



The Effectiveness of Leader Negative Affection on Employees Perspective

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Abstract

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This study investigates the effect of a leader's negative affection expression on the leader's effectiveness by mediating the type of inference. Such mediation have not been widely discussed in the previous literature. The findings of this study show that a leader's negative affection, both directly and via mediating the type of inference (motive and nature), has a negative impact on the leader's efficacy. This study provides evidence that there is a direct and indirect influence on the leader's negative affection expression and the leader's effectiveness. The results of this study are also able to confirm the research gap that there are still inconsistent results from the findings on the negative affection of leaders and their outcomes in the form of leader performance.

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INTRODUCTION

Leaders who act according to the expectations of subordinates are effective leaders (Dorfman *et al.*, 2012). Bjurstedt (2007) and Manning (2003) state that effective leaders are those who have personal relationships with subordinates and are emotionally able to connect with diverse individuals and build good relationships. Thus, the emotional expression of a leader plays an important role in the process of interaction between subordinates and leaders, because the emotions of leaders can influence what subordinates feel, think and do (Eberly & Fong, 2013).

However, the results of research on negative affection of leaders are inconsistent. (G. A. Van Kleef, 2009), (Connelly & Ruark, 2010), (Schaubroeck & Shao, 2012), show that one that can reduce the effectiveness of leaders is the negative affection of leaders.

Other studies such as, (Lindebaum & Fielden, 2011), (G. A. Van Kleef, 2009), (Wang & Seibert, 2015) shows that, the negative affection of leaders can increase the effectiveness of leaders. This shows that in displaying the leader's negative affectional expression, it is still unclear why and how the leader's negative affection can affect effectiveness in leadership.

The inconsistent research results occur because the process of negative affection of the leader through the inferential process of subordinates has not been further tested (Van Knippenberg & Van Kleef, 2016). Therefore, it is necessary to know why and when negative affection of leaders can increase or decrease effective leadership (Lindebaum & Fielden, 2011); (Wang & Seibert, 2015); (Shao et al., 2018). By understanding why and when leaders' negative affectional expressions can increase or decrease the effectiveness of leaders, theoretically and practically it can provide leaders with useful strategies for managing their negative affection at work.

In addition, the attention of previous researchers further explored emotional expression using experimental settings (Shao et al., 2018); (Eberly & Fong, 2013); (G. A. Van Kleef, 2009); Visser *et al.*, 2013). Yet to study how the interaction between leaders and subordinates using the experimental method does not necessarily really describe the reality in organizations, because the experimental research conditions are very controlled (artificial) because it has been designed by researchers so that the situation is not like in everyday life (Chi & Ho, 2014). Therefore, this research captures this gap so that it uses the leader's negative affection and its influence on effective leadership by testing the effect on the actual situation in the organization through survey methods.

Emotional as social identity (EASI) theory is rooted in a social-functional approach to emotions (Keltner & Haidt, 1999); (Parkinson, 1996). Just as moods provide information to oneself (Schwarz & Clore, 1983), emotional expressions provide information to observers, which can influence their behavior. The EASI theory broadens that idea by identifying two processes by which the recipient of an expression can be influenced by the emotional expression of others, namely affective reactions and inferential processes (G. van Kleef, 2014).

Emotional expressions can cause affective reactions to observers that can influence their behavior. Affective reactions are generated by emotional contagion, in that process the observer often unconsciously and automatically captures the expression giver's emotions, and produces an experience of reciprocal emotional states by the observer (Hatfield et al., 1993). In addition, emotional expression can have interpersonal effects in organizations by triggering the inferential process of observer expression (G. A. Van Kleef, 2009). These emotions will have different valuation patterns from the observer of expression and provide information to those who see the expression (Hareli & Hess, 2010).

(Manstead & Fischer, 2001) states that emotional expression can provide information to observer expressions about how emotional expression givers provide an assessment of a particular situation, so that the recipient of the expression can filter useful information from each other's emotional expressions. Affective reactions from the EASI theory, making negative affectional expressions displayed by leaders can influence the interpersonal impressions and preferences of their subordinates, through social intentions and the relational orientation expressed (G. A. Van Kleef, 2009). Emotional expressions can cause interpersonal influences to bring affective reactions to observer expressions, which can further influence their behavior. Affective reactions can affect the impression and likeness of subordinates, through social intentions and relational orientation conveyed by superiors.

