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Understanding the Influence of Human Emotions in Organizations: The Emotional Extent Effects

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This is to certify that the doctoral dissertation by

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Dissertation Submitted in Partial Fulfillment

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Abstract

Emotional disengagement of employees may cause poor organizational performance, while emotional commitment of employees may enhance organizational performance. Informed by the theory of psychological ownership in organizations, the purpose of this qualitative multiple case study was to explore how employee emotional interactions in the workplace related to organizational performance within 3 multinational companies in Nigeria. The 3 selected companies represented the 3 industrial sectors in Nigeria were financial, construction, and oil and gas. Face-to-face interviews were conducted with 24 participants with a minimum of 5 years' experience in their respective organizations. Data analysis included transcription, coding, and querying, which produced 5 themes: positive emotions, negative emotions, organizational success, organizational failure, and contextual excellence, cumulating into a fundamental notion of emotional extent effects. Positive emotions contributed to the organizational success, and negative emotions encouraged organizational failure. Both positive and negative emotions instigated the contextual excellence. The findings have the potential of promoting positive social change because practitioners in leadership and organizational change may use the results of this research to improve the adaptive responses to change. The findings of the study may benefit managers by helping them better lead their employees towards impacting social and economic transformations. Implementing workplace spirituality, learning taxonomy, and sustainable human resources practices may manifest innovative socio-economic performance in organizations.

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Dedication

I dedicate my doctoral dissertation and its emerging theory of emotional extent effect to my dear mother, Mrs. Lois Ofoegbu (Ezinne, Lolo Nma-Ruru-Ulo) for the fortress she provided in ensuring that I completed my high school despite all financial odds that followed the demise of my father when I was barely 14 years old. Also, I dedicate this work to my two older brothers, Albert Ofoegbu and Ralph Ofoegbu, for complimenting my mother's efforts by using their personal resources to see me through my undergraduate days. Finally, I dedicate this study to my internal affairs ministers, Grace Ofoegbu and Nina Ofoegbu, for their encouragements towards the successful completion of my doctoral study.

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Chapter 1: Introduction to the Study

Introduction

Modern corporations use innovative tools that involve communications technologies towards meeting the continuous changing expectations of the stakeholders. The new market leaders persistently reorganize themselves towards adapting to changing conditions and new opportunities (Subramony & Pugh, 2015). Some authors suggested that the committed emotional and motivational ability of the employees' contributes to the success of corporations (Subramony & Pugh, 2015). The problem of emotional detachments of midlevel workers in the oil and gas, financial, and construction sectors of the Nigerian economy was worthy of exploring in this study because such detachment led to counterproductive behaviors towards achieving organizational success (Bakker, Demerouti, & Sanz-Vergel, 2014).

In this multiple case study, I investigated ways by which employee emotions (EEs) related to the corporate outcome in the three commercial segments of the economy in Nigeria. The findings of this study may help towards improving flexible reactions to business transformation in Nigeria. The study may possibly contribute to positive social transformation as my conclusions may enhance corporate social performances (Ahearne, Lam, & Kraus, 2014). The results of the study may benefit managers by helping them better lead their employees and impacting social and economic transformation. I positioned conditional expressions of Kelly and Barsade (2001) as the theoretical framework of the study. This theory involved the interplay of emotions in work teams including the dominance and outcomes of personal emotions as they relate to corporate and groups performances. In this study, I took pragmatic and subjective approaches when gathering and investigating exploratory data. By the end of the study, I proffered conclusions towards originating as well as improving a model, framework, and theory concerning the extent of the effect of employees' emotions on organizations (Finfgeld-Connett, 2014).

This introductory chapter comprises the setting of the study as I offered a concise overview of the topic by revealing the missing link in knowledge from the extant literature on the disruption of corporate performance by workers' emotions. The successive problem statement, purpose, and significance of this study clarified the justification for conducting the research as well as the study paradigm. In this chapter, I also presented the research question (RQ) and the theoretical basis that offered rejoinders to whether the personal level of emotional constituents depicts the affections at the collective level, followed by the conceptual context and a definition of terms. The concluding parts of this chapter comprised of the scope, assumptions, delimitations, and the summary and transition to the next chapter.

Background of the Study

Ashkanasy and Humphrey (2011) developed a theoretical model that encompassed the five levels of employees' emotions in organizations. The ascending order of the model integrated the individual emotional transactions, interactive associations with others, collection behaviors, and overall performance in organizations. Ashkanasy and Humphrey developed the model inductively through literature reviews. Their conclusion included a recommendation for further empirical studies of Level 1 of the model involving employees' emotional reactions that could lead to impulsive behaviors. Costa, Passos, and Barata (2015) suggested a multilevel positive prevalence of individual positive emotions (PE) and teamwork engagement including their relationships with the perceptions of team viability. The findings of Costa, Passos, and Barata (2015) is in agreement with Ashkanasy and Humphrey (2011) revealed that individual PE have positive effects on the team's performance.

The methodology that involved the psychometric simulations detracted the real-world generalizability of the empirical findings of Costa, Passos, and Barata's quantitative study. Costa et al. suggested that more studies from scholars should address issues with individual involvements that deal with affecting events, emotional reactions, mood, and spontaneous behaviors. Arnold and Dupré (2012) examined the work-related essence of employee sentiments and found employee satisfaction was a system that rationalized the association between perceived organizational support (POS) and worker physical wellbeing. Their findings revealed the existence of an affirmative correlation between POS and physical wellbeing. The gap in their study was the nonexistence of the associations between POS, negative and positive job-related sentiment, and physical wellbeing. In my study, themes such as POS and affirmative and negative job-related emotion as they relate to employees' physical health formed part of the conceptual framework and the interview protocol. The emergent results may address the gap in Arnold and Dupré's findings.

Rogers, Schröder, and Scheve (2014) researched the multilevel and cross-disciplinary teamwork towards the sociality of emotions. Rogers et al.'s analysis of emotion consisted of cultural, interpersonal-conditional, personal, and clear interplays that cumulated to the affect control theory (ACT). Their paper exhibited various resemblances with Ashkanasy and Humphrey’s (2011) organizational model of five levels of emotions following the modeling that predicted emotions and social behaviors in social interaction. The ACT's relationship with the sociology of emotion specified the valuable association with my exploratory multiple case study research regarding the discerning of the alterations of individual sentiments in organizations following the activities that have social heritages and emotional manifestations (Godbold, 2015). Rogers et al. documented the fact that their scholarly works elucidated key associations among prominent notions of emotion as merely initial suggestions for impending investigation.

Goussinsky (2011) explored the interceding role of emotional disagreement in customer antagonism, job-stimulated pressure, and job independence in averting the undesirable concerns of emotional dissonance. The study’s results revealed a significant connection between the emotional conflict and a decreased sense of wellbeing. A review of Goussinsky's article exposed a quantitative methodological limitation of using self-reported questionnaire. Lack of introspective ability of the participants, response bias, and deficient understanding of terms in the questionnaire detracted from Goussinsky's findings. Flinchbaugh, Schwoerer, and May (2016) collaborated with Goussinsky's study in establishing employees’ autonomy as one of the factors that might detract workers from negative attitudes. My study identified and reported the essences of employees’ emotional independence in achieving organizational success.

Hussenot (2014) explored the emergence disagreements in workplaces as a defining factor of an impeccable organization. The study provided a critical structure for studying the emergence of organizational features from disagreements and provided an extension to the literature of actor-network theory. It equally provided grounding for further research towards improving the scope of the managerial controversy theory. The establishment of the association concerning emotional labor (EL) and emotive instinct (EI) helped in the further establishment of their interactions towards clarifying the operating strategies for the resultant behavioral outcomes (Kim, Yoo, Lee, & Kim, 2012). Kim et al. explored an indicative case that further examined and validated the associated elevation of EI with the identification and positive reinforcement of EL towards achieving customer's satisfaction and positive organizational performance. In line with Kim, Yoo, Lee, and Kim (2012) and Hussenot (2014), my study may help in understanding the diverse social rudiments that make up a group, and thereby, help in minimizing conflicts towards realizing the organizational goals.

Problem Statement

The members of the global workforce projected to be passionately involved towards accomplishing the goals of their respective corporations were at barely 30% with the accompanying challenge of downward output trend (Ratley, 2014). Establishments with workers who demonstrated tremendous satisfaction peaks received 40% extra in revenue than those possessing the lesser classification of excitement (Wollard, 2011). Hess and Cottrell (2016) implied that establishments lost $3.7 trillion, signifying 5% of their income, following human resources related issues. Likewise, wasteful performance, which was noticeable following workers' undesirable feelings relating to poor performance evaluation, fear of downsizing or job loss, and caused organizations to lose an average of $1 million in the year 2014 (Van der Nest, 2014). Disruptions of workers' responsive expectations caused official dishonest behaviors that detracted financial, social, and environmental performance in organizations (Moore & Gino, 2015).

Workers' dissatisfaction prompted detrimental attitudes that indicated the employees' unwillingness to accomplishing corporate purposes of financial improvement (Musgrove, Ellinger, & Ellinger, 2014). Detached commitment by workers raised concern to the modern-day organizations that tend towards competitive improvement (Millar, 2012). Nevertheless, the problem of empirical and practice gaps by most of the related qualitative studies became evident in Randmann (2013) and Bakker, Demerouti, and Sanz-Vergel (2014). The problem of employees' negative emotions included the likelihood of resultant actions that detracted the delivery of socially-oriented innovative products and services (Bakker, Demerouti, & Sanz-Vergel, 2014; Subramony & Pugh, 2015). Bad organizational behaviors impeded the open outlooks for organizational learning, positive social change, and stakeholders' fulfillment (Li, Chen, Liu, & Peng, 2014).

