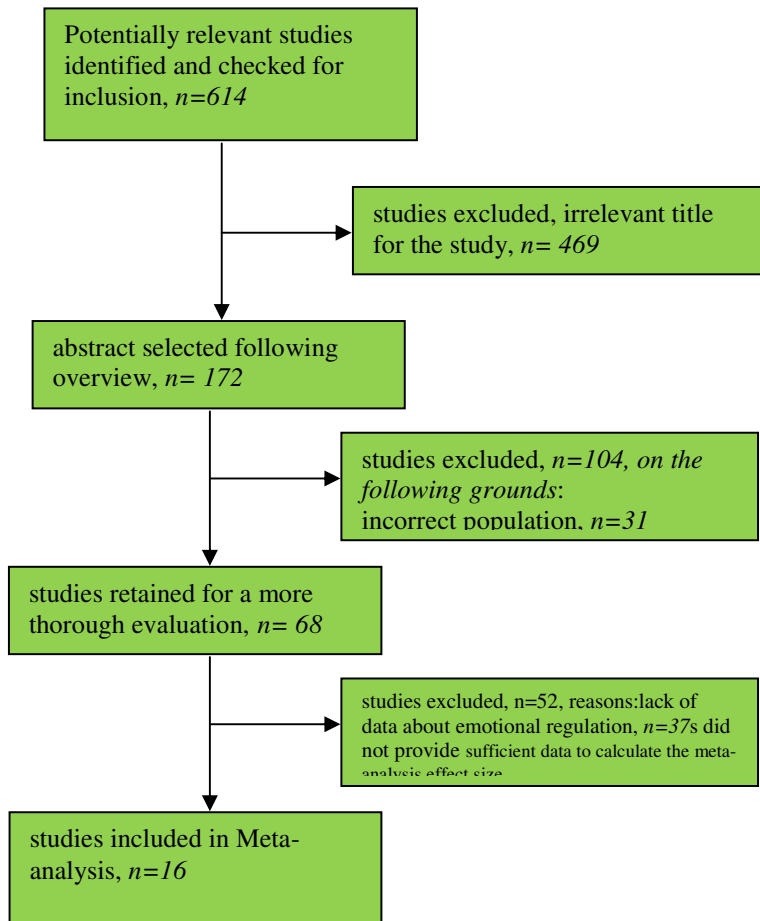


Figure 1. Quorum Chart

Procedure

The Meta-analysis has been made in accordance with the recommendations of Hunter and Schmidt (2004).

Grouping of important variables is shown in Table 2.

Table 2

Grouping of the variables of interest for Meta-analysis into categories

No crt	Positive Individual factors	Negative Individual factors	Cognitive factors	Environmental activating events	Positive emotional activism	Negative emotional activism	Organizational Factors
1.	Amused/fun-loving	Angry/irritated/annoyed	Creativity	Aggressive customers	Agreeableness	Appeared enthusiastic	Adaptive transfer
2.	awe/wonder/amaze	Ashamed/humiliated	General IQ	ambiguous	Behavior	Appeared happy	analogical

	ment	ed/disgraced		customers expectations			transfer
3.	Content/serene/peaceful	contemptuous/scornful/disdainful	Metacognitive activity	Concentration demands	deep acting	Attention to emotions	Colleague support
4.	contingent reward behavior	Cynicism	Rational/cognitive coping	disliked customers	Emotional expression	Depressive symptoms	Complexity
5.	Extraversion	Depersonalization	Wishful thinking	disproportionate customer expectation)	Emotional intelligence	Emotional avoidance	Concentration necessities
6.	Glad/happy/joyful	Disgust/distaste/revulsion		major life events	explicitly valuing of emotion Regulation	Emotional dissonance	Control
7.	grateful/appreciative/thankful	Embarrassed/self-conscious/blushing		Meet display obligations	Feels enthusiastic	Emotional exhaustion	Cooperation demands
8.	hopeful/optimistic/encouraged	emotionally drained		Relative deprivation	felt happy	Inner resources	coworker satisfaction
9.	Interested/alert/curious	emotionally numb		SLE-impact	Happiness	neuroticism	Coworkers pleasant
10.	Love/closeness/trust	faking emotions		Social Adjustment Mode	life satisfaction	Surface acting	Customers pleasant
11.	Openness	negative affectivity			Mood of (Valence)	Total sickness absence	Feedback seeking
12.	optimism	negative emotions			Personal accomplishment	Trait-Reappraisal	Learning goal orientation
13.	Perspective taking	Pessimism			Positive meaning	Work withdrawal	Method check
14.	Positive affectivity	repentant/guilty/blameworthy			Post crisis Resilience		Participation
15.	Positive emotions	Sad/discouraged/unhappy			Resiliency pre-crisis		participatory decision making
16.	Positive expressivity	Scared/fearful/afraid			Well-Being		Performance
17.	Positive refocus						Performance-avoid goal orientation
18.	Proactive behavior						Performance-improve goal orientation
19.	customer Proactive Help						Professional efficacy
20.	Proud/audience/self-assured						(Quality of performance)
21.	Purpose and meaning in life						Sensitivity requirements
22.	Repair of negative emotions						Social stressor
23.	sexual/desiring/flirtatious						span of control
24.	Social competence						Supervisor satisfaction
25.	Tranquility						Supervisor support
26.							Task control
27.							Pressure of time (time pressure)
28.							Timing control
29.							training conditions
30.							Training performance
31.							Work satisfaction

Data analysis

Analysis of the data has been carried out in accordance with the recommendations provided by Hunter and Schmidt (2004). In a first stage, the correlation coefficients have been transformed into Z (Fisher) coefficients.

In the second step, we have calculated the weighted mean effect size, weighted mean dispersion (observed dispersion), the dispersion caused by the sampling errors and the residual dispersion of the weighted mean effect size (which is the difference between weighted mean dispersion and dispersion caused by the errors of sampling).

In the third stage, we have calculated test of homogeneity Q (Rosenthal & DiMatteo, 2001) and the confidence interval of the weighted mean effect size. The confidence interval has been calculated using residual dispersion, having a confidence interval of .95.

Results

The relationship with negative and positive individual factors

Individual factors should represent an important predictor for the level of emotional regulation. To investigate this relationship, we have identified correlations between positive and desirable factors and the size emotional control recognition, not having enough data to calculate the mean effect of the relations between specific attributes of these factors, and emotional regulation. We have also identified the factors with negative distributing spectrum in emotion regulation.

Table 3

The results of the correlations between emotional regulation and individual factors.

<i>Correlated variable</i>	<i>N total</i>	<i>k</i>	<i>r</i> <i>mean effect</i>	<i>Observed</i> <i>Var.</i>	<i>r min</i>	<i>r max</i>	<i>Q Test</i>
Individual positive factors	858	6	0.12	0.00	0.06	0.19	$Q(5) = 33.04, p = 0$
Individual negative factors	6335	7	0.32	0.00	0.30	0.34	$Q(6) = 142.52, p = 0$

Legend: N total = total number of subjects for which the mean effect has been calculated; k = number of independent samples; r = mean effect size value; Observed var. = Observed dispersion (variance) of the results; r min = minimum value of the confidence interval of the mean effect; r max = maximum value of the confidence interval of the mean effect; the Q test = test of homogeneity.

The results (shown in Table 3) have indicated moderate and weak association, between emotional regulation and positive and negative individual factors taken into account in this study. Thus, emotional regulation correlates significantly positive with positive individual factors ($r = 0,124$) and also positive, but moderate with negative individual factors ($r = 0,317$).