Bjurstedt (2007) and Manning (2003) state that effective leaders are those who have personal relationships with subordinates and are emotionally able to connect with diverse individuals and build good relationships. Based on affective reactions, leaders who display negative affectional expressions by showing anger, displeasing attitude, to doing rude actions (eg hitting / damaging objects around) make subordinates who receive these emotional expressions dislike their superiors and make negative impressions that make personal connections between leaders and subordinates will be hampered and have the potential to be unable to connect with individuals. Thus, subordinates assume that their superiors have no leader performance. Based on this explanation, the researcher proposes the following hypothesis:

Hypothesis 1: Leader's negative affection negatively affects the effectiveness of the leader.

Based on motivational inference, subordinates tend to improve their performance and evaluate leaders better than the leader's negative affection (G. A. Van Kleef, 2009). The author hopes to find a positive relationship between motivational inference and leader performance. For example, when a leader displays negative affectional expressions in the form of displeasure or anger and expresses what upsets him in response to the performance of a subordinate, motivational inference raises thoughts about the motivation and intention of the leader in relation to situations such as the leader wants to motivate subordinates to perform more both in order to fulfill their managerial roles and responsibilities. Thus, subordinates tend to improve their performance and evaluate leaders better (G. A. Van Kleef, 2009).

Therefore, the stronger the motivational inference made by a subordinate, the higher the effectiveness of the leader. Liu *et al.* (2012), has provided some indirect support for this prediction, namely when team members interpret negative leader supervision through anger and rude attitudes driven by high-performance promotion motives, their results are that subordinates are more likely to be creative. So the leader's negative affection can influence subordinate's motivational inference which then leads subordinates to improve subordinates' perceptions of the leader's effectiveness. Based on this explanation, the researcher proposes the following hypothesis:

Hypothesis 2a: Subordinate motivational inference mediates positively the negative affection of the leader on the effectiveness of the leader.

Conversely, there is a negative relationship between conclusions that focus on the nature of the effectiveness of the leader. Subordinates who take nature inference tend to draw conclusions that focus on portraits, expressing others about signals as information that is less relevant to the task and more information related to nature (Levy & Dweck, 1998); (Trope, 1986). Thus, the leader's negative affection can influence the inference of subordinate traits which then leads subordinates to reduce subordinates' perceptions of leader performance.

Trait inference tends to reduce the motivation of subordinates to work harder, and to reduce the merit of their evaluation of leaders (Schaubroeck & Shao, 2012). Inference traits direct the attention of subordinates to the leader's stable behavior patterns that reflect the leader's temperament and character, so that it will distract subordinates from the task (Shao *et al.*, 2018). For example, when a leader shows anger at the work done by a subordinate, the conclusion made by the subordinate is the leader is a person who is angry or easily disturbed. Based on this explanation, the researcher proposes the following hypothesis:

Hypothesis 2b: Inference of subordinate traits negatively mediates the leader's negative affectional expressions of the leader's effectiveness.

RESEARCH METHODS

This research was compiled based on a literature study of previous studies on the leader's negative affection expression (Wang & Seibert, 2015); (Chi & Ho, 2014). This type of research is quantitative research, which is making accurate measurements of something (Cooper & Schidler, 2014).

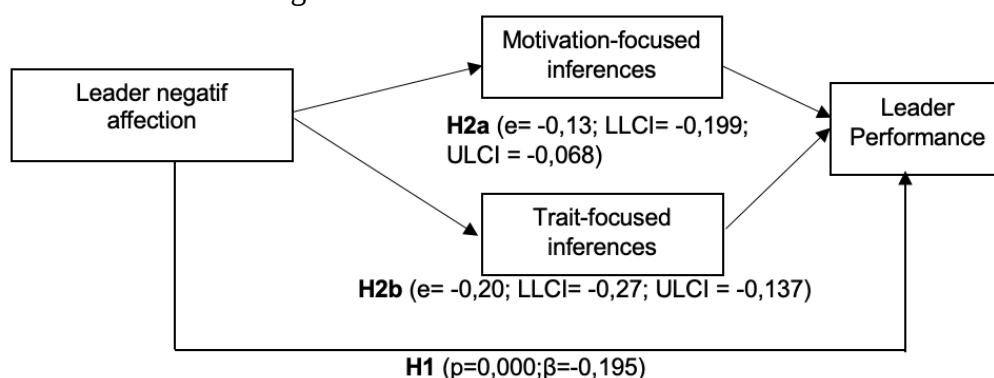
The study population is all employees who work in the auspices of direct superiors and work in companies from diverse industries. The selection of companies from diverse industries is done to increase the generalization of research findings. This study uses several specific criteria, namely respondents working with direct superiors and having a minimum service period of 1 (one year) with direct superiors. The number of samples taken in this study is at least 85 samples.