Purpose of the Study

The essence of this exploratory multiple case study was to gain an understanding of how employees' emotional commitments to the workplace relate to organizational performance in three sectors (construction, financial, and oil and gas) of the Nigerian economy. The exploratory multiple case study of three multinational companies representing the construction, financial, and oil and gas sectors in Nigeria, included the purposive selection of participants with a minimum of 5 years' experience in their respective companies resulting in face-to-face conversations with 24 research subjects. The study warranted the extension of the consequence of psychological ownership in organizations (POO) theory by gaining an understanding of the concepts of employees' emotional dispassion that led to harmful activities and influencing workers' commitment towards realizing corporate achievement (Pan, Qin, & Gao, 2014).

Research Questions

The one central RQ that guided this study was: How do emotional interactions of midlevel employees' in their oil and gas, financial, and construction workplaces relate to organizational performance in the Nigerian economy? I used the RQ to identify and report the relationship between the emotional interactions of midlevel employees' (Employee Emotions) and their organizational performance (Organizational Excellence) in the embedded cases. I operationalized the RQ in the conceptual framework section.

Theoretical Foundation

As to whether the individual-level emotional components portray the affections at the group level, Kelly and Barsade (2001) presented a theoretical model that explained the interplay of individual emotions at work teams. Their framework suggested that the level of personal moods and emotions of workers develops into the implicit and explicit sharing of emotions and feelings at the affective context. The entire affection circumstances cumulate into compositional effects that lead to group feeling (Kelly and

Barsade, 2001). Their framework presented an embodiment of cyclic activities between the emergent group emotion and the conceptualized affective context.

Kelly and Barsade's (2001) hypothetical expressions of emotional interplay in work teams are consistent with the exposures of other related scholarly opinions. Their ideas contributed to the theoretical foundation of this study for understanding the influence and effects of individual emotions in groups and work performance. Kelly and Barsade's outline equally provided for nonaffective contexts, processes, and outcomes, which are open for future research.

Conceptual Framework

The conceptual framework was at the core of this qualitative study since my paradigm intermingled with subsisting theoretical models on the topic of inquiry. It helped to produce a roadmap for the study (Sedlmair, Heinzl, Bruckner, Piringer, & Moller, 2014). The conceptual framework was equally used to operationalize and structure the interconnectivity of the researchable themes from my paradigms and provided the presumptions that I used to develop and validate the measuring instrument for realizing the study (Reynolds, 2007). The conceptual framework of this study delivered a succinct understanding of the interrelationships of the major themes that contributed to the notions of EEs and the potential organizational outcomes (Cajaiba-Santana, 2014). The emerging conceptual framework for the research illustrated the interaction of theories involving employees' emotion and organizational excellence given the developing knowledge of underlying concepts and allowed for an understanding of the paradigm for the study.

For the purposes of this study, the underlying concepts included employees' emotion and organizational excellence. The concept of workers' emotion is made up of emotional intelligence, emotional labor, human elements, and sociality of emotion theories. The notion of organizational excellence consists of social, environmental, and financial performance theories. Positive emotion concerning employees' commitment, teamwork, motivation, and self-actualization is required to achieve organizational success (Habib, Aslam, Hussain, Yasmeen, & Ibrahim, 2014). Technological innovation, creativity, market excellence, effectiveness, and efficiency expressed organizational success. Negative emotions following counter-productivity, fraud, dysfunctional behaviors, and antisocial tendencies led to corporate failure, which signified inactivity, financial losses, business problems, and uncompetitiveness (Van Kleef, 2014). I presented and discussed the concepts of employees' emotions and organizational excellence extensively in Chapter 2.

Nature of the Study

In order to answer the RQ, I was impelled to conduct the exploratory multiple case study of the three industrial sectors (financial, construction, and oil and gas) in Nigeria. The qualitative case study methodology encouraged using the views of the participants in each of the three companies that represented the different industrial groupings in Nigeria to evaluate the emerging outlooks of how the reactive emotional interplays of workers relate to corporate outcomes (Parry, Mumford, Bower, & Watts, 2014). I gathered individual perspectives in the respective sectorial groupings to produce and investigate exploratory data in the study. The use of inductive study offered the suppleness of data necessary for the thorough examination given the societal diversity circumstances under study. The qualitative procedure complemented individual exchanges that enabled rapid regulation towards meeting the timetable, while emergent rejoinders indicated the necessity for additional explorations. Social hints like tone, body, and facial expressions were beneficial attributes of this qualitative research (Pervez, 2014).

Conversely, the quantitative methodology was not appropriate for the data requirements of this study. It was inappropriate for answering the RQ since the positivist paradigms that guide the quantitative mode of inquiry revolve on objectivity and deductive approaches (Terkildsen & Petersen, 2015). The quantitative research designs involve the counting and measuring of events and performing the statistical analysis of a body of numerical data. The quantitative methodology would not have been appropriate for obtaining a more realistic feel of the world following the justification that the attributes of numerical data and statistical analysis cannot represent real life expediencies (Salter, 2013). The primary notion of the quantifiable pattern was that dimension was consistent, logical, and generalizable towards determining a precise reason and outcome of an event (Antwi & Hamza, 2015). The quantitative research design was a mismatch to this investigation because the common philosophical foundations of the study were subjective in nature (Staller, 2013).

The mixed method was also not appropriate for this study following the circumstance that the borders for the philosophical assumptions of the research were constructivist and composed of participatory knowledge claims (McManamny, Sheen, Boyd, & Jennings, 2015). The purpose of the study aligned with the contextualized and interpretive perspective of reality that warranted the transferability of findings instead of external validity (Lub, 2015). The critical perspective being that the paradigm assumption of the mixed method was not a requirement for a qualitative study.

This study allowed participants in each of the representative industries to contribute to the component cases that made up the multiple case study. The exploratory multiple case study design was appropriate for data generation towards addressing the information requirement for the study; hence, the generalization of results beyond the embedded cases (Tsang, 2014). This research included the tenets of using a multiple case study to explore the links amongst the research problem themes within the unit of analysis (Parry, Mumford, Bower, & Watts, 2014). The exploratory nature of this multiple case study allowed for observing beyond graphic descriptions and studying the surrounding real-life context with a high degree of flexibility (Hyett, Kenny, & Dickson-Swift, 2014). From a sociological perspective, the study may lead to generating a theory, ideas, and hypotheses towards for new research from the selected case (De Massis & Kotlar, 2014). The multiplicity element of the analysis comprising three segments of the economy in Nigerian (financial, oil and gas, and construction) involved embedding various units that make up the unit of analysis for the exploratory case study. Evidence from the embedded cases was more compelling towards filling the gaps in the literature as well as originating a theory considering the diversity of the components of the case.

Discriminating between different qualitative approaches, using the grounded theory design would not have been ideal for this study since the required resources and capabilities in terms of time and funding were not available. For this reason, it may have been impossible to generate sufficient data towards successfully substantiating the emergent theory and so the grounded theory design was not suitable (Greene, 2014). A phenomenological design was inappropriate for this research following the justification for its philosophical suitability towards examining lived experiences as well as psychological standpoints (Wilson, 2015). Conversely, this study has conceptual sociological undertones.

Definitions

Contemporary corporation: The modern firm, which exhibits a high-level of current and leading organizational form of business (Starbuck, 2014). Menz, Kunisch, and Collis (2015) implied that a contemporary corporation is characterized by a portfolio of assorted merchandise in many geographical functioning components towards fostering the shifting and emerging relationship amongst the people and commercial activities.

Dynamic marketplace: A dynamic marketplace is the increasing growth of consumers that appear as being engaged emotionally and extremely demanding as well as contributing to the enormous fragmentation and variability of the market. The organizations that strive towards success resort to a shape-shifting status to harness the new opportunities from the changing circumstances (Jung, Sydnor, Lee, & Almanza, 2015).

Emotional intelligence (EI): An emotional interaction is seen from the several points of employee passionate interactions. These dealings include but are not limited to job demands, job resources, stress, wellbeing, cognitive interpretations, communication, disputes, and job satisfaction (Parry, Mumford, Bower, & Watts, 2014).

Employees: In this study, employees mean the midlevel workers. The choice of midlevel employees is justifiable since they provide the link between the low cadre and the high echelon of the workers in the organization (Spector, Liu, & Sanchez, 2015).

Employees emotion (EE): The concept of EE presupposed the human behavioral and psychological concerns towards an event, object, and a person towards creating a state of eagerness for subsequent social actions in the organization (Gayathri & Meenakshi, 2014).

Frontline managers: Frontline executives have accountability for directly overseeing specific workforces or groups. Frontline managers are subordinates to the upper management. These midlevel executives play the roles of the team leader and supervisor (Moodie, Wheelahan, Fredman, & Bexley, 2015).

Job-related emotion: Sensational reactions that manifest due to the employee work-related activities. These manifestations may either lead to counter-productivity or positive contributions to organizational success (Matta, Erol Korkmaz, Johnson, & Bıçaksız, 2014).

Mid-level employees (MLE): Employees including a combination of male and female workers (Chen, Friedman, & Simons, 2014). The qualification and experience of the MLE in the study involve first-degree graduates with 10 years' work experience or

Master's degree holders having a minimum of 5 years working experience (Moodie, Wheelahan, Fredman, & Bexley, 2015).

Negative emotions (NEs): NEs implied the discordance and congruence in the felt and displayed human behavioral and psychological concerns following an event, object, and a person towards creating a state of eagerness for subsequent social actions in the organization (Geng et al., 2014). The adverse affection work circumstances connected are through an assortment of detrimental significances that are associated with outcomes regarding health and attitude (Mesmer-Magnus et al., 2012).

Organizational excellence (OE): The continuous endeavor to establish standards and processes intended towards engaging and motivating employees to achieve product and services that fulfilled customer requirements within the expectations of the organization (Asif & Gouthier, 2014). The trending perspective of OE included green innovations that incorporated technological improvements in realizing the integrated social, financial and environment performance (Przychodzen & Przychodzen, 2015).