From the point of view of interpreting the dispersion of the indicators of effect magnitude, from the combination of data obtained for Q and I^2 we can say that the situation of the positive individual factors yielded statistically significant Q (Q(5) =33,045, p= 0) associated with a high I^2 ($I^2 =78,817$) in which case the effect is a heterogeneous one, and observed differences from a study to another are explained to a large extent by variations their own characteristics, in which case it is appropriate to be carried out further analysis of the meta-regression type, etc. In a similar situation are also the individual negative factors Q(6) =142,499 , p=0, and ($I^2 =94,385$).

The relationship with the cognitive factors

Table 4

The results of the correlations between cognitive factors and emotional regulation

<i>Correlated variable</i>	<i>N total</i>	<i>k</i>	<i>r</i>	<i>Observed.</i>	<i>r min</i>	<i>r max</i>	<i>Q Test</i>
			<i>mean effect</i>	<i>var</i>			
Cognitive factors	1334	5	0.09	0.00	0.04	0.15	Q(4) =95.06, P<.001

Legend: N total = total number of subjects for which the mean effect has been calculated; k = number of independent samples; r = mean effect size effect size value; Observed var. = Observed dispersion (variance) of the results; r min = minimum value of the confidence interval of the mean effect; r max = maximum value of the confidence interval of the mean effect; the Q test = test of homogeneity.

The dispersion of the indicators of effect magnitude, for cognitive factors yielded a statistically significant Q (Q(4) =95,055, p<.0010) and is associated with a high I^2 ($I^2 =93,687$), in which case the effect is still a heterogeneous one, and the differences observed in the studies included in meta-analysis are explained to a large extent by the variations in characteristics of the sub-included factors, and in that case further analysis could be taken into consideration.

The relationship with the activating events in the organizational environment

Table 5

The results of the correlations between emotional regulations and activating events in the environment.

<i>Correlated variable</i>	<i>N total</i>	<i>k</i>	<i>r</i>	<i>Observed</i>	<i>r min</i>	<i>r max</i>	<i>Q Test</i>
			<i>mean effect</i>	<i>var.</i>			
Activating events in the environment	6247	6	0.03	0.00	0.00	0.05	Q(5) =45.92, p<.001

Legend: N total = total number of subjects for which the mean effect has been calculated; k = number of independent samples; r = mean effect size effect size value; Observed var. = Observed dispersion (variance) of the results; r min = minimum value of the confidence interval of the mean effect; r max = maximum value of the confidence interval of the mean effect; the Q test = test of homogeneity.

The results (shown in Table 5) indicate that the relationship between the emotions regulation and activating events in the environment, taken into account in this study, is very low. Thus, emotional regulation correlates significantly positive, but weak, with the activating events in the organizational environment ($r = 0.0276$).

The dispersion of the indicators of effect magnitude, for activating events in the environment yielded a statistically significant Q ($Q(5) = 45,915$, $p < .001$) and is associated with a high I^2 ($I^2 = 84,754$), in which case the effect is still heterogeneous, and the differences observed in the studies included in meta-analysis are explained to a large extent by the variations in characteristics of the sub-included factors, and in that case further analysis could be taken into consideration.

The relationship with emotional activism

Table 6

The results of the correlations between emotional regulations and emotional activism .

<i>Correlated variable</i>	<i>N total</i>	<i>k</i>	<i>r</i>	<i>Observed</i>	<i>r min</i>	<i>r max</i>	<i>Q Test</i>
			<i>mean effect</i>	<i>var.</i>			
Positive emotional activism	690	5	0.25	0.00	0.18	0.33	Q(4) =20.53, p<.001
Negative emotional activism	6864	6	-0.03	0.00	-0.05	-0.00	Q(5) =23.94, p<.001

Legend: N total = total number of subjects for which the mean effect has been calculated; k = number of independent samples; r = mean effect size effect size value; Observed var. = Observed dispersion (variance) of the results; r min = minimum value of the confidence interval of the mean effect; r max = maximum value of the confidence interval of the mean effect; the Q test = test of homogeneity.

The results of this investigation (shown in Table 6) indicate that the relationship between the emotional regulation and positive emotional activism is moderate. Thus, emotional regulation correlates significantly positive and moderately with positive emotional activism ($r = 0,254$) and surprisingly, we have a poor and statistically insignificant relationship between emotional regulation and negative emotional activism ($r = -0.025$).

The dispersion of the indicators of magnitude of the effect, for activating events in the environment yielded a statistically significant Q ($Q(4) = 20,528, p = 0.0004$) and is associated with a high I^2 ($I^2 = 70,772$), in which case the effect is still heterogeneous, and the differences observed in the studies included in meta-analysis are explained to a large extent by the variations in characteristics of the sub-included factors, and in that case further analysis could be taken into consideration. Negative emotional activism yielded statistically significant Q ($Q(5) = 23,935, p = 0.0002$), being associated with a high I^2 ($I^2 = 70,755$).

The relationship with the organizational factors

Table 7

The results of the correlations between emotional regulation and organizational factors.

<i>Correlated variable</i>	<i>N total</i>	<i>k</i>	<i>r</i> <i>mean effect</i>	<i>Observed</i> <i>Var.</i>	<i>r min</i>	<i>r max</i>	<i>Q Test</i>
Organizational factors	2140	8	-0.08	0.00	-0.12	-0.03	Q(7) = 40.10, p < .001

Legend: N total = total number of subjects for which the mean effect has been calculated; k = number of independent samples; r = mean effect size value; Observed var. = Observed dispersion (variance) of the results; r min = minimum value of the confidence interval of the mean effect; r max = maximum value of the confidence interval of the mean effect; the Q test = test of homogeneity.

The results (shown in Table 7) indicate that the relationship between the emotional regulation and organizational factors, taken into consideration in this study, is very low. Thus, emotional regulation correlates negatively and statistically insignificant with the organizational factors ($r = -0,077$).

The dispersion of the indicators of magnitude of the effect, for activating events in the environment yielded a statistically significant Q ($Q(Q(7))=40,996, p<.001$) and is associated with a relatively high I^2 ($I^2= 78,046$), in which case the effect is still heterogeneous, and the differences observed in the studies included in meta-analysis are explained to a large extent by the variations in characteristics of the sub-included factors, and in that case further analysis could be taken into consideration.

Discussion and conclusions

In the literature, prediction of the emotion management factors is important for finding the best ways to reduce this phenomenon and to increase the well-being of organization. In a recent meta-analysis, Hülshager and Schewe (2011), reconfirmed that there is a significant relationship between surface emotional regulation and the wellbeing and performance employees. Thus, quantitative results have suggested that the surface emotional regulation is harmful both to the well-being as well as to employee performance. On the other hand, as referred to in the theory section, the studies made by Richter & Schulze, (2001), Wieland, Metz, and Richter (2001), have confirmed relationships with the stress factors of organizations and control at the place of work: uncertainty, organizational problems, time pressure, all of them being specific factors of the functioning of the organizational environment.

From the point of view of the relationship intensity with the predictors of the emotional regulation, negative individual factors are best represented, positive individual factors and cognitive factors being placed in the in the region of low intensity. As for activating events in the environment, they shall be placed on the last place in this ranking of relationship intensity, with emotional regulation.

The most important effect of the relationship with emotional regulation had the positive emotional activism, negative activism spectrum and organizational factors being irrelevant for emotional regulation.

