INFLUENCE OF AFFECTIVE EVENTS ON JOB SATISFACTION:
A STUDY OF SELECTED SERVICE ENTERPRISES IN EDO STATE

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ABSTRACT
This study examined the influence of affective events on job satisfaction in service enterprises, using ten (10) selected service enterprises in Edo State. The study took an empirical inquiry to ascertain the Influence of Affective Events on Job Satisfaction in an organization. The objective of the study is to know whether work environment triggers affective reactions and to know if employees’ emotional state influences job satisfaction. Descriptive survey method was used in the study. The study used both primary and secondary sources for data collection. Three hypotheses were formulated for the study. The chi square ($X^2$) test of independence and Pearson correlation were used for data analysis. A sample size of 400 was determined from the total population of 2,370 staff using Taro Yamane sampling method. The findings revealed that work environment triggers affective reactions which subsequently influence job satisfaction, emotional exhaustion has negative influence on job satisfaction, employees’ performance depend on their emotional wellbeing and individual characteristics feature influence affective behaviour. The study recommends that the environment should be friendly and harmonious to stimulate job satisfaction there should be training on emotional intelligence and management to enable managers, supervisors and employees to know, manage and control emotional episode in workplace. This will in turn improve efficient service delivery in service enterprises.

Keywords: affective events, emotion, mood, job satisfaction, performance, work environment, emotional exhaustion, emotional intelligence and management.

1.1 BACKGROUND OF THE STUDY
Today's work environment is dynamic, complex, and multi-dimensional in nature as a result of the changes in the global economy. In the service industry, the nature of work (i.e. the intangibility, heterogeneity, variability, and inseparability) affects job design, role and requirements (Kay, 2002).

The work environment is characterized by stressful events; goal deadlines; work pressure; role ambiguity; challenging task and other work events which trigger affective reactions (emotion and mood feeling) in workplaces. The nature of job characteristics, work relationships, work pressures, personal factors, and
workforce diversity, cross cultural teams, workplace injustices, organizational culture and structure induce both negative and positive feelings among employees (Basch & Fisher, 2000:36). These work events trigger positive and negative affective reactions at work which in turn influence employee work outcomes like job satisfaction, intention to quit, lateness, absenteeism, organizational citizenship behaviour and organizational commitment. The work environment creates events that trigger affective reactions (mood and emotional feelings), which in turn influence employee job attitude and behaviour (Basch & Fisher, 2000).

Affective events are general terms that cover a broad range of feelings, emotions, and moods which people experience in workplace. Emotions provide valuable insight into how workplace hassles and uplifting events influence employees’ job satisfaction and performance (Weiss & Cropanzano, 1996). Organizations should not ignore emotions or the events that cause them, even when they appear to be minor, because they accumulate over time (Ashkanasy, Hartel and Daus, 2002:324). The role of emotions and moods (affective events) in the work place has been proposed as an important factor for determining workers performance and job satisfaction in an organization (Arvey, Renz, & Watson, 1998; Asflower & Humphrey, 1995; Weiss & Cropanzano, 1996).

The topic under study explains the linkage between employee internal influence and their reactions to incidents that occur in their work environment which subsequently affect job satisfaction and performance.

1.2 STATEMENT OF THE PROBLEM
In service industries, most managers suppress and undermine the affective feelings (emotion and mood) of their employees in pursuit of organizational goals without considering their psychological wellbeing. This managerial action(s) has over the years resulted to employee job dissatisfaction, poor performance and inefficient service delivery in an organization. The issue of job dissatisfaction has been a major debate and bone of contention among management and human resource researchers (Dhammika, Ahmad. & Sam, 2001). Various studies have been conducted by researchers to address the problem of job dissatisfaction and poor performance in an organization. Evidence from the existing studies suggested the use of extrinsic motivational techniques as a tool to enhance employee job satisfaction (Ikarehon & lyoha, 2009:61). Despite the application of various motivational techniques by top management to enhance employee job satisfaction and performance in organizations, productivity and efficient service delivery have remained low over the years (Llies & Judge, 2002: Fisher, 2002).