RESULT

The results of data collection showed that respondents were male as many as 130 people (45%) and women as many as 162 people (55%). The majority of respondents were 101 people (35%) aged between 20-25 years, educated undergraduate (S1) as many as 191 people (65%), worked in the health sector as many as 79 people (27%), and had worked with superiors for 1-3 in 136 people (47%).

Testing in this study uses PROCESS. Hayes (2012), explains that PROCESS is a computational procedure for SPSS and SAS that implements moderation or mediation analysis as well as their combination in integrated condition process models such as moderation mediation and moderation mediation. Figure 1 shows the visualization results of structural model testing in this study.

Figure 1. Results of Structural Models



The following table 2 is a summary of testing the significance of each hypothesis with the regression method and PROCESS macro.

Table 2. Summary of Hypothesis Testing Results

	Hypothesis	Hypothesis Testing Results
Hypothesis 1	The negative affection of the leader has a negative effect on the effectiveness of the leader.	Supported
Hypothesis 2a	Subordinate motivation inference mediates positively the negative affection of the leader on the effectiveness of the leader.	Unsupported
Hypothesis 2b	The inference of subordinate nature mediates negatively the leader's negative affection on the effectiveness of the leader.	Supported

DISCUSSION

Leader's negative affection and leader performance

Hypothesis 1 test results show that the leader's negative affection has a negative and significant influence on the leader's effectiveness. Referring back to the research conducted by, (Schaubroeck & Shao, 2012), (Shao et al., 2018), as well as Van Kleef et al. (2019), that the leader's negative affection can increase the effectiveness of the leader. Affective reactions from EASI theory, making emotional expression can influence interpersonal impressions and preferences, through social intentions and the relational orientation that they convey (G. A. Van Kleef, 2009). Emotional expressions can cause interpersonal influences to elicit affective reactions on observers that can influence impressions and likes, through social intentions and the relational orientation that they convey.

Leaders who act according to the expectations of subordinates are effective leaders (Dorfman et al., 2012). Based on affective reactions, leaders who display negative affectional expressions make subordinates who receive these emotional expressions dislike the leader (direct supervisor) and make negative impressions that make personal relationships between leaders and subordinates hampered. Thus, subordinates assume that their superiors have no leader performance.

Leaders are always required to fulfill the expectations of subordinates in their managerial roles and responsibilities. The presence of a leader who has the effectiveness of a leader can certainly encourage his subordinates to achieve common goals (De Cremer & Van Knippenberg, 2004). The effectiveness of the leader is indicated by the quality of the relationship between leaders and subordinates (Alabi, 2012) and positively related to organizational culture that supports employee satisfaction (Kwantes & Boglarsky, 2007).

Mediation on the leader's negative affection on the effectiveness of the leader

In testing hypothesis 2a, motivational inference negatively and significantly mediates a partial (partial) relationship between negative affection of the leader and the effectiveness of the leader. While the results of testing hypothesis 2b, negative and significant nature inference also mediates a partial (partial) relationship between the negative affection of the leader and the effectiveness of the leader. Based on mediation testing (see Figure 4.1) the presence of motivational inference mediators as mediators decreases the level of direct and indirect negative relationships between leader's negative affectional expressions and leader performance when compared to mediating inference properties. This means that the leader's negative affection influences the subordinate's motivational inference to improve subordinates' perception of the effectiveness of the leader.