Organizational failure (OF): OF presupposes a manifestation of financial losses, uncompetitiveness, inactivity, and uncontrolled business problems that require strategic persistence to overcome (Amankwah-Amoah, 2014).

Organizational success (OS): Organizational success is the accomplishment of innovative excellence through environmental, social, and economic triple performances (Ravi, 2013).

Positive emotions (PEs): Tong (2015) provided the 13 indicative scales for measuring PEs and validated them with a quantitative experiment involving participants from two countries. This current study relied on Tong's attributes of PEs that included amusement, challenge, awe, compassion, gratitude, contentment, hope, relief, romantic love, interest, joy, pride, and serenity.

Self-actualization: The reasoning of the peak-experiences of being at the top. Employees realize the natural sense of healthy wellbeing, satisfaction, happiness, and topmost fulfillment (Ivtzan, Gardner, Bernard, Sekhon, & Hart, 2013).

Shape-shifting status: Shape-shifting status is an organizational prominence by using innovation to reshuffle continually towards adapting to changing circumstances and new opportunities (Du Gay & Vikkelsø, 2012).

Sociality of emotion: This phrase implies the interdependence of ethnic, interpersonal, prevailing, and organic effects of emotion as societal attributes. Processes for ethnic interplays link social with individual aspects of emotion (Rogers, Schröder, & Scheve, 2014).

Assumptions

I established two critical assumptions, one theoretical and one methodological, for this study. While theoretical assumptions focus on the framework and topic-related concerns to the study, methodological assumptions treat the procedures for achieving validity in the study. The conceptual framework presupposed assumptions that emanated my epistemological perceptions of various related theories on the prevalence of the effect employee emotion had on organizational performance (Gringeri, Barusch, & Cambron, 2013). The interconnectivity between the conceptual themes and theories were mere assumptions for theorizing, thereby requiring validations from the perspectives of the research subjects (Welch, Piekkari, Plakoyiannaki, & Paavilainen-Mantymaki, 2011).

This multiple case study was based on the assumptions of constructivism. This basic assumption implied the ontological justification that the study anticipated sense-making by organizing experiences of the participants into the explainable forms that were independent of any conceptual reality (Tubey, Rotich, & Bengat, 2015). It equally assumed that the field-testing of the measuring instrument would fulfill the purpose of validating the intended meanings in the interview protocol.

Scope and Delimitations

The sphere of this multiple case study encompassed the intermediate grouping of workers of the three commercial segments in Nigeria (financial, oil and gas, and construction). The purposefully selected 24 participants answered my interview questions (IQs) regarding how the employee emotional interactions in the workplace relate to organizational performance. The face-to-face interviews involved audio recordings and taking notes as the common technique for the gathering information from participants. The purposeful selection of the research subjects from the three prominent sectors of the Nigerian economy ensured the countrywide representativeness of the multiple emergent themes. Therefore, the limit for the validity of findings from the study is Nigeria. The study included the pretesting of the interview protocol using qualitative subject matter experts in the parlance of organizational behavior and change to validate the conceptual framework before the actual study.

Employee emotional interactions in the workplace were not the only factors that relate to organizational performance. Other possible factors that the study did not investigate were product line considerations, upper-level management efficiency, strategic organizational focus, and organizational response to the effects of disruptive technologies (Osiyevskyy & Dewald, 2015). The focus on EEs was traceable from the research problem that this study addressed. Moreover, the choice of workers in only the petroleum, financial, and construction businesses as the unit of analysis detracts the generalizability of findings since other prevailing sectors in the Nigerian economy exist. The purposefully selected 24 participants do not represent the entire personalities of all employees in the unit of analysis.

Limitations

In addition to the above-stated assumptions, this study had natural flaws that may detract from the validity of findings. Inherently, issues of validity, reliability, and generalizability besiege the qualitative case study design (Katz, 2015). Being a qualitative research attracted the implicit subjectivity of the both the researcher and research subjects that might defeat the replication precepts of scientific inquiry (Carù, Cova, & Pace, 2014). The tendency of my personal biases and idiosyncrasies was high. Using a case study design and involving participants from the three sectors of the Nigerian economy was also faulty for the fundamental lack of representativeness. Therefore, the case study design impeded the validity and generalizability of findings outside the observed cases (Morse & McEvoy, 2014).

Possible concerns included my presence during data gathering being an inherent design in this qualitative study, which may have affected the responses of the research subjects. The open-ended responses occasioned the possibility of having an untruthful participant due to the likelihood of a personal agenda and fear of retribution. The limited timeframe for interviews could have yielded incorrect replies since the participants may have been in a hurry. A shortage of time for on-the-spot responses impeded the self-reflection of the participants on the IQs and may have also led to impaired responses.

Significance of the Study

Significance to Practice

The results of the study may be of relevance to the research subjects and their respective organizations. The findings may offer the participants the opportunity to discover their emotional dealings and how they relate to performances in their respective organizations (Antes et al., 2012). The three sectors of Nigerian economy (oil and gas, financial, and construction) might benefit directly from the study because the research exposed how EEs influenced perceptions of organizational politics and work attitudes. The study’s results led to my recommendation for EI training for managers to enhance the cohesive economic success of the Nigerian economy, in general.

Practitioners in leadership and organizational change may use the outcome of this research to improve the adaptive responses to change. This empirical study provided holistic understanding of change processes, which involve integrating perspectives of the internal and external contexts of organizations. This study’s results equally exposed the emotional concerns that drive employee engagement for the attention of visionary leaders

(Zhang, Avery, Bergsteiner, & More, 2014). From the study, human resources practitioners may be able to derive emotionally-related motivational factors for improving organizational success.

Significance to Theory

The results of this study filled a gap in the scholarly literature as I discovered a new theme of contextual excellence (CE) that scholars in the parlance of organizational behavior may find relevant. The findings produced pieces of evidence that provided additional perspectives on empirical field observations in addressing the understanding human emotional influences have in organizations and its extent effects (Randmann, 2013). The research validated some of the theoretical models and frameworks on the related topic (Ashkanasy and Humphrey, 2011; Kaplan, Cortina, Ruark, Laport, & Nicolaides, 2013; Kelly & Barsade, 2001; Rogers, Schröder, & Scheve, 2014). The research cumulated into my theory or hypothesis of emotional extent effect that might arouse the investigative interests of scholars in leadership and organizational change.

Significance to Social Change

The findings of the study can contribute to improvements in positive social behaviors in organizations. The social impact implication of the study includes that its discoveries may aid organizational leaders in achieving strides towards delivering products and services that influence socio-economic change. Corporate relevancy and sustainability in the dynamic marketplace may, for this reason, improve societal good (MacKenzie, Garavan, & Carbery, 2011). The scholarly activities in understanding and mitigating employees' NEs indicated how to improve positive social interactions in an organization. In the study, I ultimately proffered recommendations that may contribute to curtailing organizational antisocial behaviors, which lead to excessive loss of revenue in organizations.

Summary and Transition

In this chapter, I introduced the ideas of disruptive changes from the market environment as well as the emergence of contemporary organizations as the new market leaders. I further implied the scholarly relevance of responsive commitment that motivates the frontier employees' towards delivering winning contributions to the corporation (Bakker, Demerouti, & Sanz-Vergel, 2014). In the background section, I presented the problem of workers' awkward feelings that can result in destructive insolences that ultimately relate to negative impacts on the corporation (Musgrove, Ellinger, & Ellinger, 2014). This qualitative case study was designed to explore how employees' emotional commitments to their workplace influence organizational performance in three sectors of the Nigerian economy (oil and gas, financial, and construction). The central RQ stimulated the theoretical and conceptual frameworks that clarified the nature of the study including the scope and significance. The succeeding Chapter 2 contains the review of scholarly literature towards exploring the impact of EEs on organizational performance.

Chapter 2: Literature Review

Introduction

The problem of uncooperative EEs and the resultant counter-productivity is a growing challenge for contemporary business establishments (Musgrove, Ellinger, & Ellinger, 2014). Organizational leaders that are sustainable in the dynamic marketplace have realized the problem of negative EEs in the deliverance of positive socially-oriented products and services (Li, Chen, Liu, & Peng, 2014). Dysfunctional behaviors are identifiable and can be traced to personnels' negative sentiments that have triggered the loss of an average of $1 million by organizations in the year 2014 (Association of Certified Fraud Examiners, 2014). Van der Nest (2014) attributed duplicitous office activities to encroachments of workers' emotional bonds. Most related qualitative studies based their studies on theoretical models and literature reviews that addressed the empirical and practice gaps in the field (Bakker, Demerouti, & Sanz-Vergel, 2014; Randmann, 2013). In this multiple qualitative case study, my goal was to come to an understanding of how work-related affection was related to corporate achievement in Nigerian oil and gas, financial, and construction commercial segments.

In the subsequent sections of this chapter, I presented my literature exploration strategy as well as the theoretical basis and the framework of concepts for the study. This literature review chapter encompassed the elaborate discussions on the themes of employees' emotions, organizational excellence, and corporate performances. The chapter ended with a succinct overview of the main topics that were featured in the review.

Literature Search Strategy

The systematic mapping and location of peer-reviewed scholarly articles in this study provided me with an efficient approach for discovering the literature and theories of relevance (Rahman, Hann, Wilson, Mnatzaganian, & Worrall-Carter, 2015). The quest for the related literature on the prevalence of EEs on organizational performance necessitated the use of Walden University Library. The databases that provided the required information included, but were not limited to: Academic Search Complete, Emerald Management, ProQuest, Sage Premier, Business Source Complete, ABI/INFORM Complete, Thoreau, EBSCOhost, PsycARTICLES, Science Direct, PsycINFO, Political Science Complete, and ProQuest Central.