Hence, this study was designed to look critically at the human side of the enterprise.

1.3 OBJECTIVES OF THE STUDY
The broad objective of the study is to examine the influence of affective events on job satisfaction in service enterprises in Edo state.

The specific objectives include:

i. To examine whether work environment triggers affective reactions.
ii. To find out if emotional exhaustion has negative influence on job satisfaction.
iii. To ascertain the nature of relationship between employee emotional wellbeing and job performance.

1.4 RESEARCH QUESTIONS
The study is being guided by the following research questions;

1. In what ways can work environment trigger affective reactions?
2. What negative influence does emotional exhaustion have on job satisfaction?
3. What is the nature of relationship between employee emotional wellbeing and job performance?

1.5 STATEMENT OF HYPOTHESES
The hypotheses for the study are:

Hypothesis I
Ho: Work environment does not trigger affective reactions.

Hypothesis II
Ho: emotional exhaustion does not have any negative influence on job satisfaction.

Hypothesis III
Ho: There is no significant relationship between employee emotional wellbeing and job performance.

REVIEW OF RELATED LITERATURE

2.1 CONCEPTUAL FRAMEWORK
The scientific study of emotions and moods predates the evolution of psychology with the writings of Charles Darwin (1972 - 1965). The founding fathers of Psychology William James and Wilhem Wundt wrote extensively on emotions.
Researchers on moods and emotions have spent a reasonable time and energy trying to dimensionalize, classify and categorize emotions and moods. From the beginning, emotion researchers have been interested in categorization, developing lists of primary emotions.

2.1 AFFECTIVE EVENTS
Affective events are a general term that covers a broad range of feelings (emotions and moods) which people experience at work. Emotions are intuitively well understood, yet a definitive term is difficult to come by. The difficulty in developing such definition seems to arise from the observation that an emotional reaction is not one reaction but a constellation of related reactions. Nevertheless, most definitions seem to settle on a few essential components. They arise through social interaction and are influenced by social, cultural, Interpersonal and situational conditions (Martin, 1999). Emotions are affective States directed at someone or something while moods lack an object to which the affect is directed. Moods are affects disconnected from its causal object while emotions on the other hand are object oriented, Specific emotional reactions are therefore important for understanding and predicting responses.

2.1.2 AFFECTIVE AND EMPLOYEES BEHAVIOUR
Employees’ behaviour are grouped into two categories; Affective-driven behaviour and judgment-driven behavior. Affect driven behaviours flow directly from affective experiences and are not mediated by overall attitude. They are influenced by processes like coping or mood situation by direct effect on cognitive processing or judgment biases. Judgment-driven behaviours are mediated by satisfaction. They are the consequences of decision processes by which the evaluation of one's job is part of the decision matrix.


2.1.3 AFFECTIVITY AND JOB SATISFACTION
Most business organizations undermined the feelings (emotions and moods) of their employees in pursuit of the organizational goals and objectives. It is however become more and more obvious that most Nigerian organization tends to suppress the emotional feelings of their employees even when it appears to be general consensus that emotions and moods influence job satisfaction. Over the years, numerous attempts have been made to explain how affective reactions (emotions and moods) influence job satisfaction and performance. Job satisfaction is the pleasurable emotional state resulting from the appraisal of one’s job (Onuorah and Okeke, 2010: 58), Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of the job (Locke, 1976 cited in Okeke & Onuora, 2010). This definition shows that, emotional and Mood State influences job satisfaction and performance. Emotions and Moods display in workplace is a major determinant of job satisfaction and performance.