This meta-analysis revealed a number of variables with the potential for prediction of the emotional regulation: negative and positive individual factors, in addition to cognitive factors and those who belong to the environmental activating events category. Without neglecting the weight of other predictors, one of the future direction of investigation that will be developed and detailed in our study, will be that of negative and positive individual factors in structuring emotional regulation, other effects of emotional regulation will not be the subject of the following studies included in this thesis. However, their existence cannot be denied and will be taken into consideration, in the section devoted to theoretical and practical implications.

Study 2. Investigating the impact of negative emotions on the emotional regulation in organizations

Introduction

We have chosen, as the main objective of this study, the analysis some competitive work environments and the observation to what extent, negative emotions present in these organizations may be kept under control, as part of emotional regulation, as well as a review of the extent in which these organizational environments favor certain negative emotions. Accordingly, it is reasonable to assume that on the one hand increased capacity of emotional management or better said, individual self-control is an individual factor which may allow individuals to manifest or not negative affect at work.

We aim to study the relationship between reduced emotionality and the low level of emotional control and on the background of findings taken from a recent meta-analysis (Dumbravă, 2014), which confirmed that the emotional factors positively correlate with positive individual

factors (ex: thanks, serenity, gratitude, encouragement, positive expressiveness) and negative factors (shame, anger, cynicism, etc.) and positively correlates with activating events in the environment (ex: aggressiveness customers, this ambiguity customers' expectations) and negative with the organizational factors (ex: the support colleagues, control, participation in decision), as well as with the individuals' emotional activism (ex: agreeableness, emotional avoidance, resiliency, emotional exhaustion), association with emotional regulation being insufficiently explained by current approaches. It can be assumed that emotional regulation is a mechanism of the response to certain requests from the organizational environment, therefore, the occurrence of the negative emotion is both a feature of the environment, as well as a individual feature, in which the mentioned individual personality characteristics, which also pertain to the degree to which the person is capable of self-regulation, reflect a certain level of emotional intelligence, which is considered to be of major importance in organizational environments (Jones & George, 2009).

If the assumptions are confirmed, then management will have to take into account the effects of increased levels of negative emotion, on the basis of low levels of emotional control in the context studied organizations and generally in other organizations. Although, we can't draw causality conclusions from a correlation study, if future studies will confirm the existence of causal relationships, negative emotions being often counter-productive, then it becomes important to select personnel with a greater ability to self-control, especially in demanding organizational environments, as is the case of competitive organizations.

Thus, in this correlation study, we aimed to identify an association between negative emotions and the control individuals' exerts over emotional regulation, as an attempt to replicate the cross-cultural relationships which are investigated only in certain areas of the world, such as the United States of America or the United Kingdom. In doing so we could be able to discover indigenous specific cultural aspects of emotional expression and negative effects of emotional

control in the workplace. Another exploratory objective, which takes account of the first assumption, is to examine whether the variance of negative affect variable can be explained by variable capacity of self-control.

Objectives and assumptions:

Based on an analysis of the literature and on the results of the meta-analysis presented in the study above (see the study I in this thesis), as well as on the logical considerations set out above, we have made the following objectives and assumptions:

Objective: to identify the relations between individual personality factors, the environment and performance of organizations and negative emotions.

H1. Employees with higher negative emotions will have low levels of emotional control as a personality trait.

H2. Employees coming from different organizational environments are prone to different levels of negative emotions and to different performance levels at work.

Method

Participants

For this study 94 employees participated. The four domains of activity were: construction (40 employees), medical services (11 employees), tourist services (21 employees) and financial consultancy services (22 employees).

Employees age ranged between 24-57 years ($M = 34.3$ years; $AS = 6.7$). Average seniority in the organization at the time of the testing was 5.8 years ($AS = 2.84$), and the mean age in total employment was 12.5 years ($AS = 5.87$). Of the 94 employees, 39 were men and 55 were women, 88 were higher education and 6 have had secondary education, and from the point of view of occupied position, 14 dealt with industry-leading features, 76 management positions of the line and 4 positions of base level.

Instruments

The PANAS-X questionnaire

The multidimensional personality questionnaire MPQ (Patrick, Curtin, Tellegen, 2002)

California psychological inventory (Gough, 1987)

Objective criteria of performance. Data collection regarding performance took place in 2012. Assessment was carried out by leading management together with the department of human resources of each organization. Scores of performance used in the study has now been provided by the department of human resources, in accordance with the annual sheets performance evaluation, consisting of the scale for the assessment of performance with behavioral anchors, designed in accordance with the standards and internal procedures of each companies included in the study. They have been rated by each manager of peak for each employee in part on a Likert scale from 1 to 5 as follows: 1 = below expectations; 2 = are evolving toward expectations; 3 = meets expectations – on the basis of this mark takes the salary; 4 = sometimes exceeds expectations; 5 = always exceeds expectations.

Procedure

Investigation has been carried out simultaneously at the level of each organization, by using electronic version of the questionnaires. The selection has not been random but on the availability basis.

Results

Descriptive and correlation statistics

In Table 8 are descriptive statistics for sample scores obtained from *PANAS-X* measure as well as the correlation matrix of the main variables of interest.

Table 8

Descriptive statistics of study variables

		Descriptive statistics		Correlations																		
		M	AS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1.	Gender	-	-	-	-																	
2.	Age	34.29	6.67	-.17	-																	
3.	Negative affect (MPQ)	2.53	.84	.00	-0.02	-																
4.	Impulsivity (MPQ)	2.15	.56	.09	0.11	.44**	-															
5.	Negative affect (PANAS)	1.44	.47	-.05	-0.05	.60**	.30**	-														
6.	Positive affect (PANAS)	3.62	.58	.19	0.17	-.28**	-.05	-.27**	-													
7.	Fear (PANAS)	1.47	.50	-.09	-0.08	.59**	.30**	.93**	-.26**	-												
8.	Hostility (PANAS)	1.38	.51	-.09	-0.09	.57**	.30**	.79**	-.20*	.71**	-											
9.	Guilt (PANAS)	1.27	.48	-.04	-0.05	.34**	.09	.67**	-.18	.60**	.50**	-										
10.	Sadness (PANAS)	1.40	.55	-.07	-0.08	.46**	.09	.70**	-.27**	.62**	.60**	.79**	-									
11.	Joviality (PANAS)	3.66	.64	.05	0.06	-.35**	-.01	-.30**	.87**	-.27**	-.26*	-.20*	-.31**	-								
12.	Self-assurance (PANAS)	3.41	.69	.22*	.21*	-.23*	-.14	-.33**	.84**	-.32**	-.18	-.28**	-.29**	.72**	-							
13.	Attentiveness (PANAS)	3.82	.55	.17	-.34**	-.20*	-.31**	.79**	-.33**	-.25*	-.14	-.21*	.62**	.65**	-							
14.	Shyness(PANAS)	1.46	.53	.04	.33**	.05	.52**	-.23*	.48**	.22*	.56**	.55**	-.22*	-.29**	-.20*	-						
15.	Fatigue (PANAS)	1.56	.56	-.16	.46**	.22*	.69**	-.29**	.63**	.63**	.42*	.52**	-.36**	-.29**	-.27**	.36**	-					
16.	Serenity (PANAS)	3.88	.57	-.04	-.32**	-.26*	-.45**	.49**	-.43**	-.36**	-.34**	-.32**	.43**	.48**	.48**	-.22*	-.30**	-				
17.	Surprise (PANAS)	2.15	.72	-.00	.08	.16	.22*	.25*	.24*	.11	.16	.11	.23*	.14	.10	.23*	.09	.10	-			
18.	Self-control (AMI)	51.3	6.72	.19	-.47**	-.36**	-.47**	.35**	-.47**	-.40**	-.32**	-.45**	.34**	.40**	.37**	-.33**	-.48**	.32**	-.11	-		
19.	Compensatory effort (AMI)	49.22	7.54	.04	.09	.093	-.03	.09	-.03	-.01	.10	.08	.11	.076	.13	.00	.04	-.00	-.10	.12	-	
20.	Self-control (CPI)	17.33	4.14	.04	-.29**	-.28**	-.23*	-.04	-.25*	-.21*	-.08	-.13	-.07	-.07	.08	-.04	-.18	.03	-.13	.42**	-.12	-
21.	Performance	3.19	.954	.21*	-.11	-.05	-.01	.10	-.01	-.16	.03	-.02	.15	.12	.07	-.03	-.10	-.07	.04	.15	.07	.03

Note: * correlation is significant at $p < .05$, ** correlation is significant at $p < .001$, $N=94$

Statistical data highlights the existence of moderate negative correlations (in the range .30 - .49) and low (in the range 10 - .29), between the variables of self control and negative emotions.