I used the Google Scholar search engine to find abstracts of specific journal publications revealing the authors, date, volume, issue and pages. Searching the Walden University Library narrowed down the identified articles in the particular databases. This strategy was very useful, for many of the search terms that did not work in the university database worked without hassles in Google Scholar search engine. Setting Google Scholar alerts with applicable search terms for the study equally enriched the relevance and currency of the literature review (Othman, Junurham, & Nilam, 2014).

In general terms, key search terms that manifested accurate and current articles for me from Google Scholar included: *How employee emotions relate to organizational performance, case study qualitative research design+interview method,* and *organizations+financial losses caused by occupational fraud+employee uncooperative emotions+counterproductive behaviors.* In a similar vein, the combination of key search terms in the iterative search for pertinent articles included the following: *Employee emotions, organizational performance, emotional labor in organizations, innovative behavior, employee creativity, qualitative case study design, emotional extent effects, organizational behavior, job-related emotion, organizational success, self-actualization, sociality of emotion, contemporary corporation, human elements, emotional intelligence, What is organizational excellence?, by what is organizational excellence measured, organizational excellence model, measures for organizational excellence, environmental performance scale, attributes of positive emotions, self-actualization and motivations, measures for positive emotions in organizations, organizational commitment construct validation, positive emotions contribute to teamwork, teamwork in organizations, team positive emotions and productivity, what is employee motivation?, measuring scales for self-actualization, negative employee emotions+counter-productivity+dysfunctional+anti-social tendencies, organizational failure+inactivity,* and *What are the implications of employee emotions in organizations.* Table 2.1 below is the emergent results of the search terms from the databases.

Table 1

The Analysis of Search Results for the Literature Review.

Document Type	Quantity	Percentage
Peer-Reviewed Journal Articles	200	93
Institutional Reports	5	2.5
Doctoral Dissertations	4	2
Foundational Classics	5	2.5
TOTAL	**214**	**100**

The peer-reviewed journal articles made up 93% of the identified 214 articles from the applicable databases. 2% of the literature consisted of doctoral dissertations. Institutional reports and foundational classics constituted 2.5% respectively.

The up-to-date and topical requirements of 85/15 rules formed the major consideration for the selected literature (Boell & Cecez-Kecmanovic, 2014). Over 85% of the reviewed literature falls within the recent 5 years publication date necessary for a germane research. Table 2 illustrates the publication dates of the materials used in the literature review.

Table 2

Publication Dates of the Literature Review Resources.

PUBLICATION DATE	Quantity	Percentage
2012 to 2016	196	91
2007 to 2011	10	5
Prior to 2011	8	4
TOTAL	**214**	**100**

Works of literature that had been recently published within the last 5 years constituted the 91% of the reviewed works. Articles that are more than 5 years, but, up to 10 years represented the 5% of the literature review. The remaining 4% was made up of writings that were older than 10 years from the date of publication.

Theoretical Foundation

The groundwork for this study was the consequence of POO theory (Pan, Qin, & Gao, 2014). The authors investigated the consequence of POO and organization-oriented self-esteem (OOSE) as it related to encouraging behaviors in organizations (EBOs). The introduction aspect of their study reiterated foundational philosophical possession in organizations and hinted at the psychological factors of ownership, as well as its significance to the stakeholders. The authors hypothesized and tested four propositions to uncover that EBO had a positive relationship with POO and OOSE. Their findings also affirmed that POO and OOSE were positive predictors of EBOs. OOSE was equally seen to possess fractional interceding consequences on POO and EBO (Alok, 2014). Invariably, emotional possession retained a meaningful influence on an individual sub element of EBO, while OOSE possessed a notable consequence on the devotional comportment and interactive coherence (Jussila, Tarkiainen, Sarstedt, & Hair, 2015).

The findings of Pan et al. coincided with Jain (2015) by revealing how managers enhanced workers' OPO and organization-based self-esteem to strengthen employees' positive organizational behaviors (POBs). Both findings equally elucidated that OPO and POBs improved organizational performance and individual efficacy. Both studies contributed to the knowledge base in leadership and organizational change following that they exposed the interplays between EBO, POO, OOSE, OPO, and POB.

The influence of employees' emotions to OPO in line with Pan et al. (2014) is traceable to the motivation and hygiene theory (Herzberg, 1965). This classical theory originated from an earlier publication by Herzberg, Mausner, and Snyderman (1959). Subsequently, the motivation and hygiene theory was extended and validated by other classic authors that aimed a broad array of works at several heights and varied establishments (Myers, 1964; Saleh, 1964; Schwartz, Jenusaitis, & Stark, 1963). In orienting the essences of the motivational and hygiene theory, Herzberg's paper (1965) described the preliminary qualitative phenomenological design that explored the contexts when workers sensed either remarkably well or devious concerning their employments. The emanating responses from the initial study provided the dichotomies concerning job fulfillment and displeasure, the precepts of task achievements and work motivators.

Herzberg (1965) conducted a single point quantitative study that included the responses involving 139 subjects drawn from lower level supervisors of the Finnish industry that participated in an executive improvement congress. The subsequent confirmatory study of the two-factor model of work mindsets was articulated as the motivation-hygiene theory. Herzberg suggested that one or more of the motivator factors accounted for approximately 90% of the progressive mindsets at work, while fewer than 10% of the unhelpful attitudes included the motivators. Conversely, many hygiene factors were accountable for roughly 80% of the occurrences defining discontent differing to only 15% on behalf of the manifestations that described work contentment (Coomber, & Barriball, 2007).

The choice of including the POO in my theoretical foundation was justified since Pan et al. (2014) used an elaborate quantitative study that involved a cross-sectional survey of 45 manufacturing establishments including 2,566 participants. Their theory equally exposed the fractional interceding consequences of OOSE on POO and EBO. This present study validated the POO theory as the emergent results elucidated the factors that established the employees' satisfactory feelings of job contents including task achievement, recognition, intrinsic interest, increased responsibility, and career advancement (Malik & Naeem, 2013).

Kelly and Barsade (2001) presented an inductive theoretical model that explained the interplay of individual emotions within work teams. Kelly and Barsade's framework, which explained the interplay of individual emotions at work teams, suggested that the employees' levels of personal moods and emotions developed into an implicit and explicit sharing of emotions and feelings at the affective context. The framework presented an embodiment of cyclic activities between the emerging group emotion and the conceptualized affective context. The entire affection circumstances cumulated into compositional effects that led to group feeling (Costa, Passos, & Barata, 2015).

Conceptual Framework

The conceptual framework was at the core of this qualitative study because my paradigm intermingled with the subsisting theoretical models on the topic of inquiry. The framework helped to produce a roadmap for the study (Sedlmairet al., 2014). The conceptual framework equally aided the operationalizing and structuring of the interconnectivity of the researchable themes from my paradigms. It also provided the presumptions that I used to develop and validate the measuring instrument (Reynolds, 2007). Figure 1 is a visual representation of the conceptual framework for the research and illustrates the interaction of theories given the knowledge of underlying concepts.

In line with Figure 1, the two central nodes for Items 1 and 2 represent the two-directional lineages between theories of employees' emotion and OE respectively (Danquah, 2014). Item 1 being the concept of workers' emotion is made up of emotional intelligence, emotional labor, human elements, and sociality of emotion theories (Biron & van Veldhoven, 2012). Conversely, the concept of OE (Item 2) consists of social, environmental and financial performance theories (Harrison & Wicks, 2013). Positive emotion being Item 3 in terms of employees' commitment, teamwork, motivation, and self-actualization is required to achieve organizational success (Habib, Aslam, Hussain, Yasmeen, & Ibrahim, 2014).

Technological innovation, creativity, market excellence, effectiveness, and efficiency formed the expression of organizational success. Conversely, negative emotions (Item 5) following counter-productivity, fraud, dysfunctional behaviors, and anti-social tendencies lead to corporate failure (Item 6). The organizational distress signifies inactivity, financial losses, business problems, and the uncompetitiveness (Alias, Rasdi, Ismail, & Samah, 2013). The concepts of employees' emotion, organizational excellence, attributes of positive emotions, organizational success, the impact of NEs and corporate failure featured with greater details in the following literature review section.

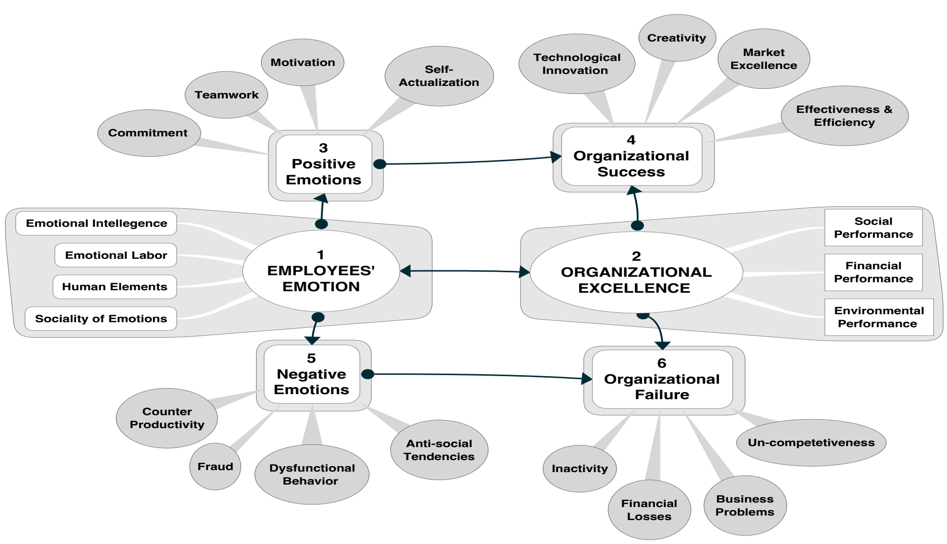

Figure 1. The conceptual framework for the emerging theory of emotional extent effects.