Some researchers suggest that emotive efforts mediate the relationship between various antecedent variables such as dispositions, work place events, job characteristics, job opportunities and employee behaviour...
exhibited e.g. organizational citizenship behaviours, counter-productive behaviours, and job withdrawal while on the job (Crede, Chernyshenko, Stark, Dalai & Bashshur, 2007:515-538).
A study conducted by Brief, Butcher and Roberson (1995) shows that job satisfaction was higher in positive mood groups than in control groups. Emotions and Moods cannot be eliminated from the workplace because it is an integral aspect of human characteristics. It helps in obtaining a richer understanding of work motivation and satisfaction. Managers who understand the role of emotions and moods will significantly predict their employees’ behaviour and improve their work performance. Emotions and moods experiences over time account for some of the variances in the employees’ job outcomes such as job satisfaction performance, intention to quit, absenteeism and lateness.

Affective researchers suggest that dispositions like positive and negative emotions influence mood states at work, and these mood states can influence satisfaction as well as other important work behaviour (George, 1989; Weiss, Nicholas & Dauss, 1993). The findings on affective events remind us that there are affective influences on job satisfaction and performance. Czajka (1990) reports that job satisfaction was predicted by both positive and negative affectivity. Affective dispositions exert main effects on job attitude.

The affective events theory also suggests that the emotional experiences will influence job satisfaction and performance. Experiencing positive affective events like joy, pride and enthusiasm at work over time enhance job satisfaction, and effective performance while negative affective events like anger, sadness, disappointment and shame influences negative outcome on job satisfaction and performance.

In support of these ideas, Fisher (2000) found that positive and negative and negative emotions significantly related to measures of job satisfaction. Emotions also act as a signal about the environment, influencing appraisals and potentially creating turnover intentions (Frijda, 1993).

<table>
<thead>
<tr>
<th>Work Environment</th>
<th>Affectivity</th>
<th>Job Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job demand</td>
<td>Emotive Exhaustion</td>
<td>Improved performance</td>
</tr>
<tr>
<td>Excessive work pressure</td>
<td>Empathic concern</td>
<td>Commitment</td>
</tr>
<tr>
<td>Organizational policy, structure and</td>
<td>Emotional contagion</td>
<td>Turnover</td>
</tr>
<tr>
<td>culture</td>
<td>Emotive dissonance</td>
<td>Absenteeism</td>
</tr>
<tr>
<td>Job characteristics and nature of job</td>
<td>Emotive effort</td>
<td>Error rate</td>
</tr>
<tr>
<td>supervision</td>
<td></td>
<td>Organizational</td>
</tr>
<tr>
<td>Work relationship</td>
<td></td>
<td>citizenship behaviour</td>
</tr>
<tr>
<td>Reward system and support</td>
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</tbody>
</table>

Based on Person-Job fit theory, if a person’s characteristics fit job requirements of particular emotional displays, then it means that an individual will experience more emotional harmony. Such emotional harmony will increase job satisfaction, performance organizational citizenship behaviour and commitment. In contrast, a gap between person and job fit reduces performance, job satisfaction, increase stress, increaser error rate and intention to quit (Dawis & Lofquist, 1984).

Managers have been obsessed with the low level of employee performance and productivity in an organization which subsequently result to poor service delivery. Despite the provision of good compensation and training programme by top management to enhance employee job satisfaction and performance, productivity has remained low over the years.

### 2.1.4 EMOTIONAL WELLBEING AND PERFORMANCE

In the service industry, most managers suppress and undermined the affective feelings of their employees in pursuit of organizational goals without considering the psychological wellbeing. This managerial action has over the years resulted to employee job satisfaction, poor performance and inefficient service delivery. Job performance is the accomplishment of a given task measured against know standard of accuracy, completeness, cost and speed. As competition soars, service companies challenge their employees to strive for high performance. The need to strive for high performance and efficient service delivery has forced modern managers to find ways on how best to enhance their employees job satisfaction in other to sustain their performance capacity. Job performance is the accomplishment of a given task measured against know standard of accuracy, completeness, cost and speed.

