Research on the Influence Mechanism of Enterprises Emotional Management to Values Management Performance

Wei XIA\textsuperscript{1,a,*}, Jing WANG\textsuperscript{2,b}

\textsuperscript{1}School of Cultural Creation and Communication, Zhejiang Normal University, Jinhua, China 321004

\textsuperscript{2}Xingzhi College, Zhejiang Normal University, Jinhua, China 321004

\textsuperscript{a}sunnycloudxw@163.com, \textsuperscript{b}wangjing8677@126.com

*Corresponding author

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Abstract. The role of emotional management in value-based management in enterprises has been neglected for a long time. In fact, the emotions paid for by managers can help the enterprises to carry out the core values of enterprises, and perform value-based managements in enterprises. This paper introduces personal-organization value fit as moderating variable, and then proposes a model of emotional management influencing the performance of value management, analyzes the relationship between the concepts, at last puts forward some conclusion and research prospect.

Introduction

“‘To Welch, the CEO of GE, there is nothing more important than the Values of GE, and he talked about values even more than the company’s performance during many years.’” This statement fully demonstrated the importance of values in the management of enterprises. Today in the 21\textsuperscript{st} century, the competition between enterprises is becoming fiercer, at the same time, the competition environment is more and more variable. The past management theory like order management or goal management, more focus on the management and control on the employees, so as to restrain the initiative and creativity of employees, the final result is that the competitive advantage of enterprises will be reduced. However, if the management focus on the values of enterprises, the initiative and creativity of employees will be stimulated and they will bring their talents into full play, resulting in higher benefit for the company. Values have already become an importance source of enterprise’s competitive advantage. Values management refers to the process of the management of employees’ values to achieve the overall corporation’s strategic goals. Values management helps remodeling the main framework of corporate culture, to stimulate new thoughts and ideas. In other words, the performance of corporates comes from not only high efficiency but also elements involve values like the reliance, creativity and honesty [1]. Thus, more and more scholars attached importance to the research of values management. However, the emotion element was not valued in the articles related to values management. Few scholars studied the relationship between emotion and values management except Dolan & Garcia (2002) mentioned a little [2]. The management of emotion helps strengthen the credibility of corporate vales and the employees’ acceptability to the corporate values so as to achieve the overall corporation’s strategic goals (Zhao Lili, 2006). The role of emotion element in the achieving process of corporation value could not be ignored. Thus, how emotion management influences the effects of corporate management is still a problem to be solved.
**Literature Review**

Values management refers to the "manage according to the values, managing by values, or value-based management". American scholars Stephen Robbins and Mary Kurt says that values management a kind of management mode that managers establish and promote organizational shared values. Sites Qiao Dong and Wu Zhuo believes that values management theory is a theory that is based on managing by values, aims at improving the comprehensive quality of organization and personnel and better serving the society and promoting the sustainable development of human society as its own duty, formulating and implementing organizational competitive strategy theory. Ye Zechuan believes that values management is implicit rather than explicit thought to the employees' behavior management, and is the quantitative aspects of flexible management of enterprises. Zhang Chaohong and Ling Wenshuan thinks that values management is the process that enterprise values shape, formate, spread and innovate, namely, according to the established enterprise values in the history in the enterprise internal and external environment, enterprises internalize and instill the values to employees' own values.

<table>
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<th>Main theories</th>
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<td>Theory of Three steps</td>
<td>Griseri, 2002</td>
<td>Realization of enterprise values; identity and change of enterprise values; maintenance of enterprise values.</td>
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<td></td>
<td>BlanChard, 2001</td>
<td>Identify the core values; spread the core values; adjust the core values and practices.</td>
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<td></td>
<td>Hu Ning, 2008</td>
<td>Values clarity; values consensus; values are deeply rooted.</td>
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<td>Theory of Four steps</td>
<td>Qiao Dong, Li Haiyan, 2002</td>
<td>Organizational values shape, form, innovate and spread.</td>
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<td>Feng Zhouzhuo, 2003</td>
<td>Set up specialized management ethics institutional to strength values; communicate organizational values in multivariate way; implement organizational internal marketing; senior leaders communicate directly with employees and media.</td>
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<tr>
<td>Theory of Four steps</td>
<td>Zhang Chaohong, Ling Wenshuan, 2003</td>
<td>The establishment of the enterprise values; employment based on enterprises values; the training program for employees’ values; Maintenance of employees’ values; the development of enterprise values.</td>
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<tr>
<td>Theory of Seven steps</td>
<td>Huang Chao, 2008</td>
<td>Clarify basic assumptions and mission of organizations; build a concise, effective value system; communicate, perceive, identify and deepen the values; brand values; assess results and process; Spirally ascends.</td>
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Wang Ge and Wu Zhongyuan (2013) argue that the enterprise values management areas includes two aspects: content of enterprise values and enterprise values management. The former refers to what is the specific content of the enterprise values, the latter refers to how to manage the enterprise values, or how to manage based on values. The origination of values management, Peter Drucker says, "management as a kind of practice and discipline, it involves human and social values". With many entrepreneurs’ practices, and many scholars’ praises, there was an upsurge in the field of values research in the nineties of the 20th century. Research of enterprise culture scholars believes that the role of the core of enterprise culture is to use organization values to shape and manage employees’ values.