Human Elements and Employee Emotions

Emotions presuppose the human behavioral and psychological concerns towards an event, object, and a person that create a state of eagerness for subsequent social actions (Gayathri & Meenakshi, 2014). Human emotion has various meanings since it cuts across the disciplines of spiritual wellbeing, decision-making, physical and mental health, attitude, events, and communal relationships (Jongbloed & Andres, 2015). The contemporary debates about the meaning of human emotion brought about the psychological, physiological and social perspectives of the concept. In view of Dixon (2012) the historical explanation of the various dimensions of human emotions dates back to before the 17th century as physical agitations, sentiments, passions, appetites and affections. The emergence of the notion of human emotions as a psychological concept of mental feeling was in the 18th century. In the 19th and 20th centuries, the theory and practice notions of human emotions materialized as the multidisciplinary concepts of sociology, psychology, philosophy, and anthropology. In relationship with Godbold (2015), Dixon's chronology of the human emotions concluded that the spread through disciplines necessitated the adoption of social and behavioral manifestation as an acceptable aspect.

Massey (2002) tracked the emergence of human society to the hominid evolution of over 6 million years that progressively sustained a well-grounded social intelligence attributes that authors traced to the differentiation and refinement of human emotions. The interplay between the rational and EI within the last century introduced the social conditions of mass culture that was inherent in rationality. Dixon (2012) collaborated with Massey’s assertions. Hence, the final stage of the chronology of the human emotions popularized the assortments of words like intelligence, literacy, wellbeing, and labor as suffixes to emotional expressions in the parlances of organizational and social behavior.

Sociality of Emotions

Godbold (2015) substantiated the essences of the sociality of emotions by defining emotions as the activities that have social heritages and manifestations. Godbold's paper oriented the challenge of generating empirical data for studying emotional processes during interactions thereby involved the theoretical lenses of individually felt emotions and sociality. The study equally responded to the RQs of discovering the meaning of emotions and how to study interactions that manifested the sociality of emotions. Kang and Bodenhausen (2015) while presenting how multifarious characteristics controlled social imprints and social objectives of individual experiences oriented the fundamental role of social categorization in establishing everyday exchanges with the communal circle. Though, Kang and Bodenhausen’s study involved the qualitative reviews of the literature; Godbold’s analysis comprised the longitudinal qualitative design using the observer-participant technique. Godbold substantiated the virtues of ethnomethodology for making sense in the progressions of emotional circumstances while Kang and Bodenhausen exposed experiences of various personalities that link tightly as well as work collectively towards influencing interactions between individuals and activities of interfaces amongst groups. Both studies complemented the justification that multiple emotional individualities have significant inner consequences for communal conceptions and character understandings of social objectives (Von Scheve & Ismer, 2013).

Future empirical studies might identify measures for delineating the categorization boundaries. The precincts of the social groups in some of the current studies are fuzzy and malleable in learning about the moderators of specific outcomes (Kang & Bodenhausen, 2015). Similarly, a closer empirical attention warranted the consideration of the salient aspects of subtlety and variability of emotions when interacting within situations from the participants' perspectives (Godbold, 2015). Hence, the face-to-face qualitative interviews in the current study replaced a limitation of the analysis that hinged on the explanation of meanings by the investigator in online interactions.

Sociality of emotions studies by Godbold (2015) as well as Kang and Bodenhausen (2015) were relevant in the parlance of leadership and organizational change. They presented the basis for further empirical studies on confronts as well as prospects of numerous individualities in societal awareness and interface. The authors contributed to the knowledge and practice of positive social change since they explored the essences of multiple communal identities and cross-categorization thereby distinguishing the multidimensional group characteristics as a principal procedure for further affirmative consequences amongst various groups. The articles provided the remarkable prospects for encouraging mindsets and exchanges amongst group towards improved sociality of emotions, and more creative opportunities in organizations (Simao & Brauer, 2015).

In connection with the nature of this study having conceptual sociological undertones, human emotions presupposed the processes with social backgrounds and expressions (Stevanovic & Perakyla, 2014). Rivera and Tracy (2014) studied how the social lives unfold into peoples' feeling concerning the framework of societal broader configurations. Similarly, Verbos, Miller, and Goswami (2014) evoked the social cognitive theory (SCT) as the orientation for exploring reactions towards performance evaluation processes given situated cognitions. Rivera and Tracy's central RQ bordered on understanding the way larger societal conversations altered the individualities including work involvements. Being a qualitative ethnographic fieldwork, the authors observed the embodied emotions of dirty work activities of the participants. The findings cumulated into a tabulation that outlined the social, physical, and moral implications of negative and positive work emotions. The sociality aspects of Rivera and Tracy's study collaborated with Verbos et al.'s study.

The salient exposures of suggestive emotional variables implied the various aspects of situated and social cognitions (Rivera & Tracy, 2014; Verbos, Miller, & Goswami, 2014). Being a credible quantitative research, Verbos, Miller, and Goswami (2014) hypothesized six relationships between performance evaluation processes and the variables of resource job adequacy, workplace communication, and quality of colleague relationship. Their paper justified the composition of the participants as well as impressively defined the questionnaire as the survey instrument. Though a longitudinal approach would have been more desirable, Verbos et al.'s study were a cross-sectional design that creditably applied Likert 5-point scale with the 83% response rate.

Nevertheless, Verbos et al., as well as Rivera and Tracy's studies, were significant in the parlance of organizational behavior. They exposed emotional perspectives and the precepts of positive social behaviors that employees required to partake in the work for their organizations' successes (Prosser, 2014). The studies significantly covered various aspects of situated and social cognitions as well as contributed to scholarship by providing the basis for further longitudinal studies that could draw the causal inference between the theorized variables.

Workers' communal perspective induced modifications that were concerned with organizational belonging (Bruque, Moyano, & Piccolo, 2015). Chiaburu, Lorinkova, and Van Dyne (2013) examined the associations concerning the manager, workmate, and organizational encouragement and their interactions with changes in position from the workmate to the manager. The study also comprised of the assessment of workers' mindsets and purposes involving employment contentment, organizational obligation, and the employee resignation focus (Tzafrir, Gur, & Blumen, 2015). Chiaburu et al. presented the theoretical framework alongside the study variables that cumulated into four hypotheses thereby maintaining the salient precepts of a quantitative study. The analytical method involved meta-analysis of field studies from scholarly databases as well as correlation analysis of the emerging data. Though the meta-analysis of subsisting studies rather than experiments impaired the plausibility of causal relationships; the study was significant in the area of leadership and organizational change since it amplified the employees' social context towards corporate citizenship.

Gray and Schubert (2013) suggested the essences of the interdisciplinary nature of emotional sociality by presenting fundamental archetypes towards studying the kind of proficiency for collective labor. The human resources development strived on the potency of social structures over individuals' foundational views (Yeager & Nafukho, 2012). Korte (2012) extended this outlook through a conceptual framework that oriented the ontological and epistemological relations of natural sciences to the social sciences being the anthropology, sociology, economics, psychology, and political science. Further linkages between the macro and micro social systems cumulate to the social realm that constituted the organizational settings. Though, an empirical study was desirable, Korte's qualitative review of the literature was significant since it explored the essences of the socially constituted concepts of individual agency (Kogler, 2012). The socially situated thought and behavior of employees had prevalence of the performance groups in organizations (Westphal & Zajac, 2013).

Emotional Labor

The term EL presupposed the process of self-motivated regulation that developed over the employee course of workplace interactions (Gabriel, Daniels, Diefendorff, & Greguras, 2015). Usually, the employee EL manifested through the two expressive attitudes of surface acting and deep acting (Mesmer-Magnus, DeChurch, & Wax, 2012). To establish the prevalence of EL on the employee creativity Geng, Liu, Liu, and Feng (2014) reiterated various consequences of emotional employee dissonance and the overpowering of inside emotions associated with EL. The study by Geng et al. empirically tested and extended knowledge of the effects of the EL of frontline service employee. The study produced a conceptual model and consideration assessments for the standard.

Mesmer-Magnus, DeChurch, and Wax (2012) used the encompassing results from 109 separate analyses in developing the context for EL. The emergent framework portrayed EL as the discordance and congruence in the felt and displayed emotions respectively. Comparatively, Geng, Liu, Liu, and Feng (2014) used the precepts of the quantitative cross-sectional study design that included a pretest for the measuring instrument for their study. Mesmer-Magnus et al.'s study equally established that the discordant emotional labor situations interacted alongside the destructive results that related to health and attitude. Though the congruent EL states did not encounter these adverse effects, their study identified different correlational configurations of work relationship by emotional discordance and congruence (Wagner, Barnes & Scott, 2014). The cross-sectional study design appeared a limitation to the findings of Geng et al. Nevertheless, they used fit statistics of structural models and measurement model for additional analysis towards establishing cause and effects relationship between variables by extending the consequences of emotional labor to frontline employee creativity from a cognitive perspective.

Revelations from the hospitality service firms suggested that the relationship between the employee and manager affected the employees EL strategy. Other considerations included physical demands on the job, training on EL, as well as the regularity of employee interactions with customers (Shani, Uriely, Reichel, & Ginsburg, 2014). Similarly, Hur, Park, and Moon (2014) used the study of airline services industry to opine that EL due to fatigue contributed to the adverse outcome of organizational commitment. More so, interpersonal, procedural, and impartiality equally weakened the association between flight attendants' expressive fatigue and corporate trustworthiness. Shani et al.'s exploratory qualitative research contrasted with Hur et al.'s quantitative cross-sectional study design towards balancing the reasoning that the knowledge of EL is significant in the service industries. Transferability issues hindered the qualitative study. Cross-sectional quantitative design diminished the establishment of causal relationships from the respective studies; the studies on EL were consistent with social exchange and human resources theories (Chu, Baker, & Murrmann, 2012).