Emotion and mood feelings cannot be eliminated from the workplace because they are part of the human phenomenon which provides psychological fuel for human action (Lock & Latham, 1990:230). Some managers are not aware of the influence of emotional feelings on job satisfaction and performance due to
their insensitivity. Organizations who understand the influence of emotions and moods on job outcomes will significantly sustain their employee job satisfaction and performance. The ebb and flow of affective feelings in the workplace influences workers’ moral and job attitude, which in turn affect their job satisfaction and performance capacity, and emotions and mood provide the psychological fuel for action (Lock and Latham, 1990:230). Emotions and mood cannot be eliminated from workplace because it is a natural human phenomenon. Most managers undermine and suppress the emotional and mood feelings of their employee in pursuit of organization goals and objective. This managerial action has resulted to low productivity and poor service quality over the years. Some managers are not aware of the influence of work place affective events on jobs satisfaction and performance. Managers who understand the role of emotions and moods will significantly improve their employee job satisfaction and performance.

2.1.5 EMOTIONAL INTELLIGENCE AND PERFORMANCE

Emotional intelligence is the ability to be self-aware, detect and manage emotional cues and information. Various studies reveal that emotional intelligence plays an important role in job performance in terms of speed of work and efficient service delivery (Davies, Stankov & Roberts, 1998; Ciarrochi, Forgas & Mayer, 2001; Salovey & Grewal, 2005; Geddes & Callister, 2007). Employees with high emotional intelligence are mostly likely to be effective than those with low emotional intelligence (Rokcach, 1973; Munson & Posner, 1980; Frederick & Weber, 1990), Goleman (1995) assert that the contribution of emotional intelligence to effective performance at work is as much as sixty-six percent (166%) for all jobs and eighty-five percent (85%) for all leadership position. According to Landy (2005), emotional intelligence accounts for more than eighty-five percent (85%) of star performance in top leadership. Those with high emotional intelligence performed better than those with low emotional intelligence. Superior performance was found among those with high emotional intelligence (Khokhar & Kush 2009). Another study also revealed that employees with high emotional intelligence perform better in their job than those with low emotional intelligence. This is in line with the findings of Davies, Stankov & Roberts, (1998); Ciarrochi, Forgas & Mayer (2011); Salovey & Grewal (2005); Geddes & Callister (2007).

Emotional intelligence improves:
1. Organizational performance
2. Service delivery
3. Competitive advantage

2.2 THEORETICAL FRAMEWORK

The theoretical framework for this study is based on the Affective Events theory, Person-Environment theory and theory of Human Factors Ergonomics. The behavioural school arouse in an attempt to package the human side of the enterprise. After a series of experiment and studies, the proponent of the Behavioural School reveals that job satisfaction which subsequently increase productivity and efficient service delivery can only be achieved by optimizing the human side of the enterprise. This study looks critically at the Affective Events theory, Person-Environment theory and theory of Human Factors Ergonomics.

2.3.1 AFFECTIVE EVENTS THEORY

Understanding emotions at work has been significantly explained by a theory called Affective Events Theory (AET). AET demonstrates that employees react emotionally to things that happen to them at work and this influences their job satisfaction and performance. The affective theory gives a primary emphasis to workplace events as a proximal causes of affective (emotional) reactions and then as more distal cause of work behaviours and attitude with the view to optimize the human side of the enterprise.

The affective events theory (AET) was developed by organizational Psychologists Howard, M, Weiss of Purdue University and Russell Cropanzano of Arizona University in 1996. The theory explains how affective events (emotions and moods) influence job satisfaction and performance (Thompson, E.R and Phua, F.T.T., 2012:275-307). The theory explains the linkages between employee's internal influence (emotions and moods) and their reaction to incidents that occur in their work environment which affect their performance, organizational commitment and job satisfaction. The theory proposes that affective work behaviours are explained by employee moods and emotions while cognitive-based behaviours are the best predictors of job satisfaction (Wegges, J., Van Dick, R., Fishers, O.K. West, M.A & Dawson, J.F, 2006:237—254).