When running partial correlations, in which the age was a controlled variable, we did not get significantly different results, so that it can be concluded that this variable does not intervene in the relationship previously established between self-regulation and negative affect.

We also run a one way ANOVA, having compared the groups that define the four types of companies in which employees originate (construction, financial, tourism, medical).

Analyzes based on one way ANOVA procedure, shows a significant effect of independent variable *type of company* on the dependent variable *negative affect(PANASX)*, for the three conditions ($F(3, 90) = 5.49, p < 0.01$).

Post hoc comparisons using Tukey test HSD indicated that the mean score of *negative affect (PANASX)* for the tourism company ($M = 1.77, AS = 0.55$) was significantly different from company in the field of constructions ($M = 1.39, AS = 0.42$). However, the condition of the medical company ($M = 1.21, AS = 0.34$), do not differ significantly from company from the financial domain ($M = 1.33, AS = 0.39$).

As a result of the application of the one-way ANOVA procedure, we have also noted, a significant effect of independent variable *type of company* on the dependent variable *hostility* to a p level of .05, for the three conditions ($F(3, 90) = 6.34, p < 0,001$).

Post hoc comparisons using Tukey test HSD indicated that the mean score of hostility of tourism company ($M = 1.77, AS = 0.62$) was significantly different from the company of medical field ($M = 1.20, AS = 0.42$), and from the company within the financial field ($M = 1.20, AS = 0.42$), as well as from the company from the construction field ($M = 1.18, AS = .39$).

We have also noticed, from the application of one way ANOVA procedure, a significant effect of independent variable *type of company* von the on the dependent variable *performance* at a p level of .05, for the three conditions ($F[3, 90) = 5.56, p < 0.01$).

Post hoc comparisons using Tukey test HSD indicated that the mean performance score for the financial company ($M = 3.68, AS = 1.46$) was significantly different from that of the medical company ($M = 2.64, AS = 0.67$), as well as from the one in the field of construction ($M = 2.93, AS = 0.62$). However, performance in the financial company ($M = 3.68, AS = 1.46$) does not differ significantly from performance of the tourism company ($M = 3.48, AS = 0.60$).

Since there is no data about organizational culture of those organizations, which could give clues about the competitiveness, practically, this hypothesis has a exploratory character, and is based on the assumption that the different organizations with different way of activity, will vary regarding dependent variables in our study (e.g. negative affect) as a result of this different competitiveness levels.

According to these results, the second hypothesis of the study is empirical supported.

On the basis of the results of first hypotheses we wanted to see, to what extent the variable self-control (AMI) may be a predictor of negative affect in organizations. So after we checked whether the regression assumptions are satisfied (number of employees adequately, linearity,

normality, etc.), we run a simple linear regression, having self-control (AMI) as predictor and negative affect (PANAS-X) as dependent variable. The regression proved a significant, self-control variable explaining moderate proportion of variance of negative affect variable (23 %), $ADJ R^2 = 0.22$, $F(1, 92) = 27.00$, $p < 001$.

Discussion and conclusions

The primary objective of the study was the examination of the relationship between negative emotions and competitive organizational environment and to observe to what extent negative emotions present in these organizations may be kept under control, as part of emotional regulation, as well as the extent to which organizational environments investigated favor certain negative emotions.

The results of the study have shown that negative emotions correlate to an great extent with employees self-control. Also, competitive work environments may be sources of enhancing of negative emotions in organizations. Last but not least, the variable performance have different strengths depending on the industry in which the company investigated activates, which give an additional indication about the culture of competition in the organization.

In our study organizations with large values of performance were those of financial domain and that of tourism, the other two areas, construction and medical having lowest indexes of performance at work.

As referred in the literature section, studies made by Richter & Schulze, (2001), Wieland, Metz, and Richter (2001), confirmed relationships of stress factors in the organizations and control at work, uncertainty, organizational problems and time pressure, all of which being specific factors functioning organizational environment.

Statistical data obtained are in partial agreement the literature on which the study is based. The results may also be interpreted by reference to affective events theory (Weiss & Cropanzano, 1996) and emotional labor model proposed by Grandey (2000).

Study 3. Emotions and job pressure in organizations: the mediating role of the coping mechanisms and social support

Introduction

Organizational stress has been defined in the literature as "the result of those factors in an organization that cause stress for the individual employee, and in turn, have negative organizational consequences. " (Maning and Preston, 2004, p. 23). In a recent study Fisher (2000), discovered that real-time measurement of emotion, and of moods at work has contributed to prediction of job satisfaction, exceeding the cognitive measurement effectiveness previously used. Social psychology suggests that, an emotional component of attitudes would be more helpful than a cognitive component, in predicting behaviors (Millar and Millar, 1996; Millar and Tessar, 1986; Sappington, 1990).

Many studies show that specific job responsibilities may have both positive and negative consequences on the employees wellbeing (e.g. Halbesleben & Buckley, 2004) and consequently on performance (e.g. Motowidlo, 1986). Accordingly, studies show that the job pressure is associated with reduced well-being symptoms as psychological consequences of stress, as well as negatively affected mental status (e.g. Cooper et al, 1988), and, in the same time somatic consequences occur as well: insomnia, exhaustion or negatively affected physical health status (e.g. Halbesleben & Buckley, 2004). Negative affect and job dissatisfaction are also two indicators of stress produced by the job pressure (Spector, 1997).

Coping mechanisms or strategies used to manage stress are: avoidance, confrontation, distancing, etc. summarized by Folkman et al. (1986).

According to Folkman et al. (1986), there is a very clear relationship between the coping mechanisms and emotions whereas the two main functions of these coping mechanisms are: adjusting emotion and change the problematic situation involving the individual-environment relationship.

In the case of stress at the workplace, there are several theories with empirical support in connection with organizational stress. Thus, the model requirements-control it has been developed, which maintains that organizational stress is the result of high pressure at work in combination with reduced possibility exert control over the job characteristics such as: the work schedule or tasks to be carried out (Karasek, 1979, 1998). This model is partially confirmed by the results of modern motivational theories, such as Self-determination Theory, which maintains that autonomy is basic organismic need which if unsatisfied, negative consequences occur, in terms of both the well being as well as physical and mental health (e.g. Deci and Ryan, 1985).

This model has obtained substantial empirical support (e.g. Schnall et al. , 1994). Another advanced model in the literature, is that concerning the correspondence between effort and compensation (Siegriest, 1996) which is based on equity theory (Walster et al. , 1978) which maintains that if there is an inequality between those factors, the well being will be damaged. This model has also obtained a consistent empirical support (e.g. Van Vegchel et al. , 2005). Both models have certain controversial points, such as the fact that the job pressure is different depending on the occupation and the type of organization and, thus, a scientifically stronger model has been proposed, JD-R the model, Job Requirements - Resources (Bakker et al, 2003). The model assumes that job resources may mediate the relationship between job pressure and organizational stress.