Using the unit of analysis that comprised of facility employees Allen, Diefendorff, and Ma (2014) examined the multicultural perspectives of EL. The authors adequately utilized the precepts of a quantitative research by combining a cross-sectional study design with the meta-analytic work on the tested mediation process model that justified the causal inferences based on previous studies. Their findings revealed that manifestation of EL variables could be more conspicuous in some cultures hence: The facility workers in the United States exhibited the philosophies of regulation discernments, exhaustion, and emotion regulation more than the Chinese subjects.

Organizational leaders in virtual teams equally appreciated the multicultural precepts of EL (Fitzsimmons, Lee, & Brannen, 2013). Hoch and Kozlowski (2014) suggested that primary backings and collective governance in teams positively correlated to group outcomes in virtual teams. Virtual teams were the integral aspect of global work structure that posed the multicultural challenges in managing and enhancing performance exposed the need to investigate the contributions and the importance of EEs in virtual teams (VTs). In a qualitative study that involved the grounded theory approach Ayoko, Konrad, and Boyle (2012) explored the displays of conflict and emotions management behaviors including the time emergence of emotional encounters in VTs. The results of Ayoko et al.'s study demonstrated that both physical groups (PGs) and VTs experience role ambiguity, cognitive, and affective conflicts. The differentiating factor was the speed that the members of VTs reacted to divergences by online communication of undesirable feelings thereby avoiding prolonged disagreements that associated with poor performance.

Glikson and Erez (2014) studied the perceived emotional display norms for virtual teams. They oriented the prior study that focused on face-to-face interaction and culturally homogeneous contexts to establish the influence of individual feelings on interpreting the emotional expressions of others. Similarly, Tsai and Bagozzi (2014) collaborated the tenants of previous studies in relation to theorizing the essences of cybernetic groups. The first of the three hypotheses by Glikson and Erez bordered on establishing the relationships between different cultural identities and perceptions of proper emotion display norms for virtual multicultural teams. Others involved display norms of PE for virtual multicultural teams and cultural homogeneity as well as emotion display norms for multicultural virtual teams and sense of global identity. Using longitudinal and quasi-investigational strategies that included multi-dimensional sources Tsai and Bagozzi collaborated with Glikson and Erez that the sustainability of cybernetic communities depends on support performance by their affiliates.

Emotional Intelligence in Organizations

Cote (2014) defined EI in organizations as the corporate capacities to understanding the constituents of emotions and emotional information. Being an extensive review of the literature Cote's study illustrated the branches of EI; overarching models of associations between EI and work criteria; controversies in EI research and future research directions. Khalili (2012) articulated the development of EI in the office by reviewing empirical principles of EI. Both articles reiterated the relevance of Mayer, Salovey, Caruso EI Test (MSCEIT) and Goleman's five dimensions mixed model (G5DMM) as good measures of EI. Though the opinions of both authors had the limitation of direct field observations, their inputs remained resourceful in establishing the application of EI in organizational leadership. Amid explanations of EI controversies in the areas of extant constructs, the validity of measures, the effect sizes, impartation, and cross-cultural variations: Cote's conclusions highlighted best practices for EI research. Khalili equally summarized the EI into two broad categories of ability and mixed models thereby integrating the various opinions about the relevance of EI towards emotion and cognition, influences on performance and wellbeing, and competency model.

Cote (2014) raised a controversy about EI being the disparity in cultures was the nature of emotionally intelligent behaviors since employees in the increasingly multicultural organizations pose the difficulty of consensus scoring prevalent in performance-based measures. Crowne (2013) used the precepts of binary measures as well as the interplays of breadth and depth steps in assessing interaction of societal beliefs experience on responsive and traditional aptitude. Application of expressive aptitude measure as developed by Wong & Law (2002) to Crowne's study increased the validity of the research. Li, Saklofske, Bowden, Yan, and Fung (2012) implied that using Wong and Law EI Scale (WLEIS) assessment involved subscales that included regulation of emotion, residual affection consideration, using emotion, and self-affection evaluation. The involvement of cultural logical capacity measure of 20 Items consisting of parts involving metacognition, cognition, and motivational comportment equally boosted the validity of Crowne's study (MacNab, & Worthley, 2012). Nevertheless, Crowne's quantitative regression analysis revealed that while the EI did not register any impact, all kinds of traditional exposure had an impact on cultural intelligence. Evidence of ethnic differences in EI test scores partly explained by cultural values of interdependence suggested that the nature of emotionally intelligent behavior varies by culture (Moon, 2011).

Tse and Troth (2013) examined how workers recognized the disparity in the characteristic of interactions with their superiors by evaluating expressive involvements in interactions involving the head and follower (LMX). Tse and Troth's qualitative study embodied three RQs that defined the conceptual themes, explained the composition of research subjects and data collection procedures. Nevertheless, the paper failed in explaining the qualitative approach to the study and did not specify the sampling method. Farh, Seo, and Tesluk (2012) equally investigated the employee emotional perception ability (EPA) and managerial work demands (MWD) relationships using the appropriate quantitative sampling procedures, measures, confirmatory and regression analyses. Tse and Troth's paper exposed a steady display of identifying items that workers used to variedly explain low and high LMX affiliations. Farh et al. emphasized the essence of higher overall EI and EPA exhibited by employees with higher teamwork effectiveness in high managerial work demands job contexts.

Exposures from Tse and Troth (2013) as well as Farh, Seo, and Tesluk (2012) contributed to justifying the awareness of a positive relationship between EI and higher managerial work demands. Hence, EL has an inverse relationship between employees with reduced work engagement among service employees that exhibited lower empathic accuracy (Bechtoldt, Rohrmann, De Pater, & Beersma, 2011). Bechtoldt et al.'s complimentary contributions to the association of EL with EI being more appreciated in the MWD had some methodological credits. Bechtoldt et al.'s involvement of a quantitative longitudinal design contributed to the reliability of the study since they documented more insights into the applicable chain of effects. Moreover, the performance-based assessment of emotion recognition aided the avoidance of response bias by social desirability effects.

Using a quantitative longitudinal study design Giorgi (2013) examined whether organizations were emotionally intelligent as well as how the emotional competencies relate to each other. Similarly, Meisler (2014) investigated the interactions amongst job satisfaction (JS), political skill (PS), EI as well as the likelihood that PS mediated the association concerning JS and EI. While Meisler's article reiterated the relevance of WLEIS and MSCEIT as measuring scales for EI, Giorgi paper implemented another instrument being the Organizational EI Questionnaire (ORG-EIQ) for measuring competencies for organizational intelligence and EI. Both studies consistently involved the tests of mean differences, correlation coefficients, and structural equation modeling. Creditably, the studies indicated that organizational EI is worthy of future research coupled with the exposure that EI exhibited a positive relationship between PS and JS. Consequently, PS mediated the association amongst JS and EI. Though manipulation of large samples detracted Giorgi's study; single self-report concerns as well as the common method variance impaired Meisler's article; both studies provided the relevant foundations for further research.

In Shooshtarian, Ameli, and Lari (2013) the Modified Schutte EI Scale (MSEIS) emerged as another measurement scale for EI. The authors chose MSEIS being a 41-Item survey self-report for assessing the characteristic of EI on the basis of cultural differences between developed countries and the unit of analysis. The authors examined the consequence of EI on JP, JS, and job commitment (JC); and revealed that EI is positively correlated to JS. Nevertheless, the results did not register any connection amid EI and JC. Montes-Berges and Augusto-Landa (2014) studied the correlation between psychological wellbeing, perceived emotional intelligence (PEI), life satisfaction, and affective intensity; and realized positive relationships between EI and some psychological wellbeing subscales. Montes-Berges and Augusto-Landa equally measured PEI by Trait Meta-Mood Scale (TMMS) involving the repair subscales, clarity and emotional attention. Both quantitative studies highlighted the significance and effects of EI on job conditions.

Organizational Excellence

Asif and Gouthier (2014) defined OE as the continuous endeavor to establish standards and processes intended towards engaging and motivating employees to provide services and products that fulfill the necessities for clienteles within organization expectations. Trending perspective for OE included green innovations that incorporated technological improvements in realizing the integrated social, financial and environment performance (Przychodzen & Przychodzen, 2015). Many authors proffered inherent measures for OE in several Business Excellence Models (Shanmugaraja, Nataraj, & Gunasekaran, 2013). Asif and Gouthier explored the organizational service essences by inductively comparing measures for excellence in the organization. Asif and Gouthier’s analysis included Johnston's Service Excellence (JSE), the Baldrige (BCPE) measures for achieving distinction (Karimi, Safari, Hashemi, & Kalantar, 2014), and European Establishment for Excellence Management (EFQM). Their findings showed that though the BCPE and EFQM models offered the methodology to the implementation service excellence (SE), JSE stipulated fundamental procedures for attaining SE. A comparison between BCPE and EFQM equally revealed that the EFQM model had some superior advantages relating to social cues for non-for-profit organizations.

Dahlgaard, Chen, Jang, Banegas, and Dahlgaard-Park (2013) suggested overall business excellence framework (BEF) towards the integrated business excellence models (BEM). They substantiated this notion by using the Boeing Aerospace Global Company to investigate the mutual interactions amongst the entire BEF and the BEM that existed considering that organizations implemented such prototypes to the general contexts.

Nevertheless, the challenge militating against the models for measuring OE was the ability to integrate the social, financial and environmental performances (Wang, Dou, & Jia, 2015).