The theory begins by recognizing that emotions and moods are a response to events in the individual work environment. The work environment includes everything surrounding the job - the characteristics of the job such as the variety of tasks, degree of autonomy, job demands and requirements for expressing emotional labour. This environment creates work events that can be hassles, uplifts or both. Examples of events that
employees frequently see as hassles include where colleagues refuse to carry out their share of work, conflicting directions by different managers and excessive time pressures. Examples of uplifting events include meeting a goal, getting support from a colleague and receiving recognition for an accomplishment. These work events trigger positive and negative emotional reactions. Emotions influence a number of performance and satisfaction variables such as organizational citizenship behaviour, organizational commitment, level of effort, intention to quit and work pace deviance (Robbins, S.P. Judge, T.A and Vohra, N, 2012:103). The theory proposes that positive inducing (uplifts) and negative-inducing (hassles) events at the work are distinguishable, and have a significant psychological effect on workers performance and job satisfaction.

Some researchers suggest that job satisfaction mediates the relationship between various antecedent variables such as dispositions, work place events, job characteristics, job opportunities and employee bahaviour exhibited while on the job (e.g organizational citizenship behaviours, counter productive work, behaviours and job withdrawal (Ibid). When workers experience uplifts or hassles events in work place, their intention to continue or quit depends upon the emotions, moods and thoughts that are associated with the satisfaction they derive from their jobs (Weiss, H,M and Daniel, J,B, 2005; 1-2).

WORK ENVIRONMENT AND AFFECTIVE EVENTS

<table>
<thead>
<tr>
<th>Work environment</th>
<th>Job satisfaction</th>
<th>Job performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work events</td>
<td>Emotional reactions</td>
<td></td>
</tr>
<tr>
<td>Daily hassles</td>
<td>Negative</td>
<td></td>
</tr>
<tr>
<td>Daily uplifts</td>
<td>Positive</td>
<td></td>
</tr>
<tr>
<td>Personal dispositions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moods</td>
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</tbody>
</table>

Source: Ashkanasy, N.M. and Daus S, C.S (2002:77)

The test of affective events theory suggests the following:
1. An emotional episode is actually a series of emotional experiences, precipitated by a single event and containing element of both emotions and mood cycles;
2. Current emotions influences job satisfaction and performance at any given time, along with the history of emotions surrounding the event;
3. Because moods and emotions fluctuate over time, their effect on performance also fluctuates;
4. emotion driven behaviours are typically short in duration, and are of high variability.

2.3 EMPIRICAL REVIEW

Organizational theorists have come to acknowledge how work events create affective reactions (emotional feelings). The author of affective events theory suggests that characteristics of the work environment predispose the occurrence of certain work events, which lead to specific affective reactions (emotions and moods), which in turn shape work attitudes and behaviors (Weiss and Cropanzano, 1996). This model proposes that affective reactions may have immediate influence on work actions (affect-driven behaviors)
and may influence work attitude and cognitive-driven behaviors over time. Previous motivational theories have proposed that work environments influence the affective and evaluative response of the employee (Hackman and Oldham, 1976).

Various studies have been conducted to address the problem of employee job dissatisfaction in an organization. There is need to review the empirical work of various researchers in line with the research hypotheses earlier formulated for this study.

A study conducted by Basch and Fisher (2000) attempted to explain the work events –emotion matrix. One hundred and one (101) hotel employees were presented with one emotion at a time and 10 per participant. They were asked to briefly describe a recent work event or situation that cause them to experience that emotion. The aim of Basch and Fisher's study was to show the relationship between work events and emotional matrix and to construct an event - emotion matrix that would show the relationship between) categories of job events and their corresponding felt emotions. The study revealed that workplace events are linked to specific positive and negative emotions. This study also coincided with the research study or workplace events and emotionality by Herzberg, Mausner, and Synderman (1995).

Another study was conducted by Alicia, Anita and Brauburger (2002) on Affective states and traits in the work place using a sample of 36 young workers with part-time jobs in service enterprises. Quantitative and qualitative analyses were performed to test the hypotheses using bivariate correlations. The study revealed that affective reactions are moderated by work events.

