

# IMPACT OF EMOTIONS ON EMPLOYEE'S JOB PERFORMANCE:

## AN EVIDENCE FROM ORGANIZATIONS OF PAKISTAN

M. Ali Pervez<sup>a</sup>

<sup>a</sup>COMSATS Institute of Information Technology Wah Cantt, Pakistan  
Corresponding author: muhammad\_ali\_pervez@yahoo.com

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**Abstract:** Emotions are pure human psychological phenomena. An employee is critically affected by their behaviors in the workplace. An employee's emotions and overall temperament have a significant impact on his job performance, decision making skills, team spirit, and leadership and turnover. What employees feel and how they express their emotions affects their performance. Emotions directly influence decision making, creativity and interpersonal relations. This research study analyzes the effects of emotions on employees' job performance and investigates the relationship between anger, interest, and trust of an individual in the work place with job performance. Results showed that emotions in the workplace were considered important in relation to employees' well being and job satisfaction only. Anger often leads to aggressions towards colleagues while sadness leads to dissatisfaction with the job. An emotion like anger, interest trust is not instantaneous, nor is it prolonged like a mood; rather emotion is a brief episode of synchronized changes in mind and body which directly effects the employee's performance.

**Keywords:** Emotions, human behavior, job performance.

### I. INTRODUCTION

Employees' job performance is effected in numerous ways, for instance earnings, turnover, performance awards, job attendance, and subjective performance. Impact of workplace education programs can also effect employees' job performance. On the job place, some sort of technical education is always required for employees, it support them to enhance their performance. In the manufacturing business, workplace education has great impact on earning and insignificant impact on service company. Insufficient workplace education will lead to increased turnover. More turnover causes declining in the performance of the firm [11]. Black and Porter (1991) investigates that managerial behavior and job performance are

closely interrelated variables. Behavior of managerial practices in different culture and countries has different results on job performance. Their results showed that American's manager performing managerial functions in U.S.A, same as American's manager performing managerial function in Hong Kong. It is shown that the manager's job performance is not effected by diversified culture and different societal values and working environment. There is a vital role of gender on job performance evaluation, job performance attributes and advancements prospects. Igbaria and Baroudi (1995) showed that gender difference issues always are a problem for organizations because women are perceived as not so hard-working as men, especially in a tough working environment. Such issues provide less chance to women for advancements in their career which definitely affected their performance also less chances of promotion. Working with a diversified workforce tends to be a great problem for today's employees. Issues of races, cultures, language or belonging to a different religion simply cannot be ignored by organizations. Among these, employees belonging to different races are always facing potential problems providing their best job performance. Jeffrey H.Greenhause et al,(1990) showed that career outcomes for black and white managers from different organization are different [8]. It is viewed that black managers are less acceptable then white managers. They perceived themselves as having a lesser rating from their supervisors. Their promotability is also affected. They get low career satisfaction. It is viewed that race is affected directly and indirectly on job performance On the job learning, experience and individual characteristics affects the job performance. Findings show that strong learning effects on job performance. If learning programs are given to employees then their job performance will enhance. It is examined that turnover negatively affects job performance. John H. Bishop (1990), showed that when employees are not satisfied with their jobs obviously they think to

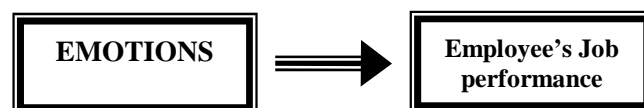
switch their jobs to somewhere else ultimately affect their job performance[2]. Another variable which affects job performance is wage growth. If wage growth is sustained over the period, this will affect employees potentially. Their motivation level decreases which ultimately affected work performance. Job matching is a potentially major cause of wage growth. Social networks are also effecting job performance. Raymond T. Sparrowe et al (2001) showed that, in every organization there are separate social networks and employees' behaviors and performance vary with the variation of social networks[18]. Some organizations prefer individual work and some provide opportunity to work in groups. Employees who love to work as individuals do not fit to work in groups. Individual positions in social networks and individual and group performance has been examined. Alan M. Saks et al (1998) showed that, as employees growing in their age as their job performance decreases [14]. The researcher found the negative relationship between age and job performance. Mark John Somers et al (1998), showed that job performance is also effected by various types of work related commitments [16]. Job involvement related job performance intrinsically rewarding elements of work, and career commitment positively related to overall performance effectiveness. Michael C. Ashton (1998) investigates that employees' personnel traits influence greatly job performance [1]. An employee's strong personality helps enhancing his job performance. Every individual has a different set of personality traits. Loose personality employees never survive long in the organization. Competitive organizations always need employees with rich interpersonal skills. William R. Bowman and Stephen L. Mehay (2002), investigate the effect of college quality and individual academic background on an employee's job performance [4]. Quality of education at college level also effects job performance. Ultimately, when employees enter in practical life or joining any organization, the authors find that graduates of private schools, regardless of college quality, received better performance appraisals than did other officers. Clifford P. McCue and Gerasimos A. Gianakis (1997) showed that there is very close relationship between job satisfaction and job performance [12]. As much as an employee is satisfied with his job, greater will be his job performance. There is a positive relationship between moral judgment and job performance. David Chan, Neal Schmitt, Danielle Jennings (1999) showed that job relevant basic English proficiency helps in predicting job performance and promotability [6]. Results shows that audio and reading tests help a lot in predicting overall job performance and