Resources could be on the one hand organizational (e.g. existence of social support), as well as individual (self-control). Kahn and Byosserie (1992), tested JD-R model assumptions and

reached the conclusion that both the situation in the organization as well as personal characteristics of employee contribute to stress. More specifically, the last characteristics could reduce or eliminate on the one hand or increase on the other hand the effect of former characteristics.

Regarding the stress linked to the activity, studies conducted in Europe demonstrates that in medical sector job pressure have one of the highest level (e.g. EU-OSHA, 2006 quoted in INCDPM, 2013).

Our main objective is: the investigation of the relations between organizational aspects of stress and positive and negative affect, as well as highlighting the mediation of this relationship by individual and environmental factors.

Our hypotheses are:

H1. Job pressure have different levels in different types of organizations, the medical domain having the greatest job pressure level.

H2. Negative emotions as well as job dissatisfaction are positively related to the organization stress.

H3. The relationship between job pressure and negative emotions is mediated by resources such as : organizational support, self-control and coping mechanisms.

H4. The relationship between job pressure and job dissatisfaction, is mediated by resources such as : organizational support, self-control and coping mechanisms.

Method

Participants

The sample of our study included 126 employees from four companies with activity in four different areas of the local market, such as: construction (35 %), medical services (23 %), tourist services (21 %) and financial consultancy services (21 %). The demographics are: females 65% and males 35 %, aged between 24-57 years, with a higher education 90% and 10% with secondary education, with an entry level management position 10 %, middle 79 %, and top 11 %, with

seniority in the organization 1-3 years- 28 %, 3-10 years 63 %, 10-20 years 10 %, with work seniority 1-3 years 3 %, 4-10 years 42 %, 11-20 years 40 %, more than 20 years 10 %.

Instruments

PANASX (Positive and Negative Affect Schedule - Expanded version) developed by Watson and Clark (1994).

Job Stress Survey (Spielberger, 1994)

The coping mechanisms - revised (Folkman et al, 1988)

Achievement Motivation Inventory (Schuler, & Prochaska, 2002)

AMI scales obtained in this study a coefficient of internal consistency Cronbach Alpha .68 for the scale of the **Compensatory Effort** and Alpha = .72 of **Self-Control** scale.

Survey of Work styles

Procedure

Data have been collected simultaneously in each organization, by administering the electronic questionnaires.

Results

To test our first assumptions, we have started by conducting a one way ANOVA.

Table 9

ANOVA concerning Job Pressure by the type of organization.

	<i>Sum of squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>
Between Groups	53.8	3	17.92	2.07 (p>0.05)
Within Groups	1058.3	122	8.67	
Total	1112.1	125		

As we can see job pressure is different in different types of organization and Post Hoc Tukey HSD test shows no significant difference between the Job Pressure in medical field relative to other areas of activity.

To test the second hypothesis, we have correlate negative affect, job dissatisfaction and Job Pressure using the whole sample. Thus, we obtained the results shown in table 10.

Table 10

Correlations between job pressure, negative affect and job dissatisfaction

	<i>Descriptive statistics</i>		<i>Correlations</i>		
	<i>M</i>	<i>AS</i>	1	2	3
1. Job Pressure	1.5.	.49	-		
2. Negative affect	4.36	2.98	27 *	-	
3. Job Dissatisfaction	4.04	3.10	38 *	.014	-

* $p < .01$

Table 11

Regression Job Pressure, negative affect and job dissatisfaction

Variable	<i>Negative affections</i>			<i>Job Dissatisfaction</i>		
	<i>B</i>	<i>SE B</i>	<i>Beta</i>	<i>B</i>	<i>SE B</i>	<i>Beta</i>
Job Pressure	0.04	0.01	27 **	0.40	0.09	38 **
R^2			.07			15
			9.48 **			21.48 **

** $P < .01$.

As we can see both negative affect as well as job dissatisfaction are predicted by the job pressure which explains a low to moderate proportion of variance of these two dependent variables.

To test the third and fourth hypothesis we run in the first phase partial correlations between the variables involved controlling for resources which can mediate the relationship job-pressure, negative emotions.

According to the results of these partial correlations we can say that, in addition to the variables of self-control and lack in organizational support, involved in the relationship job pressure - negative affect, other variables proved to be important: escape-avoidance style of coping, and confrontation coping style.

Further we run multiple regressions. In Table 12 are the results obtained:

Table 12

Regression Job Pressure, Negative affect, Job Dissatisfaction and mediators

Variable	Negative affections		
	<i>B</i>	<i>SE B</i>	<i>Beta</i>
Job Pressure	0.3	0.2	.16
Self-Control	-.17	.04	-.32 **
Lack in organizational support	-.01	.02	-.03
Escape-avoidance	.35	.09	.34 **
Confrontation	.05	.08	.08
R^2		.31	
		11.01 **	

** $p < .01$.

We notice that the variables lack of organizational support, confrontation style of coping and job pressure could be removed from the model, but simple correlations and regression indicate that they are still important, and so we have a second indication of mediation.

We continued by running a multiple regression with job pressure as independent variable and also the variables supposed to mediate the relationship- lack of organizational support, self-control and confrontation coping style.

Table 13*Regression Job Pressure, negative affect, job dissatisfaction and mediators*

Variable	<i>Job Dissatisfaction</i>		
	<i>B</i>	<i>SE B</i>	<i>Beta</i>
Job Pressure	10	10	.09
Self-Control	-.60	26	-.18 *
Lack of organizational Support	-.56	11	-.47 **
Confrontation	-1.02	46	-.17 *
R^2		.34	
		15.31 **	

* $p < .05$. , ** $p < .01$.

We have also run simple regressions having job pressure as predictor and on the one hand the mechanism of coping escape-avoidance (mediator) and on the other hand between job pressure and lack of organizational support (second mediator). The results are displayed in the tables below:

Table 14*Regression of Job Pressure, and the mediator lack of organizational support*

Variable	<i>Lack of organizational Support</i>		
	<i>B</i>	<i>ES B</i>	<i>Beta</i>
Job Pressure	.51	.07	.58*

* $p < .05$ **Table 15***Regression of job pressure and the mediator escape avoidance*

Variable	<i>Escape - avoidance</i>		
	<i>B</i>	<i>SE B</i>	<i>Beta</i>
Job Pressure	In .03	.01	.21**

** $P < .01$

As seen, the predictor job pressure has a significant relationship with the variables mediator predicted: lack organizational support and escape - avoidance.

We have further done same type of analysis using job pressure predictor and mediators: self-control and confrontation coping style.

Table 16

Regression of Job Pressure and the mediator self-control

Variable	Self-Control		
	<i>B</i>	<i>SE B</i>	<i>Beta</i>
Job Pressure	.01	.02	.03

Table 17

Regression of Job Pressure and confrontation style of coping

Variable	Confrontation		
	<i>B</i>	<i>SE B</i>	<i>Beta</i>
Job Pressure	.02	.02	.11

As seen above, relations are not significant, therefore confrontation coping style and self-control presumed as mediators cannot be considered as such.