A research was conducted by Ikharehon, and Lyoha (2009) on affective reactions and work event in a selected service enterprises in south west Nigeria. Data were collected from 20 service enterprises using Chi-square and correlation for analysis at 0.05 level of significance. The result indicates that affective reactions expressed employees in the work place is influenced by work event.

One of the earliest studies conducted by Hersey (1932) on emotional reactions and behaviour was carried out in Philadelphia on 17 skilled workers in two departments of a railroad car and locomotive facility of a large public utility. The results indicate a strong relationship between emotional wellbeing and satisfaction at work. Kersey's research approximately coincided with the Hawthorne studies and Hoppoek's research on job satisfaction.

Another study was conducted by Czajka (1990) on the influence of affective dispositions on job satisfaction. A survey of 1,816 drivers was conducted in Ohio. Result indicates that job satisfaction was predicted by affective disposition. A similar result was obtained in two studies by Cropanzano, James, and Konocsky (1993). The result indicates that affective traits impact job satisfaction.

A study conducted by Kay (2002), on affectivity and work outcomes of seventeen (17) hotels in USA (Washington D.C, New York, Atlanta) with a sample size of two hundred and fifty three (253) employees. Data collected were analyzed using multivariate techniques. The regression coefficient between emotive effort and job satisfaction was .22, which was significant at the 0.05 level (t-value - 3.32). From the findings, employees tend to be more satisfied with their job when they put more emotive effort (deep acting) in providing sincere hospitality.

In a study carried out by Fisher (2000), on emotions at work using job emotions scale (JES), he recruited 124 employed adults from sixty five (65) organizations in Australia to participate in an experience sampling study. She found the frequency and intensity of positive and negative emotions felt a work relate to reports of global job satisfaction supporting the affective events model.

One study of individual age between the age of 18-94 revealed that negative emotions seem to occur less as people get older. Periods of highly positive moods lasted longer for older individuals, and bad moods fade away more quickly (Carstensen, Pasupathi, Ulrich & Nesselroades 2000). The study implies that emotional experience improves with age; as we get older; we experience fewer negative emotions.

Evidence from gender empirical study confirms that women are more emotionally expressive than men (Kring & Gordon. 1998). They experience emotions more intensely, they tend to "hold onto" emotions longer than men, and they display more frequent expressions of both positive and negative emotions, except anger (Gard & Kring, 2007). Thus, there are some gender differences in the experience and expression of emotions. Individuals with emotional issues like depression and anxiety are more likely to be absent from work (Almond & Healey. 2003).

Employees in good moods tend to be more creative and productive than those in bad moods (Madjar, Oldham and Pratt, 2002).

Finally, affective researchers suggest that dispositions like positive and negative emotions influence mood states at work, and these mood states can influence satisfaction as well as other important work behaviour (George, 1989; Weiss. Nicholas & Dauss, 1993). The findings on affective events remind us that affective
reactions have influence on job satisfaction. Czajka (1990) reported that, job satisfaction was predicted by both positive and negative affectivity.

METHODOLOGY

3.1 RESEARCH DESIGN
In this study, the researchers used the survey and descriptive method. This was because field survey was carried out and the data collected was analyzed using Chi-square and correlation analysis. The aim of the descriptive analysis was to create understanding about the topic under study.

3.2 SOURCES/METHOD OF DATA COLLECTION
In the study, the researchers used both the primary and secondary sources of data. The primary data was collected from the field using the following instruments.

i. Questionnaire
ii. Observation

The observation method was used to support the questionnaire. The report from observation assisted the researchers to verify the information gotten from the questionnaire.

The secondary source of data in the course of the research consists of textbooks, academic journals, internet materials, company’s annual reports and personnel records.

3.3 POPULATION OF THE STUDY
The population was made up of 2,370, comprising all the staff (management, senior and junior staff) of the ten (30) selected service enterprises in Edo State.