promotability. José R. Goris et al (2003) showed that trust of superiors by the employees and influence of superiors play their role on job performance and job satisfaction [7]. The more trust of superiors, the more will be anticipated by them, which in different terms effecting employees job performance. Situational factors influence on organizational behaviors. It examines how relative contributions of psychological well-being - positive mood and negative mood - as predictors of job performance. William D. Reisel et al (2005) showed that job insecurity perceive different meaning in different working environments among different employees [13]. Job insecurity whatever its meaning always has negative impact on job performance.

## II. THEORETICAL FRAMEWORK

### Emotions and employee's job performance

Employee's job performance depends on the emotions of employees in the workplace



## III. HYPOTHESIS

Ho: There is a relationship between employee emotions and employee job performance,

H1: There is no relationship between employee emotions and employee job performance

## IV. METHODOLOGY

### Variable Explanation:

#### Independent Variables:

#### EMOTIONS:

Emotions are basically internal feelings or reactions to any situation. Emotions play a vital role in every person's life. Both positive and negative emotions effect an individual's personality or his professional career. An emotion is a mental and psychological state related to wide range of feelings, thoughts, and changes in body behaviors. As Emotion is subjectively variable, it is difficult to measure. For many of us, emotions are very personal states and many aspects of emotion seem insensible to us. We take three elements of emotions that are: anger, trust and interest. Anger is a basic human emotion that is experienced by all. It mostly occurs under unpleasant situations, opposing of long held views, facing difficulty in getting something, a bad supportive role by other people with you etc. During performing job, anger is a critical emotion effecting the working environment. It creates some sort of motivation or diverts your attention towards the matter which

becomes the cause of anger. Like anger, trust is also an important emotion of a human being. Trust is both a rational and emotional act. Emotions connected with trust include friendship, closeness, love, union, relaxation, and comfort. Trust means being able to forecast what other people will do and what situations will occur. If we can enclose ourselves with people we trust, then we can make our present and future better. Interest is a feeling or emotion that causes attention to focus on an object or an event or a process. Interest expresses mental excitement of various kinds and degrees.

#### **Dependent variable:**

#### **JOB PERFORMANCE:**

Your ability to perform effectively in your job requires that you have and understand a complete and up-to-date job description for your position, and that you understand the job performance requirements and standards that you are expected to meet. Your supervisor should review your job description and performance requirements with you. It most commonly refers to whether a person performs their job well. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Individual performance is generally determined by three factors. Motivation, the desire to do the job, ability, the capability to do the job, and the work environment, the tools, materials, and information needed to do the job.

#### **Sample summary**

I have collected information about job performance from 210 employees. I have used restricted probability sampling. In restricted sampling, I have used systematic probability sampling because I have chosen a specific number from the population. I have gathered information by using the closed ended questionnaire technique. Interval scale are used in our research and divided into five linked scales that are 1. Strongly Disagree, 2. Disagree, 3. Uncertain / neutral, 4. Agree, 5. Strongly agree, so that I have restricted the employees on the basis of these five options. I categorized population into gender, that are male and female. I have selected the random organizations from where I collected the relevant information.

### **V. DATA COLLECTION**

#### **NO. OF RESPONDENTS**

**TABLE-1**

| <b>NO OF RESPONDENTS</b> |            |
|--------------------------|------------|
| Males                    | 188        |
| Females                  | 21         |
| Total                    | <b>209</b> |

Nominal scale is being used to check the total number of male and female.

#### **AGE OF RESPONDENT**

**TABLE-2**

| <b>AGE OF RESPONDENTS</b> |            |
|---------------------------|------------|
| 15-25                     | 76         |
| 26-30                     | 106        |
| 31-40                     | 26         |
| 41& above                 | 1          |
| Total                     | <b>209</b> |

Nominal scale is being used to check the age of employees.

### **VI. DATA ANALYSIS AND INTERPRETATION**

**TABLE-3**

#### **Descriptive Statistics**

|                        | <b>N</b> | <b>Mean</b> | <b>Std. Deviation</b> |
|------------------------|----------|-------------|-----------------------|
| <b>Emotions</b>        | 209      | 3.6928      | .38223                |
| <b>Job Performance</b> | 209      | 4.0223      | .38463                |

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. Descriptive statistics help us to simplify large amounts of data in a sensible way.