We conducted also two hierarchical linear regressions. The results are displayed in the tables below:

Table 18

Hierarchical regression of Job Pressure and Lack of Organizational Support and negative affect as dependent variable

	Step 1	Step 2
Predictor	<i>B</i>	<i>B</i>
Job Pressure	38 **	10
Lack of Organizational Support		54 **

** $P < .01$

Table 19

Hierarchical regression of Job Pressure and escape - avoidance and Job Dissatisfaction as dependent variable

	Step 1	Step 2
Predictor	<i>B</i>	<i>B</i>
Job Pressure	.05	.04
Escape - avoidance		.41 **

** $P < .01$

As seen above, in the first hierarchical linear regression, when controlling for the mediator variable lack of organizational support, job pressure loses its capability to predict negative affect and also job pressure loses its ability to predict job dissatisfaction when controlling for the variable escape-avoidance style of coping.

Using simple and multiple regression coefficients above presented we have calculated the Sobel mediation coefficient, using the Online Calculator at the following address:

<http://quantpsy.org/sobel/sobel.htm>

Table 20

The Sobel mediation test of the Relationships job pressure - negative affect and job pressure- job dissatisfaction

<i>Variable</i>	<i>Lack of support</i>	<i>Escape-Avoidance</i>
Job Pressure	.52 (.06)	.03 (.01)
Job Pressure –	-.01 (.02)	.40 (.09)
Negative affect	Test Sobel = 0.50	Test Sobel = 2.49*
Job Pressure –	.53 (.11)	
Job Dissatisfaction	Test Sobel = 4.2**	

* $p < .05$. ** $p < .01$.

Note. The values without parenthesis represents the raw regression coefficient (B) and in brackets the correspondent standard error (Sb)

As we can see, the relationship job pressure - negative affect, is mediated by the coping mechanism, escape-avoidance, and the relation job pressure -job dissatisfaction, is mediated by the lack of organizational support, confirmed by the statistical significance reached by the Sobel test.

Discussion and conclusions

Our study has as main theoretical tenet the idea that organizational stressors (e.g. job pressure) have a negative impact on the emotional well-being of the employees, but this takes place only by the mediation of some organizational resources (e.g. organizational support) or individual - traits of personality and coping mechanisms (Bakker et al, 2003), which may increase or reduce the stressors impact on the emotional state of employees. Beginning, we tested the extent to which job pressure is different in the studied organizations and we have decided that it is not significantly different, allowing us to use for main analyzes the entire sample of participants.

Based on the initial analyzes, we found that some variables, while previously correlated with the dependent variable, could be removed from the model. Mediation assumption carried out in accordance with the recommendations of Baron and Kenny (1986) have indicated as mediators lack of organizational support and avoidance coping mechanism which mediate the relationship between job pressure and negative affect, and job pressure and job dissatisfaction respectively. Subsequently, when calculating the Sobel test of mediation, the existence of the two important mediators of the two aforementioned relationships was reconfirmed, namely, a mediator which reflect individual resources: the avoidance mechanism of coping which mediates the relationship job pressure - negative affect and a mediator which reflect organizational resources namely organizational support.

The results are best explained by reference to the JD-R model, Job Demands - Resources (Bakker et al, 2003) previously described.

Study 4. The involvement of individual and personality factors in the emotions management in organizations.

Introduction

Although Grandey (2000) suggests that among the factors which are important for emotional regulation and individual and personality factors play an important role, and should be studied accordingly, very few studies or theories with reference to linking these two variables have been undertaken. Even if, Grandey (2000) lists some possible individual traits important in emotional adjustment, and Gross (2007), suggests ways in which types of personality captured by the Big Five may have a clear links to emotional management, however, validation studies of these mini theories and even more comprehensive extension of personality factors have not been carried out.

This area of study has a particular practical importance, concerning the selection of those people who are fit for the required emotional regulation of the job, on the basis of knowledge about personality traits measured. Grandey (2000, p. 108), says in this respect "Those personality types who are more likely to reappraise situations and change feeling states may be better suited for certain jobs than those who prefer to inhibit their feelings". However, as we have already mentioned, there have been very few studies which studied the individual factors of personality in relationship to management and experiencing certain emotions at work, and regarding countless other individual variables involved, the studies are missing. Although for practical reasons, in the research and organizational intervention is better to reduce the number of variables involved, overlooking the complexity of this phenomenon could lead us to ignore important issues which, known and sometimes changed, could help the psychologist and managers to take the best decisions regarding the development of the human resource at their disposal in company.

According to these considerations, we found important to study in a exploratory way several individual and personality variables possibly involved in the expression of emotions in organizational context.

The objective of this study is to restrict the number of individual and personality factors in relation to emotional expressing to some comprehensive variables that include both aforementioned categories, variables which might constitute a factorial model of the optimum management of emotions in organizational environment.

Accordingly, our exploratory hypothesis is:

H1. There are comprehensive factors comprising both emotional variables as well as individual and personality variables which bear a relationship.

H2. Individual and personality factors have different weights in explaining emotion variance.

Method

Participants

The sample of the study included 126 employees from four companies in local market, construction (35 %), medical services (23 %), tourist services (21 %) and financial consultancy services (21 %). Employees were females 65% and males 35 %, aged between 24-57 years, with a higher education 90% and 10% with secondary education, with an entry level management position 10 %, middle 79 %, and top 11 %, with seniority in the organization 1-3 years- 28 %, 3-10 years 63 %, 10-20 years 10 %, with work seniority 1-3 years 3 %, 4-10 years 42 %, 11-20 years 40 %, more than 20 years 10 %.

Instruments

PANASX (Positive and Negative Affect Schedule - Expanded version) developed by Watson and Clark (1994).

Job Stress Survey (Spielberger, 1994)

The coping mechanisms - revised (Folkman et al, 1988)

Achievement Motivation Inventory (Schuler, & Prochaska, 2002)

Survey of Work styles

California Psychological Inventory (Gough, 1987)

Procedure

Data have been collected simultaneously in each organization, by administering electronic version of the questionnaires. Informed consent as well as informal institutional agreement has been obtained in advance. Time to complete the questionnaires was approx. 100 Minutes.

Analysis of the data

At first, we did the standardization of all 79 variables representing AMI scales, PANAS -X, CPI, SWS, JSS and WOC. Since all these questionnaires have different measurement scales we

transformed raw scores in z scores. Thus, all these variables have now a common scale of measurement. This, preliminary analysis was suggested by Rasch, Kubinger, Yanagida (2011).

Results

We run an exploratory factor analysis entering all the 79 variables. We have analyzed the Scree Plot to identify the components with eigenvalues larger than 1 which could explain the entire model.

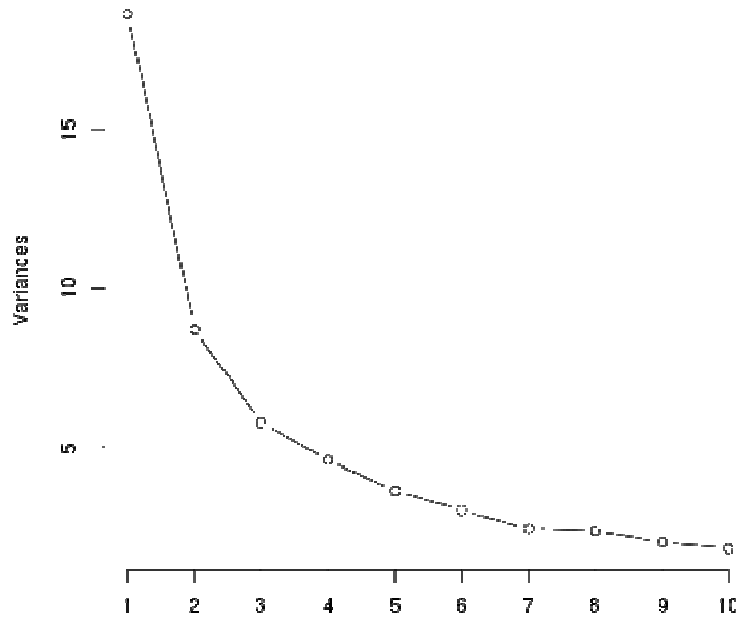


Figure 2. Own values Chart

We noticed that there are 10 factors with eigenvalues larger than 1, and so we can run principal component analysis with Varimax rotation type. Below is the factor matrix obtained.