The table below shows the population of each enterprise.

<table>
<thead>
<tr>
<th>S/N</th>
<th>NAMES OF ENTERPRISES</th>
<th>POPULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Zenith Bank Plc</td>
<td>170</td>
</tr>
<tr>
<td>2</td>
<td>African Independent Television &amp; Radio (AIT)</td>
<td>134</td>
</tr>
<tr>
<td>3</td>
<td>God is Good Motors</td>
<td>254</td>
</tr>
<tr>
<td>4</td>
<td>Capital Express Ltd</td>
<td>150</td>
</tr>
<tr>
<td>5</td>
<td>GT Fast Food &amp; Hotel Ltd</td>
<td>85</td>
</tr>
<tr>
<td>6</td>
<td>Benin Electricity Distribution Company Ltd</td>
<td>377</td>
</tr>
<tr>
<td>7</td>
<td>Edo Library Services Ltd</td>
<td>133</td>
</tr>
<tr>
<td>8</td>
<td>Globacom Nigeria Ltd</td>
<td>275</td>
</tr>
<tr>
<td>9</td>
<td>Joefel Group of Companies Ltd</td>
<td>395</td>
</tr>
<tr>
<td>10</td>
<td>Irrua Specialist Hospital</td>
<td>397</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2370</td>
</tr>
</tbody>
</table>


3.4 SAMPLE SIZE DETERMINATION
The sample size was determined using Taro Yamani’s (1973:727) statistical formula. Thus, the formula is as follows:

Thus: \[ n = \frac{N}{1 + N(e)^2} \]

Where:

n = sample size
N = the finite population of the study (number of staff)
1 = unit (constant)
e = level of significance (or limit of tolerance error). 5% (0.05) was assumed as tolerance error.

\[ n = \frac{2370}{1 + 2370(0.5)^2} \]
\[ = \frac{2370}{1 + 2370(0.25)} \]
\[ = \frac{2370}{1 + 592.5} \]
\[ = \frac{2370}{603.5} \]
\[ = 5.93 \]
\[ n = 400 \] (Representing the sample size)

To share the sample size obtained from the ten (10) selected companies, the Rangam Kamaison proportional allocation technique was used to ensure that none of the companies was cheated.
ns = \frac{N_p \times n}{N}

Where:
- ns = sample size allocated to each company
- N_p = the population size of each company
- n = the total sample size
- N = the total population size.

TEST OF HYPOTHESES
In testing hypotheses 1, 2, 3, data obtained from the field survey 2015 were used. Chi-Square was used to test hypotheses 1 and 2, while hypothesis 3 was tested using Pearson products moment correlation coefficient.

TEST OF HYPOTHESIS 1
Hypothesis I: Work Environment and Affective Reactions

H_0: Work environment does not trigger affective reactions
H_1: Work environment triggers affective reactions

HYPOTHESIS I RESULT:
Degree of freedom (4-1) (4-1) = 9
Level of significance = 0.05 (5%)
The empirical result showed that;
Chi square (X^2) calculated = 46.97
Chi square table (0.05) at 9 d.f = 16.92

DECISION RULE:
Reject H_0 and accept H_1 if the calculated Chi-Square was grater than the critical value, otherwise do not reject. H_0

DECISION:
Since the chi square (X^2) value calculated was greater than the table value, therefore the Null hypothesis (H_0) was rejected while the alternate hypothesis (H_1) was accepted. Therefore, the empirical analysis revealed that work environment triggers affective reactions.

HYPOTHESIS II
Hypothesis II: Emotional exhaustion and job satisfaction
H_0: Emotional exhaustion does not have any negative influence on job satisfaction.
H_1: Emotional exhaustion has negative influence on job satisfaction.

