

The Effect of Leader Display Emotion on Work Performance

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Abstract: Leadership is an important function of management that helps maximizing organizational performance. Leaders use emotions to manage the meaning of job in the eye of the followers. The emotions a leader display influence leader's effectiveness (Choudhary et al., 2017). Emotion is a leadership tool that influence leadership effectiveness. Positive emotion of a leader can improve employee satisfaction with leadership. Satisfaction with leadership improves performance and turnover intention (Rosete and Ciarrochi, 2005). Research about the influence of leader's display emotion on followers' performance is still limited and only few studies found the outcomes of leader's display emotions in the organizational context (Lewis, 2000).

Key Words: Leadership; Leader Display Emotion; Work Performance

I. INTRODUCTION

In today's fast-paced economy competition, successful organizations are paying much more importance to effective leadership for successfully managing their human assets. Employee work performance is a major indicator for leadership effectiveness (Amoako-Asiedu and Obuobisa-Darko, 2017). Number of studies have done in regard to leader effectiveness and employee work performance. Leader effectiveness can be viewed from both employee's and the leader's point of views. In regard to employee performance, employee perception about leader effectiveness has significant influence on the performance (Choudhary et al., 2017).

Apparently, employees who perceive their leader as kind, caring, honest and supportive put forward great efforts to bring up the organizational standards and achieve high valued tasks (Khan and Nawaz, 2016). Also, leader's mood and the emotion affect employee perception about the leadership effectiveness. Leader's positive emotional expression (e.g., happiness and hope) create positive atmosphere that increase motivation and performance (Liu, Zhang and Liu, 2017).

II. LITERATURE REVIEW

In the past, emotion has been ignored in the leadership studies, At the present, few scholars have argued the importance of emotion regulation in the field of leadership. Grandey (2000) suggests the importance of emotion regulation in leadership and described it as an ability that serves communicative and social functions information about people through and intentions, and also social encounters tasks which is central to leadership effectiveness. As

Humphrey (2002) discussed, leaders manage their emotions and their subordinate's emotions and through this route they can influence their performance.

Gross (1999) described two conceptually distinct emotion regulation strategies; cognitive reappraisal and expressive suppression. Cognitive reappraisal is an antecedent-focused strategy that involves the cognitive reconstruction of the emotion- eliciting event in a way that changes its emotional impact. In other words, this strategy leads to changes in one's felt emotions. Expressive suppression is a response-focused strategy that involves the conscious inhibition of one's emotion expressive behaviours (Gross, 1999).

Review of past literature on emotion regulation indicates the consequences of the two strategies at individual level. Generally, suppression of emotion has detrimental effects on well-being, whereas reappraisal has generally positive cognitive, affective, and well-being consequences for the individuals (Gross, 2007; Gross & John, 2003; John & Gross, 2004). At intrapersonal or within-group level, few studies have examined the influence of leaders' emotional regulation on followers' performance.

Based on previous studies, leaders' emotional expressions has significant effect on followers' work related outcomes. Based on research by Kafetsios, Nezlek and Vassilakou (2012), the consequences of emotion regulation can be different at individual and within-group level. The findings shows that emotion suppression negatively influence employee job satisfaction. However, perceive leaders' use of suppression is positively related to employee job satisfaction (Kafetsios, Nezlek and Vassilakou, 2012).

As Moin (2018) discussed, leaders' use of surface acting or suppression of emotion, has a significant negative affect on followers' affective, normative and continuance commitment. Fisk and Friesen (2012) could not find a significant relationship between leaders' deep acting and follower's job satisfaction, but they have reported a significant positive relationship between leaders' surface acting and followers' job satisfaction.

III. RESEARCH METHODS

There are four researches that particularly mentioned the relationship between leader's display emotion and subordinates' performance. Based on previous study by Liu, Zhang and Liu (2016), 197 questionnaires were distributed

among Taiwanese employees and their leaders in 64 work teams. In this research, questionnaire were given to both leaders and the subordinates. In this quantitative research, two different scales used to evaluate employees' perception about the leader display emotion as well as the related leader's emotion appraisal. The leaders evaluated their state of emotional expression through 4 items self-report rating Leader- other emotion-Appraisal scale. Also, employee perception about the leader positive emotion display was measured through 5 items Positive and Negative Affect Schedule. Also, performance was measured in this study through employee satisfaction and turnover intention. The instrument for this research was developed in 7 point Likert scale.

Kafetsios, Nezlek and Vassilakou (2012), used questionnaire in their quantitative research to collect data from 281 secondary and primary teachers and 51 school directors or supervisors in Central Greece. In this research, ERQ scale was used to measure individual differences in emotion regulation which had good reliability for both emotion regulation strategies used in this research, as reappraisal strategy (leader's $\alpha = .89$; subordinates' $\alpha = .86$) and suppression strategy (leader's $\alpha = .9$; subordinates' $\alpha = .86$).

Also, Moin (2018), used a modified six item scale of Brotheridge and Lee (2003) to measure relationship between employees commitment and perceive leaders' surface and deep acting. In this research 550 employees from five service sectors in China participated. Also, Fisk and Friesen (2012), measured emotion regulation by using Grandey's (2003) 8-item scale. The scale developed in a way to reflect the extent to which respondents perceived their leader as either faking (i.e., surface acting) and making effort to actually feel (i.e., deep acting) displayed emotion.

IV. FINDINGS

Liu, Zhang and Liu (2016) suggest that leader other emotion appraisal was positively associated with leader positive emotion display at the team level and positively related to employee satisfaction with the leader at the individual level. Also, the researchers found that employee satisfaction with the leader significantly mediated the relationship between leader other-emotion appraisal and employee turnover intention.

Kafetsios, Nezlek and Vassilakou (2012), measured two main strategies of emotional regulation (reappraisal and suppression). The most important part of this research is that leader's use of reappraisal was negatively related to subordinates' job satisfaction and leader's use of suppression was positively related to subordinates' positive affect.

Leader's suppression interacts with group cohesion to predict subordinates' negative affect.

As Moin (2018) discussed, leader surface acting has negative link with followers' affective, normative and continuance commitment. As Fisk and Friesen (2012) suggest, leader deep acting appear to mitigate some negative effects associated with low quality exchange relationship between leader and followers. Perceived surface acting has potentially undesirable repercussion of those in high-quality relationships. Leaders who fake their emotions can build a strong relationship with their followers. Strong relationship with the leader can improve followers' performance and citizenship behaviour.

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