Table 21

Factorial matrix of the 10 components of the study.

<i>Scales</i>	<i>Factor*</i>									
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>
Self-Control (AMI)	0.33			0.34					-0.30	
Self-Control(CPI)	0.43							-0.35		
Potentiality	0.70		-0.30							
Dissatisfaction	-0.35									
State Capacity	0.33									0.75
Social Presence	0.61		0.47							
Good Impression	0.70									
Health	0.77									0.31
Tolerance	0.87									
Achievement through conformism	0.59		0.45							
Achievement through independence	0.48		-0.36							0.37
Intellectual efficiency	0.67									0.53
Psychological insight	0.58									0.34
Avert Potential	0.72									0.47
Work Oriented	0.82									
Leadership	0.52	0.34								0.66
Law oriented	0.33									
Friendship	0.85									
Hostility	-0.84									
Fighter	0.47									0.46
Perseverance	0.32	0.78								
Fearlessness	0.48	0.50								0.31
Internalization	0.56	0.46								
Safety		0.30		0.74						
Motivation		0.77								
Work		0.41					0.44			
Planned problem-solving		0.43			0.44					
Dominant (CPI)		0.35								0.79
Law Oriented		0.33	0.54							
Dominant (AMI)		0.77								
Success Safety		0.80								
Absorbing		0.71								
Pride in Productivity		0.76								
Eagerness to Learn		0.71								
Independent (AMI)		0.76								
Status Orientation		0.75								

Competitiveness	0.31			
Orientation				
Goal Setting	0.79			
Engagement	0.77			
Flexibility	0.78			
Preference for difficult task	0.84			
Responsibility	0.35			
Commonly	0.34		-0.33	
Creative personality	-0.45			0.66
Positive affections		0.83		
Joviality		0.76		
Attention		0.65		-0.32
Serenity		0.44	-0.31	
Surprise		0.53		0.43
Confrontation		0.59		
Distancing		0.59	-0.38	
Self-Control		0.65		
Social support		0.79		
Accepting responsibility		0.71		
Escape-avoidance		0.47		0.43
Positive reappraisal		0.71		
Negative affections			0.41	
Time			0.42	0.30
Dissatisfaction			0.56	
Occupational stress			0.89	
Job Pressure			0.77	
Lack of support			0.85	
Compensatory effort			0.40	
Impatient			0.51	
Anger			0.51	0.54
Competitiveness			0.79	
Timidity			-0.39	0.59
Impatient			0.46	
Feminity/Masculinity			-0.36	-0.54
Negative Affect 2				0.81
Fear				0.85
Hostility				0.71
Guilt				0.80
Sadness				0.78
Fatigue				0.72
Sociability				0.74
Social Presence				0.77
Self Acceptance				0.82

Independence	0.75
Empathy	0.67

Criteria for retention of a scale on the component has been the loading greater than 0.3.

As we can see, **the factor 1** is strongly saturated with personality traits that promote stability and professional satisfaction (e.g. , well-being, self-control, orientation toward work, etc.), **the factor 2** is saturated with features that promote professional success (labor, motivation, domination, etc.), **the factor 3** is marked by obedience and lack of creativity, the factor **4** is the factor of positive emotion and self-control, the factor **5** is the mechanisms of coping factor, the factor **6** is the factor of negative emotion and stress, **factors 7 and 8** are marked with personality features of type A - in which anger and lack of serenity are important emotional components.

Worthwhile to note is the fact that the competitiveness dimension is also high, and **the factor 9** is the factor negative affect and lack of self-control, here we have also encountered negative coping mechanism escape-avoidance. **The factor 10** the factor of leading, in which various positive personality traits saturates this factor (e.g. self acceptance, empathy, independence). Worthily of noting is that this factor has empathy as important component, which involves a higher capacity for emotional management.

Table 22

Loadings and variance explained by the 10 main components

Component	<i>Comp 2</i>	<i>Comp 1</i>	<i>Comp 10</i>	<i>Comp 9</i>	<i>Comp 5</i>	<i>Comp 4</i>	<i>Comp 6</i>	<i>Comp 7</i>	<i>Comp 3</i>	<i>Comp 8</i>
Degree of loading	10.46	10.00	7.60	5.60	3.83	3.62	3.48	3.24	2.92	2.40
The proportion of variance explained	0.13	0.13	0.10	0,07	0.05	0.05	0.04	0.04	0.04	0.03
The cumulative proportion of the variance explained.	0.13	0.26	0.36	0.43	0.47	0.52	0.56	0.61	.64	0.67

Discussion and conclusions

Our main objective has been exploratory and has been based on the assumption that there are comprehensive factors comprising both emotional variables as well as individual and personality variables, which may be involved in the expression of emotional variables. This objective has been fully achieved and we have exploratory found out that certain individual traits assumed also by other authors (e.g. Grandey, 2000) are involved in the emotional state of the persons from organizations. Thus, the thesis according to which there is a implication of self-control in the emotional well-being, also present in the study 2 and study 3 is reconfirmed by the factor 4 which is saturated by positive emotions and self-control, but also by self-confidence.

To theoretically explain, we can remember the concept launched by Goleman (1995) emotional intelligence, which has as a component emotional self-control. Further research has shown that self-control is an important aspect emotional well being (Bar-On, 1997; Bar-On, 2000). Most probably the ability of self-regulation which is located in the personality is the basis of emotional self-control. The factor 6 is also interesting from the emotional point of view, because it is saturated by with emotional stress and negative emotions.

This reconfirms the relationship between negative emotions and stress found in the study 3. In addition to the environmental factors (e.g. job pressure) which underlie the existence of negative affect and stress, a feature of the personality types A is also important, namely lack of time, which moderately saturates this factor. This feature has not been not reflected in our previous studies and we can issue a hypothesis that in addition to lack of social support which mediates the relationship job pressure- stress - negative affect, certain characteristics of the personality type may mediate or moderate this relationship. It is possible that only those persons very reactive, with a sense of acute lack of time, characteristics of the type A personality, to live very intense job pressure and react

with negative affect. This hypothesis is related to research that shows that this personality type is marked by powerful negative affect (e.g. Smith & de Lopera, 2002).

Same conclusions and discussion may also apply to factors 7 and 8 which are saturated with the other components of the type A personality and negative emotions together with low self-control. Low self-control returns also in the factor 9, where it stays beside several components of negative emotion (fear, hostility, guilt, etc.). Here the hypothesis according to which the coping mechanism escape-avoidance is a disadvantageous mechanism is also reconfirmed (e.g. Elliot et al. 1997). The same explanation we used to the previous factors saturated by self control can be advanced, in that self control is a personality trait strictly linked to the positive emotional management which is a component of emotional intelligence, and in addition we can note that this type of personalities high in self control, do not recourse to disadvantageous mechanisms reality denial (e.g. escape-avoidance).

The factor 10 is also filled with many personality traits characteristic of leadership, among which, empathy as well as the high capacity individual and social emotional management, features of emotional intelligence (Goleman, 1995).