Houck, Speaker, Fleming, and Riley (2012) reiterated the essence of Balanced Score Card (BSC) performance measurement as a matrix that captured both financial and non-financial metrics. BSC measured the critical success factors that aligned organizational key performance objectives with the strategy. Northcott & Ma'amora Taulapapa (2012) used a mixed method study in the New Zealand context to answer the RQs that bordered on the usability, acceptability, successful implementation and barriers to applying BSC. Their transferable findings revealed a low usage rate and under-utilization of BSC. Nevertheless, Kang, Chiang, Huangthanapan, and Downing (2015) established an experimental link that collaborated the essence of sustainable societal responsibility for organizations and balance score card (BSC) towards achieving positive business outcomes. Their implementation of BSC recorded achievements in the continuum of the learning and growth, financial, internal process and the client perspectives. Kang et al. confirmed that the application of BSC contributed to the precepts of modern management that harnessed the advantages of strategic customer relationship improved services and achieved management objectives.

Organizational Social Performance

Social Performance Taskforce’s (2014) manual (SPTF) described organizational social performance (OSP) as the interpretation of an establishment's mission with the prevailing and applicable social values. The primary strategy towards inculcating the essences of OSP involved defining social objectives, outlining measurable social targets for all stakeholders, articulating the ways that delivery channels and models; products and services may accomplish societal purposes. Expressing communal pointers towards measuring improvements in societal objectives were equally relevant for achieving OSP. Social mechanisms that underlie the OSP at different levels included cultural values, family norms, the ideals of geographical clusters and groups (Stoeger & Gruber, 2014). The SPTF's manual passed through the consensus procedure for global standards including 18 months review of existing social performance initiatives, exposure drafts, reviews of public comments, and 12 months pilot testing. Though the lack of reference listing detracted SPTF's manual, yet, it provided the global basis for social performance management.

Corporate social responsibility (CSR) remained an expression of organizational socially binding responsibilities that integrated the aspirations of human and societal values (Brammer, Jackson, & Matten, 2012). Brammer et al.'s exploratory literature review concluded that CSR practices were largely at the discretion of organizations, yet, legal, customary, religious, cultural and societal dictates evidently shaped the applicable responsibilities. Kaplan (2015) equally provided an elaborate historical background of the sociality in the global perspective of corporate responsibilities. Kaplan's review of the applicable literature cumulated into an illustrative model that emphasized the essences and business stimulators of social responsibilities in corporations. The emergent hypothesis from Kaplan's study created the premise for further research on the extent non-business interests succeeded independently from the organizational business goals and political strategy. Nevertheless, incorporating the commercial tenets of CSR as well as its performance measures in the organizational strategy appeared as a viable approach to the desired commitment (Social Performance Taskforce, 2014). The involvement of organizations in pursuing OSP increasingly appeared as voluntary corporate responsibility in contrast with the initial perceptions of regulations from government and labor unions.

Organizations achieved excellence through the social performance by defining the appropriate goals as well as monitoring the board, management and employee commitments for such societal targets (Social Performance Taskforce, 2014). Moreover, managing the varied interests of internal and external stakeholders coupled with balancing social and corporate financial performance (CFP) form the basis for realizing OSP. Wang, Dou, and Jia (2015) oriented the subsisting debates on the connection amongst CFP and CSR while performing a meta-analytics on the research hypotheses that bordered on these linkages. The meta-analytical findings exposed that CSR was positively related with CFP. Hence: The relationship between CSR and CFP is greater in companies that operate in sophisticated markets where strong business cases for CSR existed more than the ones in developing countries. Quintero-Garzón, et al. (2015) combined the principles of CSR and EFQM in presenting the comprehensive sustainable management (CSM) framework. CSR systems, therefore, encompassed the sociality of quality, the environment, occupational health, and stakeholders' management.

Return on social investments (ROSI) was one of the recommended performance measurement tools (Banke-Thomas, Madaj, Charles, & van den Broek, 2015). The use of

ROSI involved the evaluation of broader socio-economic outcomes in considering numerous interested views in an outstanding financial proportion for organizational social performance (OSP). Millar and Hall (2013) equally evaluated the applicability of SROI in some selected socially oriented enterprises. The funds for investing in social enterprises (SEIF) in the United Kingdom supported communal enterprises; Millar and Hall used the SROI evaluation to provide outcomes measure for the financial implications of the emergent social returns. Their mixed methods approach involved a quantitative study and the extensive qualitative situational analyses using an assortment of societal businesses subscribed to the SEIF. The findings indicated that the subjects accepted SROI as a globally renowned evaluation instrument for societal initiatives, though, the heterogeneity of social enterprises detracted the adoption of a standardized performance measurement instruments and techniques. Nevertheless, SROI became suitable for measuring the worth relative outcomes for the expenditures against the advantages thereby implying the essence of net present value to both benefits and investments (New Economic Foundation, 2008)

Other applicable scales for measuring social performances included the stakeholder-oriented scale for measuring corporate social responsibility (Pérez, Martínez, & Del Bosque, 2013). Pérez et al.'s quantitative study validated 23 CSR image scales representing honest dealings with customers, corporate responsibilities toward shareholders, employees’ focus, community development as well as environmental considerations, and general ethical responsibilities. The validation process included a rigorous literature review that identified the relevant CSR images, exploratory and confirmatory factor analysis as well as descriptive statistics. Though Weissman et al. (2013) focused on healthcare, both articles provided validated and applicable parameters for measuring social performance in organizations.

Witt and Redding (2012) evaluated the conceptual linkages cross-societal themes concerning CSR from the perspectives of the senior executives from five economies including Hong Kong, the United States, Germany, South Korea, and Japan. The prevalent methodology in the study was the exploratory qualitative study that involved the ethnographic content analysis of responses relating to CSR given society, charity, employment, innovation, and salient aspects of the serving society through production. The application of the social measuring scales for organizational performance in Witt and Redding's study revealed that officials in every circumstance exhibited distinctive perceptions of firms' contributions towards humanity. Nevertheless, CSR created economic benefits (Gallardo-Vázquez & Sanchez-Hernandez, 2014). In the quantitative study that involved counterfactual evaluation method Link and Scott (2012) estimated the social net value (SNV) of the Baldrige suite. Findings by Link et al. equally accepted that the BPEP created considerable economic usefulness in the United States.

Financial Performance

Primary objective of the profit-seeking organizations is the maximization of shareholders' wealth considering the myopic arguments that positioned the legal owners of a company and their financial interests as the priority (Clarke, 2014). Nevertheless, the prevailing realities indicated the interplay of the stakeholder model of corporate governance that recognized the notion of corporate social responsibility as a utilitarian dimension (Stevens, Moray, & Bruneel, 2015). Applying a qualitative literature reviews amid the ideals of functional decency, the assessment of analytical arrangement following the relationship concerning societal wellbeing and maximizing the affluence of shareholders revealed that functional criteria did not support the shareholder profitability model (Jones & Felps, 2013). Involving the quantitative methodology that included both comparisons of means and regression analysis, Ayuso, Rodríguez, García-Castro, and Ariño (2014) suggested the CSR strategy as a procedure for integrating the tenets of shareholder and stakeholder corporate governance systems. Hence, the applicable financial measure comprised return on equity (ROE) and stakeholder engagement scale integrated responses from customers as well as encompassed workers complaints, grievances settlement, and outside stakeholders' commitment.

The evidence that the differentiation strategy of organizations had a significant impact on firms' performance through financial measures was a welcomed development since assessing a company's performance encouragingly became an aggressive strategy for enhancing positive business (Teeratansirikool, Siengthai, Badir, & Charoenngam, 2013). Lechner and Gudmundsson (2014) investigated the effect of business orientation dimensions involving the association amongst aggressive approach and organizational achievement. Their findings revealed that innovativeness was related most highly to organizational strategy given that both differentiation and cost leadership policies had a positive relationship with performance. Cost governance and CSR appeared non-mutually exclusive towards achieving organizational financial performance (Brown-Liburd & Zamora, 2014). Klettner, Clarke, and Boersma (2014) used the qualitative content analysis to substantiate the essence of sustainability strategy development towards the implementation of financial rewards. Further findings from Ayuso, Rodríguez, García-Castro, and Ariño (2014) suggested that large corporations accepted the notion of a more enlightened shareholder business value approach instead of the conventional shareholder primacy that strived only on monetary accomplishments.

Sabella, Kashou, and Omran, (2014) evaluated the association concerning the implementing overall excellence management (OEM) and economic achievement using the research that involved healthcare establishments in Palestine. The applicable measures included return on equity for shareholders as well as other accounting parameters. The authors used a quantitative methodology that involved a matched-pair comparison approach and discovered that OEM award contributed to the achievement of better performances for the excellent organizations. Chun, Shin, Choi, and Kim (2013) quantitatively inquired on the transitional means by explaining the association concerning monetary organizational performance and morality in business. Their findings remained consistent with the ones by other authors that established the positive link between the integrity of an organization towards moderating effects of business morality and monetary achievements.

Consistent corporate social performance occasioned good stakeholder relations, which invariably encouraged significant financial positive implications (Wang & Choi, 2013). Employees became organizational stakeholders whose positive contributions delivered organizational profitability; thus, their NEs led to high employee turnover (Heavey, Holwerda, & Hausknecht, 2013; Zhu, Yin, Liu, & Lai, 2014). Call, Nyberg, Ployhart, and Weekley (2015) positioned the essence of collective turnover and unit performance. Call et al.'s study involved the meta-analysis amid a quantitative methodology and established an inverse correlation between collective employee turnover and organizational performance. The authors further reiterated the proximal performance outcomes of collective employee turnover that mediated relationships with financial results. The awareness of managers concerning the welfare of workers and the workers' achievements brought about organizational citizenship behaviors that increased corporate financial performance.

Environmental Performance

Environmental performance presupposed the green innovation that integrated technology towards energy conservation, contamination prevention, waste recycling, and eco-friendly product design in organizations (Przychodzen & Przychodzen, 2015). In answering a RQ that bordered on when and how an organization would benefit from green innovation (GI), Albertini (2013) carried out a meta-analytical study involving articles that established the an affirmative association amongst eco-friendly and monetary achievement for over a 35-year period. The analysis for moderators in the study disclosed that the commercial performance and green processes, activity sector, district diversities, and duration of the studies influenced the relationship. Przychodzen and Przychodzen reiterated that GI contributed to business sustainability. Their findings revealed a contextual explanation of the comparison of GI and non-GI companies that exhibited a non-improved financial performance for GI organizations.