But on the issues of how to manage the staff values, different scholars have different points of view, as shown in table 1. In general, most values management theory includes three aspects: organization value determination of content, identification of the organization's values and self-adjustment and practice of the organization's values of employees.

From the results of influence of value management, values management can not only reduce staff turnover, increase the staff's organizational commitment, better retain talent, but also can stimulate the employees' organizational citizenship behavior, bring unexpected benefits while saving cost for the company.

![Figure 1. The relation and distinction between emotional labor and emotional management.](image)

Emotional labor and emotional management has a lot of similarities. Hochschild pointed out that emotional labor should meet the following conditions: (1) Emotional labor are completed with customers in face to face and voice to voice; (2) Emotional expression will be used to influence people's emotions, attitudes and behavior; (3) Emotion performs following certain rules [6]. So does emotional management. Emotional management also needs to interact with employees in face to face, need to infect with staff in sincere emotion, so as to influence employee's emotion, attitude
and behavior [7]. The expressions of emotion have certain rules and the error of emotional expression rules may be counter-productive. Guo Jingping (2008) pointed out that the difference between the emotional labor and emotional management is that emotional labor is for external customers, and emotional management is for internal staff in enterprises. From this perspective, the inner nature of emotional labor and emotional management is consistent, only the situation is different. Zhang Kai (2004) also pointed out that solving the problems of emotion management first depends on the understanding of human emotions, emotions. From the target/needs, behavior, and results from three aspects, and the difference between emotional labor and emotional management link is shown in figure 1.

The relation between emotional management and emotional labor are that they both meet the emotional needs of the other, so that the other party can obtain certain psychological pleasure, and influence the other's emotions, attitude and behavior. Appropriate emotional labor and emotional management can bring staff a high degree of satisfaction, low turnover rate of attitude and behavior change. Emotional labor and emotional management both have certain emotions. Emotional management and emotional labor can affect the performance of the enterprise.

The distinction between emotion management and emotional labor is that the objectives of emotion management are the internal employees, and the object of the emotional labor is external customers. The emotional expression is different also. Emotional labor for customers is more positive emotion, and emotional management for employees is are both positive mood and negative mood, because the negative emotions can also effectively convey the values of the enterprise. In addition, the effect of emotional labor on customers or clients is directly, and the influence of emotion management to customers or clients is indirectly, by influencing employees to influence customers or clients.

The ingredients of the emotional management and emotional labor are both a kind of labors. They both manage one self’s emotions in order to achieve certain effects. Their common characteristics determine the dimensions of internal consistency. Morris & Feldman argues that dimensions of emotional labor can be divided into three aspects: the frequency of interaction, persistence, and emotional dissonance [8]. Chu adopted emotive effort and emotive dissonance as the two dimensions of emotional labor [9].

Reference to the above literature, based on the differences and relations between emotional management and emotional labor, this paper divided the emotional management into two dimensions: the appropriateness of emotional expression and emotional authenticity. The appropriateness of emotional expression refers to the degree of appropriateness of emotional expression of managers. It is similar to the interactive type selection of emotional labor, the frequency and persistence dimensions. Emotional authenticity refers to the degree of managers expressing feelings from the heart. It is similar to the emotive dissonance dimensions.

Values management effect refers to the effect of values management in enterprises. According to the related values management literature, values management includes three parts: the determination of organization values contents, identification of the organization's values, the behavior compliance and consistence of employees with organizational values. The values management effect is the consistency of thought and behavior of employees with organizational values after the enterprise values management.

As a result, this effect is divided into two parts: the ideological recognition and behavior change. Ideological recognition refers to the employees' understanding of the contents of the organizational values, and accepts of the contents of the organizational values in the thoughts. Behavior change refers to the employees not only accepting the content of the organizational values in the thoughts, but also the compliance on behavior and consistent with them. The better values management effect,
the more compliance employee's behavior consistent with the enterprises values, which will achieve the organization's strategic objectives and create more value for the organization.

The aim of value management is to carry out the values of organizations into the individual, so as to better achieve the organization's strategic objectives, to improve organizational performance. Values become the main standard to guide people to work.

The fit between personal values and organizational values is especially important. If personal values and organizational values are poorly fitted, it is hard to imagine that the organization's values will be drawn to individuals, and implemented into the work behavior by individual. The measure of personal - organization value fit is the degree of person - organization values fit. Therefore, when considering effect of value management, this paper introduces an important regulating variable, individual - organization value fit.