The mediating relationship between motivation inference is in line with the findings of (Shao et al., 2018) and (G. A. Van Kleef, 2009) that motivation inference is one of the factors that can increase the effectiveness of leaders even though in this study the effect is negative but motivation inference can reduce the negative effects of direct relationships. That is, the leader's negative affection can influence subordinates' motivational inferences which then lead subordinates to lower subordinates' perceptions of the effectiveness of leaders with direct influence without mediating motivation inference.

The nature of inference relationship directs the attention of subordinates to the leader's stable behavior patterns that reflect the leader's temperament and character, so that it will distract subordinates from their duties (Shao et al., 2018). The effect of mediating the nature of inference on the leader's negative affection and the effectiveness of the leader provides the highest negative effect when compared to the direct relationship and mediating nature's inference. Trait inference tends to reduce the motivation of subordinates to work harder, and to reduce the merit of their evaluation of leaders (Schaubroeck & Shao, 2012). For example, when a leader shows anger at the work done by a subordinate, the conclusion made by the subordinate is the leader is a person who is angry or easily disturbed. subordinates tend to improve their performance and evaluate leaders better (G. A. Van Kleef, 2009). Therefore, the stronger the inference of the nature possessed by a subordinate, the effectiveness of the leader will be lower.

CONCLUSION

Contains a conclusion with a broad summary of the discussion of research results written briefly and clearly, showing the clarity of the contribution of the findings, the emergence of new theories and the possibility of developing research that can be carried out in the future. Theoretical and practical implications, limitations and research suggestions are also written in flowing paragraphs. This study examines the effect of a leader's negative affection expression on the effectiveness of the leader through mediating the type of inference and moderating implicit personality, which is based on research from (Shao et al., 2018) such mediation and moderation have not been widely discussed in the previous literature. This study provides evidence that there is a direct and indirect influence on the leader's negative affection expression and the leader's effectiveness. The results of this study are also able to confirm the research gap written by (Van Knippenberg & Van Kleef, 2016) that there are still inconsistent results from the findings on the negative affection expression of leaders and their outcomes in the form of leader performance.

As an additional reference for research in the field of human resource management, organizational behavior, and psychology in organizations. By raising the emotional expression variable, this research is expected to increase the wealth of literature related to emotions, which so far has been dominated by concepts such as emotional intelligence, and emotional regulation. An understanding of how the mechanism of emotional expression as a source of social information presented in this study is expected to be able to attract further researchers to further explore the role of emotional expression in the social and organizational environment.

As a reference for practitioners in the company to be able to know that the emotional expression of leaders, especially negative ones, influences leadership effectiveness. Through the results of this study, the company's management team, especially leaders can consider when the right time to express their emotions. In

addition, another contribution is to understand the role of subordinate inference such as motivation and personality, as well as how the implicit personality possessed by subordinates can influence inference in perceiving the leader's emotional expression.

This study examines the effect of a leader's negative affection expression on the effectiveness of the leader through mediating the type of inference and moderating implicit personality, which is based on research from (Shao et al., 2018) such mediation and moderation have not been widely discussed in the previous literature. This study provides evidence that there is a direct and indirect influence on the leader's negative affection expression and the leader's effectiveness. The results of this study are also able to confirm the research gap written by (Van Knippenberg & Van Kleef, 2016) that there are still inconsistent results from the findings on the negative affection expression of leaders and their outcomes in the form of leader performance.

This research has several limitations and suggestion that can be taken into consideration for further research. Sampling of data in this study using cross-sectional techniques, which is only done at one point in time, so it cannot properly capture changes in employee behavior, especially in describing employee performance. Future studies are expected to conduct longitudinal techniques so that they can explain the phenomena that occur in employees from time to time whether they have changes or not. The approach in this research is quantitative by using survey methods, so that it does not get other additional information in detail. Future studies are expected to use a qualitative research approach in order to obtain information updates and obtain in-depth information. This research was conducted in Indonesia, a country with a collectivist culture that respects the common interests and upholds group harmony (Triandis, et al., 1988). The collectivist culture can be a barrier for someone, in this case the leader to express his emotions, because of the desire to avoid conflict. Researchers still see the negative impact of mediating inference characters on the leader's negative affection expression and leader performance. Future studies are expected to be able to see in terms of the positive impact of the nature of inference variables so that many provide novelty from research on the effectiveness of leaders from the emotional expression of leaders.

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