HYPOTHESIS II RESULT:
Degree of freedom (4-1) (4-1) = 9
Level of significance = 0.05 (5%)
The empirical result showed that;
Chi square (X^2) calculated = 36.53
Chi square table (0.05) at 9 d.f = 16.92

DECISION RULE:
Reject H_0 and accept H_1 if the calculated Chi-Square is grater than the critical value, otherwise do not reject. H_0

DECISION:
Since the chi square (X^2) value calculated was less than the table value, therefore the Null hypothesis (H_0) was rejected while the alternate hypothesis (H_1) was accepted. Therefore, the empirical analysis revealed that emotional exhaustion has negative influence on job satisfaction.

HYPOTHESIS III
Hypothesis 5: Employee's emotional wellbeing and job performance
H_0: There is no significant relationship between employees’ emotional wellbeing and job performance
H_1: There is significant relationship between employees’ emotional wellbeing and job performance
The calculated value r = 0.98

DECISION
Since the coefficient of correlation (r) is 0.98, the H_1 was accepted while the H_0 was rejected. Therefore, there is positive relationship between employees’ emotional wellbeing and job performance.
DISCUSSION OF FINDINGS
From the data analyzed, the following are the findings:

i. Hypothesis I reveals that work environment triggers affective reactions. The nature of job supervision excessive work pressure, work injustice and management policies trigger affective reactions. These strongly support the Affective Event Theory by Weiss & Cropanzano (1996). The theory states that workplace events trigger affective reactions (emotions and moods). The finding is also inline with the study of Kay (2002) and Basch & Fisher (2000) who discovered that the emotional and mood feelings of employees are triggered by the nature of job characteristics, job role and requirement. Previous organizational theories proposed that work environment influences the affective and evaluative responses of employees)(Hackman&Oldham, 1976:250).

ii. The analysis of hypothesis II reveals that emotional exhaustion experienced by employee in workplace has negative influence on job satisfaction. Emotional exhaustion induces frustration, depression, anxiety and bitterness. This finding is in consonance with Zajka (1990); Brief, Butcher & Roberson (1995) and Tracy and Robins (2007) who found out that affective dispositions exert main influence on job satisfaction. They are of the opinion that job dissatisfaction is associated with positive affectivity while job dissatisfaction is associated with negative affectivity.

iii. Hypothesis III revealed that there is positive relationship between employees’ emotional well being and performance. This also corresponds with the findings of Wilson et al (2009); Brief, Butcher & Roberson (1995) and (George, 1989; Weiss, Nicholas and Dauss, 1993) who found out those affective dispositions exert main influence on job performance. They opine that performance depends on employees’ emotional wellbeing. Wellbeing and performance are intertwined, and should be understood as strongly connected (Pot and Koningsveld, 2009). Poor performance will continue to thrive in service enterprises if employees’ emotional wellbeing continues to deteriorate.

CONCLUSION
The result of this study revealed that the consequences of emotional episode in workplace can either be positive or negative, depending on the circumstances surrounding the employees. Workers’ enthusiasm to work depends on job characteristics i.e skill variety task identity, task significance and job autonomy. The strong passion to work gladly, happily and effectively depends on care, relationship and support from co-workers or boss. The way co-workers get along with each other affects job satisfaction and performance. Workers feel happy and elated about their job whenever they receive recognition /praise (a feeling of job well done), and this in turn affects their job performance.

RECOMMENDATIONS
In light of the foregoing, the researcher recommends the following:

i. Management should provide a favourable working environment for employees and pay keen attention to those work events which trigger affective feelings (emotions and moods); knowing that work events trigger affective reactions.

ii. Since emotional exhaustion expressed by employees in the workplace has negative effect on job satisfaction, managers should be supportive and provide emotional friendly environment to enhance employee job satisfaction. During recruitment and selection process, the human resources department should endeavour to select candidates with high emotional intelligence.

iii. Management should be concerned about employees’ emotional wellbeing. Managers should not suppress or undermine the emotional wellbeing of their employees because performance and employee commitment are linked to employee wellbeing. According to social and occupational norms, individuals with emotional problems usually perform poorly in their job.

REFERENCES