Based on the above analysis, this paper builds a theory analysis frame about the influence mechanism of enterprises emotional management to values management performance, as shown in figure 2.

(1) The relationship and mechanism of the effect of emotional management and value management

When managers express their emotions appropriately, employees can better recognize enterprise core values, and practice it. On the contrary, when managers treat employees with inappropriate emotions, for example, brutal, or is too harsh and even with the correct values, employees will disagree with enterprise values, even completely deny. Only proper emotional expression can make the enterprise values deeply rooted in the hearts of the people better. There are many cases can express this principle.

For example, David Packard, have such words in the "HP way":

Our company is important to everyone, every job is important. In what we do in the field of high and new technology, small details often cause irreparable damage. So we are trying to make all of us has such an attitude: everyone has a responsibility to do all it can to do a good job. Having said that, I think of many years ago, I was once accompanied by a workshop manager in a machine shop to get around. We stopped to watch a mechanic to produce a polished plastic impression. Has spent a long time to polish it, he was cutting it in the final. Without hesitation I stretched out my hand to
touch it. Mechanic said: "don't touch my impression!" The workshop manager immediately asked him: "do you know who he is?" Mechanic answered: "I don’t matter who!" "You're right." I said to him. What he did was an important job, and he was proud for it.

In the above case, David Packard, as a company manager, fully and properly respect for employees emotionally. That is consistent with HP's values: trust and respect individual, the pursuit of excellence achievement and contribution. HP's values management has a good effect.

Even if emotions expressed by managers are very appropriate, if the truthfulness of emotional expression is low, once employees find, there will produce a great reaction, thus hurting the effectiveness of the emotional management, also makes the enterprises are not trusted by staff, then the promotion of its values, of course, cannot have any effect. At the same time, the lowing authenticity of emotional expression will also cause great harm on the managers themselves. According to the related literature of emotional labor, emotional exhaustion at this time will have higher degree. Therefore, emotional management with high appropriateness and authenticity, will be a emotional management with high quality.

When analyzing the influence mechanism on the effect of emotional management to value management, the heuristic-systematic model of persuasion can be shown to have a good explanation. The heuristic-systematic model of persuasion demonstrates two ways that illustrative communication changes the attitude of people: one is a treatment with demonstrate the advantages of systemic argument; the other is a mental shortcuts (heuristic) method, such as "expert is always right" [10]. The internalization process of Organizational values into employees’ personal values can be seen as a persuade process that employees is persuaded by organized values continuously. In this process, emotion is the method of mental shortcuts. In the values management of employees, enterprise managers’ emotions can move employees, establish the model of enterprise values, increase the persuasiveness of enterprise values, and make employees values better consistent with organizational values. As a non-cognitive factor, in the process emotions have played an important role as a mental shortcut method (for example, as an employee, I don't know whether organization propaganda value is right or not, but I feel good, then it is right).

(2) The moderating effect of personal-organization values fit

In the internalization process that organization value is internalized into employees values, employees are not completely passive receipted, they also have a certain subjective initiative. Employees' personal values have played an important promote or hinder role in the process.

When the personal-organization values fit high, employees are more likely to be assimilated to organizational values. This is because as an individual, employees prefer to work together with individuals or organizations which have the same values with them. This can be explained by the theory of cognitive consistency. The cognitive consistency theory is that people tend to remember the point of view consistent with them. So do values. People are more likely to be attracted by the same, similar or complementary values, rather than the values people disapprove of it. Therefore, when the personal-organization values fit is high, the influence on the effect of emotional management to value management will be very obvious. Also you can see this in a lot of employee turnover events. When a new enterprise digs employee in another enterprises, if the employee’s values are in accordance with the new enterprise values, the employee may soon move to the new enterprises with the necessary material base.

When personal-organization values fit is low, employees are more difficult to be assimilated to organizational values. Because employees tend to doubt the enterprise values can be trusted, they are more likely to believe that their own values rather than the organization values. At this point, the emotional strength is difficult to change the employee's personal values, and the influence on the effect of emotional management to value management will be smaller. For example, the innovative
employees who love freedom, even if the enterprise managers entertain them, it is hard to attracted by the half militarization management of enterprises, because the values of the enterprise does not accord with his personal values.

Conclusion and Outlook

This paper firstly analyzes the dimension of emotional management, and then by introducing organization-personal values fit as a moderator variable, it builds a theoretical model about the influence of emotional management to enterprises values management. And then it analyzes the running mechanism of the entire model. The significance of this model is as follows:

1) In the theory, it can help to explain the relationship between the effect of emotional management and values management, so as to provide some ideas for the research on the relevant reference.

2) In practice, it can provide some theoretical reference and help through the better emotional management and values management of the enterprise.

Of course, this paper just analyzes the effect of emotional management to values management in theory, and the relationship between them, which is lack of empirical analysis. In the future it can be tested through further empirical validation for the presented theoretical model.

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