CHAPTER IV. GENERAL CONCLUSIONS AND DISCUSSION

The emotion has been a rather neglected psychological aspect in the research from the field of organizational psychology (Pekrun and Frese, 1992). However, over the past few decades several explanatory models of the emergence and emotional effects in organizations have been advanced, which have effects both on the well-being of employees as well as on organizational performance (e.g. Grandey, 2000, Gross, 1998, Hochschild, 1983). It should be noted in particular the model advanced by Grandey (2000) and model Job-Demands Resources (Bakker et al, 2003).

The model advanced by Grandey (2000) assumes that there are a number of possible causes and consequences of emotion management in the organization, offering also the idea that there are

individual and organizational factors which might influence controlling emotion in professional environment. On the other hand, the model Job-Demands Resources (JD-R, Bakker et al, 2003) assumes that in any organization there is a certain pressure to achieve objectives, which include the requirement to display certain desired emotions and certain individual or environmental resources, which may cause certain conflicts, positive or negative emotions - the relationship being mediated by individual or organizational resources regarding stress occurrence.

Emotional regulation and experiencing certain emotions by the employees depend on both the antecedents (e.g. job pressure, organizational culture), as well as the organizational resources (e.g. organizational support) and individual (cognitive mechanisms of coping, personality, etc.).

What is common in the two models can be captured in the scheme described in Figure 6:

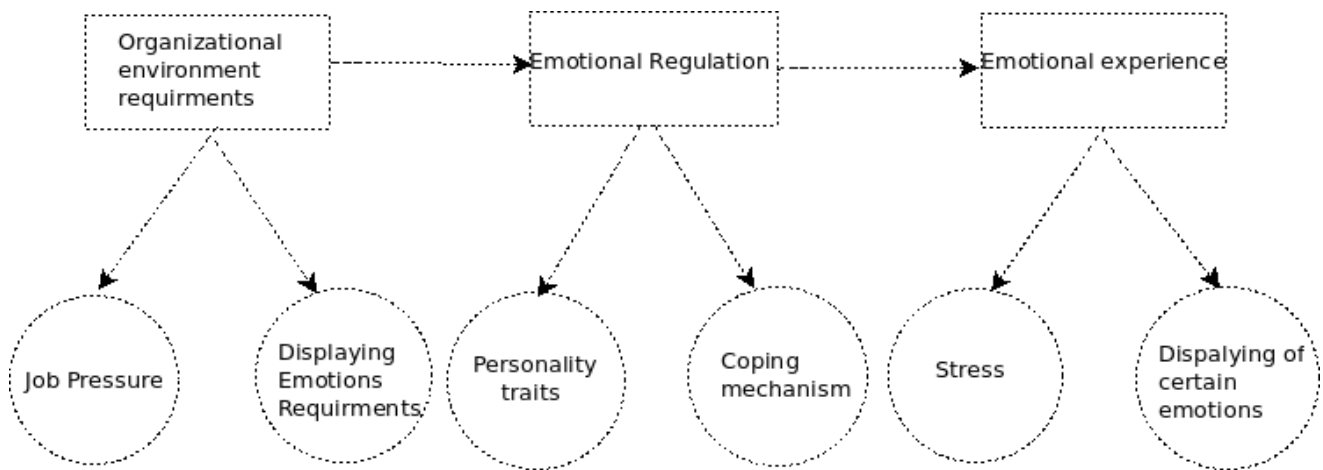


Figure 3. General figure of the model of the study

4.1 Theoretical objectives and methodological/practical objectives

They were: to reveal by the means of the Meta-analysis method the positive and negative individual factors which could be seen as predictors of emotional regulation and of the effects of this emotional regulation, the identification of the relationships between individual personality

factors, the organizational environment and performance and negative emotions, the discovery of the relationships of the organizational stress aspects and positive and negative emotions as well as the discovery of the individual and environmental mediators of these relationships, the exploratory extension of previous studies results aiming at the discovery of comprehensive factors which comprehend emotional variables as well as individual and personality variables which could be involved in the explanations of emotional variables.

Thus, in the first study has been demonstrated by a meta-analysis, that a number of variables have predictive potential for emotional regulation, among which, the stable personal and individual factors both negative and positive, and additionally the less stable cognitive factors and those who pertain to the activating events in the environment.

Future directions of study suggested by this meta-analysis have been the discovery of these factors, with positive and negative impact on emotional regulation and hence on experiencing of positive or negative emotions.

In the second study we narrowed the area of study and went in detail having as objective the examination of main relationship between negative emotions and organizational competitive environment and to observe to what extent negative emotions present in these organizations may be kept under control, as part of emotional adjustment, as well as to review of the extent to which organizational environments investigated favor certain negative emotions. The results revealed the fact that self-control as individual personality variable is accompanied by positive effects, and its absence, by emotional adverse effects. This variable of personality could be the corner stone of the emotional control as a component of emotional intelligence, desirable both for individuals and organization (Goleman, 2001). We can also say that the pressure and the requirements of studied organizations are different, depending on their own internal competitiveness, which is associated with appropriate levels of negative emotions.

In the third study, we went in detail to see whether between the job pressure and emotionality there are other important factors, which mediate or moderate the relationship. The results show that, although many other factors are involved in this relationship, such as the personality factor of self-control, truly mediators of the relationship job pressure – emotionality were the coping mechanism escape avoidance as well as environment variable, lack of organizational support. We can say that both subjective cognitive factors (mechanisms of coping e.g. Lazarus & Folkman, 1984) as well as the subjective and objective environmental factors (support organizational constraints, e.g. Rhoades & Eisenberger, 2002) are involved in the emotional management.

If in the meta-analysis we had a complexity of factors and in the two studies we narrowed the search field, working more on details, in the last study, we wanted to see again the problem in its complexity, observing how personality traits, motivational traits, and cognitive coping mechanisms will saturate together the same factors with certain emotions. The results demonstrates once again the importance self control as positive factor in emotional management, but also that a lot of other individual characteristics (e.g. empathy, personality traits of type A, etc.) may be involved in managing emotional elements, that have been also found by other researchers (Smith & de Lopera, 2002; Goleman, 1995; Sadri, Weber & Gentry, 2011).

In fact, future studies would be able to go into detail and seek to throw light on the relationships of causality and of mediation which are inside each factor where individual, environmental and emotional variables are grouped.

Limits

We believe that our study covers a problematic with significant impact in terms of both the discovery of relationships between individual factors and emotional management (Grandey Model , JD-R, etc.), which has been rather neglected, as well as allowing access to an important potential

application in the human resources field. We think in particular of the applications type: personnel training of desirable behaviors (e.g. using of certain adaptive coping mechanisms and discourage certain not adaptive components), which could correspond to specific personality traits, in relationship with organizational culture elements, and last but not least with the way in which the required and desired emotions are managed, displayed and experienced for the particular organization as well as for the employees wellbeing.

However, the design of all studies was descriptive, correlative and quasi-experimental, which does not throw a clear light on the existing cause and effect relationships, which is why we believe that future studies which could use a more rigorous experimental design could see if our results are replicated. Also, the lack of detailed data about organizational culture has prevented partly to reach conclusions about the involvement of contextual factors in emotional management, this issue being most important in the study 2.

The sample size was for practical reasons relatively small, therefore, the statistical power of the studies is low. Exploratory tendency of studies and in particular of the study 4 prevents us to draw completely clear conclusions on the relations concerned but, the desire to include as many important variables as possible and to develop a model as broad and comprehensive (our general objective) as possible has been rewarded and may lead to further highly complex research and toward the development of this research direction of emotion in organizations which has been long time rather neglected both nationally and internationally.

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