The table shows the overall response of our sampling (Mean) in organizations consisting of 209 peoples..

Their response towards employee job performance as a dependent variable is 4.0223 which shows that they are neutral, neither satisfied nor dissatisfied. Regarding to this variable respondents deviate from their mean equal to .38463. Response towards Emotions as an independent variable is 3.6928 which shows that they are neutral, neither satisfied nor dissatisfied. Regarding to this variable respondents deviate from their mean equal to .38223.

#### VII. CORRELATIONS

| TABLE-4<br>Correlations |                     |          |                 |
|-------------------------|---------------------|----------|-----------------|
|                         |                     | Emotions | Job Performance |
| Emotions                | Pearson Correlation | 1        | .597(**)        |
|                         | Sig. (1-tailed)     | .        | .000            |
|                         | N                   | 209      | 209             |
| Job Performance         | Pearson Correlation | .597(**) | 1               |
|                         | Sig. (1-tailed)     | .000     | .               |
|                         | N                   | 209      | 209             |

The correlation is one of the most common and most useful statistics. A correlation is a single number that describes the degree of relationship between two variables. Correlation is the phenomenon of seeing the relationship one expects in a set of data even when no such relationship exists.

Correlation table shows the interdependency of variables like how much a dependent variable depends on independent variables. The table shows that one time change in Emotions brings .597 changes in job performance of employees, which shows there is positive relationship between job performance of employees and emotions.

TABLE-5

#### Model Summary

| R    | R Square |
|------|----------|
| .597 | .356     |

Model summary table shows R, R squared, adjusted R squared. The value of R (.597) for the model produced by the regression procedure is very much within the range of 0 to 1. The values of R indicate

stronger relationships. R squared (.356) is the proportion of variation in the dependent variable explained by the regression model. The value of R squared is also within the range of 0 to 1. So, there is a 35.3 % relationship between dependent variable job performance of employees and independent variables Emotions.

TABLE-6

#### ANOVA

|            | Sum of Squares | Df  | Mean Square | F       | Sig. |
|------------|----------------|-----|-------------|---------|------|
| Regression | 10.957         | 1   | 10.957      | 114.473 | .000 |
| Residual   | 19.814         | 207 | .096        |         |      |
| Total      | 30.771         | 208 |             |         |      |

The analysis of variance (ANOVA) is the most widely used method of statistical analysis of quantitative data. It calculates the probability that differences among the observed means could simply be due to chance. It is closely related to Student's t-test, but whereas the t-test is only suitable for comparing two treatment means the ANOVA can be used both for comparing several means and in more complex situations.

The ANOVA table shows that the F value of 114.473 is significant at the 0.20 level. In the df (degree of freedom) in the same table, the first number represents the number of independent variables (1), the second number (207) is the total number of complete responses for all the variables in the equation (N). Square Means is 10.957.

TABLE-7

#### Coefficients

|          | Standardized Coefficients | T      | Sig. |
|----------|---------------------------|--------|------|
|          | Beta                      |        |      |
| Emotions | .597                      | 10.699 | .000 |

A numerical measure of a physical or chemical property that is constant for a system under specified conditions such as the coefficient of friction. Number or symbol multiplied with a variable or an unknown quantity in an algebraic term. It is the product of all the factors of a term excluding one or more specified variables.

One of the most important tables is the coefficient table. This table shows the one-to-one relationship of variables. The 't' value of independent variables indicates its efficiency, meaning how much variables are efficient and their relation with dependent variable Emotion is 10.699. This indicates Emotion variable is more efficient

### VIII. CONCLUSION

This study shows that there is strong influence of one's emotions on his performance. Now organizations are practicing too much effort in defining and measuring performance. More specifically, emotion comprises a wide variety of feelings, thoughts etc. Analysis of the study determines that currently employees working in different organizations highly affected their work performance by their emotions. Our study primarily describes emotions like anger, trust and interest. Findings show that employees mostly get angered by heavy work, behavior of subordinates and attitude of the boss. Behavior of employees towards work is now more important than ever before. For better performance of organizations they must have such employees who have strong control on their emotions. Trust and interest are more important where nature of work of an organization is team oriented. The study shows that most of the employees of today's organization don't trust their boss and subordinates. This lack of trust by one another affect their performance. In private organizations, finding shows that young employees have more interest in their work and love to do work in a challenging environment. This study shows results only few elements of emotions. The rest of elements need deep study to work on the future but this study will help in analyzing the emotions and the importance this has with the job performance of any employees. The limitations of this research, however, indicate a need and an opportunity for more research on this appealing subject. Additionally, this study has provided support for the performance evaluators by providing new dimensions which influence employees' job performance.

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