Zareie and Navimipour (2016) established the precepts of environmental proactivity and its resultant financial returns in organizations as well as contributed to the empirically understanding of the economic effects of pro environmental change in firms. Comparably, McGuire and Germain (2015) oriented the generational problem of climate change and tested the existence of environmental performance amongst the relevant stakeholders in organizations. McGuire and Germain investigated the relationship between customers and companies about environmental commitment. The quantitative studies both concluded respectively that firms achieved better environmental performance without experiencing poor economic performance and pro environmental change can be used to pursue the position that is beneficial to all the relevant stakeholders.

Environmental social responsibility for corporations (ESRC) and Company environmental performance (CEP) were synonymous giving that both terms appeared as accounting measures for corporate sustainability (Gray, 2013). Operationalizing the construct of ECSR became difficult since it required primary data gathering as well as using the proprietary databases that had limited replicability (Rahman & Post, 2012). Trumpp, Endrikat, Zopf, and Guenther (2015) reiterated the disparity in the adequate measurement for CEP amongst scholars and provided a comprehensive and methodologically rigorous content and construct validity scales thereof. Trumpp et al. used a stringent assemblage of applicable theoretical considerations to present CEP framework that comprised the dimensions for managing ecofriendly and functioning performance. The authors employed the quantitative analysis that included both exploratory and confirmatory factor analysis for the unstructured sub-dimensions thus provided useful measuring scales for CEP. Likewise, Rahman and Post validated some publicly available measure and advanced the composite metric operationalization of ECSR that provided a valuable guide towards studying environmental, organizational performance.

Prajogo, KY Tang, and Lai, (2014) assessed the extent of diffusion and balance of environmental management system (EMS) across the five organizational functions that included operations, procurement, marketing, logistics, and research development. Prajogo et al. displayed the assemblage of rigorous quantitative methodology in their articles. The results from the analysis by Prajogo et al. suggested that while diffusion imbalance had an adverse effect: the degree of dissemination of systems for managing the environment had an affirmative impact upon eco-friendly procedures and commodities.

Discussing the environmental performance in organizations borders on creating awareness for integrating its priorities with social and operational winning greener strategies (Giordano, 2014). Longoni and Cagliano (2015) used the data from the 2009 International Manufacturing Strategy Survey (IMSS) for 21 countries to ascertain the success environmental, operational, and social priorities in the given circumstances. Their findings from cluster analysis and simple analysis of variances revealed that operations strategies complemented the social and environmental sustainability priorities of the companies that performed better. Similarly, Piercy and Rich (2015) explored the sustainability benefits of lean operations in broader terms in a longitudinal multi-year analysis that involved multi cases. Piercy and Rich's study amid other findings suggested that lean implementation and sustainability performance were interlinked.

The Attributes of Positive Emotions

Tong (2015) provided the thirteen indicative scales for measuring PEs and validated them with a quantitative experiment involving participants from two countries. Tong's attributes of PE included amusement, challenge, awe, compassion, gratitude, contentment, hope, relief, romantic love, interest, joy, pride, and serenity. Tong's study precisely classified the PEs at rates above chance levels as well as confirmed the conformance of the appraisal and emotion relationships to predictions. Koenig-Lewis and Palmer (2014) presented a conceptual model as well as illustrated their hypothesized relationships between respective anticipated and post experiences for positive and negative emotions, post-event satisfaction and behavioral intentions. The findings of Koenig-Lewis and Palmer's study revealed that certain emotions significantly associated with post-experiences. Their paper equally illustrated that PEs had no effect on satisfaction though it exhibited a significant impact of NEs on dissatisfaction.

Organizational Commitment

PEs contributed to the employees' psychological attachment to the organization towards determining whether the personnel would zealously work towards organizational objectives (Sharma & Sharma, 2015). Employees' positive demeanor thus contributed to functional behaviors in organizations (Alessandri, Caprara, & Tisak, 2012). Ziegler, Schlett, Casel, and Diehl (2012) used a cross-sectional study to establish that work fulfillment intervened the association concerning helpful feelings and citizen organizational behavior as well as the active effect of PEs on high job performance.

Teamwork

Being that a team became an involvement of more than one person who work together to achieve a shared organizational goal, teamwork offered an efficient alternative to the vertical chain-of-command thereby presupposed much more inclusive approach to real productivity (Dietz, van Knippenberg, Hirst, & Restubog, 2015). Dietz et al.'s multilevel focus about performance and goals revealed that high team performance was consistent with higher shared team identification (STI). Equally, STI played an important moderating role in guiding the influence that motivated goal orientation considering the suitable level of performance. The prevailing theories on teamwork included the integration of collective engagement in organizations as well as resource management involving organization-level construct. Organizational practices that were focused motivationally represented firm-level resources that influenced the organization-level construct (Barrick, Thurgood, Smith, & Courtright 2015).

In a mixed methodology study Barrick, Thurgood, Smith, and Courtright (2015) used the grounded theory approach to evaluate the resource practices of administering human assets, encouraging job scheme as well as change governance. Their analysis suggested how organizational resources maximized psychological importance, safety, and availability being the psychological conditions necessary for full engagement. Moreover, their ensued quantitative empirical test of the emergent theory provided the confirmation that collective engagement in organizations mediated the association concerning business outcome and corporate assets. Fay, Shipton, West, and Patterson (2015) examined the extent to which the team comprising of production and administrative staff affected organizational innovation as well as whether human resource management (HRM) systems, facilitated or constrained the teamwork and innovation relationships. The results from the longitudinal quantitative study suggested that the idea of employee corporation occasioned better creation. Also, the HRM systems facilitated the teams in the organizations.

Emotions being the significant determinants of work outcomes included how team members collaborated to achieve innovation in organizations (Guzman & Bruegge, 2013). In support of Schippers, West, and Dawson (2015), the result of Serinkan and Kızıloglu (2015) suggested a significant positive relationship between innovation management and teamwork. Schippers et al. emphasized the essence of team reflexivity as a predictor of creative team outcomes. Hence, their quantitative study revealed that team reflexivity associated positively with team innovation considering the high levels of interaction between the team adaptation to working methods as well as work demands that both predicted higher levels of team innovation. Anderson, Potočnik, and Zhou (2014) used the qualitative review of scholarly literature that spanned from the year 2002 to 2013 to highlight that inventiveness and improvement remain fundamental towards positive organizational outcome.

In a quantitative study, Kim and Shin (2015) oriented the theory of social perception as well as the collective innovation procedure standard and established the progressive association between the groups' helpful shared customs with innovation. Kim and Shin equally confirmed the collective efficacy of the interactions as an intermediary mechanism. Nevertheless, variables such as the stage of innovation process, configuration of the group, and sense for the invention. Somech and Drach-Zahavy (2013) used the interactional approach to study group inventiveness through distinguishing the planning and execution stages. Their findings confirmed that the blend of personal ingenuity and purposeful dynamism promoted group inventiveness (GI). The interaction was such that GI enhanced the execution of creativity.

Emil and Terje (2014) focused on the engineering industry and imbibed the precepts of the case study towards providing the insight on how project managers can develop and encourage PEs in teams. Establishing appropriate measuring scales for teamwork was relevant for understanding how EEs related to corporate accomplishments. In the health care settings, Valentine, Nembhard, and Edmondson (2015) reiterated the criteria for psychometric validity of teamwork survey instruments. Hence, communication, coordination, and respect featured as the most common dimensions in the assessment. Gittell, Beswick, Goldmann, and Wallack, (2015) validated Nembhard et al. considering work across multiple levels of teamwork and oriented relational coordination as a multilevel teamwork measure.

Employee Motivation

Abd-El-Salam, Shawky, El-Nahas, and Nawar (2013) described employee motivation (EM) as the manifestation of subjective determination and eagerness involving emotional, biological, social, and psychological factors that influenced work accomplishment. Yousaf, Yang, and Sanders (2015) broadly categorized the determinants of EM into intrinsic and extrinsic incentives. Bardhan Correia (2015) confirmed the interrelatedness of inherent urge (INU), external inducements (EXI) as well as employees' output (EO) considering the contingency of direct and indirect performances as well as the performance dimensions (quality and quantity). Invariably, Bardhan Correia's study revealed the consistency of INU with and without the presentation of incentives.

Intrinsic motivation (INM) and self-efficacy became the facilitating pivot that the autonomous incentives used for achieving commitment: Hence, affective occupational commitment mediated the positive relationship between INM and task performance (Yousaf, Yang, & Sanders, 2015). The multidimensional implications of inherent urge and external inducements groupings of workers established the exceptional relationships for task performance (TP) given the context of organizational commitment. Self-efficacy enabled passion for work thereby enhanced employee well-being giving that personal conviction in the likelihood of task accomplishment was a source of motivation (Johri & Misra, 2014). Cherian and Jacob (2013) studied the consequence of personal effectiveness on TP as well as the dynamics by which self-efficacy of an individually determined motivation for work related performance. The findings from the meta-analyses by Cherian and Jacob maintained that Bandura's (2015) theory of self-efficacy applied towards motivating employees to achieve work related organizational performance.

Judge, Simon, Hurst, and Kelley (2014) examined the interplay of motivation, employee performance (EP), and work interpersonal involvements in predicting behavioral trait, affect, cognition as well as individual differences in work responsiveness. Their findings implied that employee personality manifested both stability and variation within individuals. Nevertheless, work experiences influenced behavior and employees' that exhibited emotional disturbance without any known organic dysfunction displayed intra-individual variation in personality. Socio-economic outcomes of job output employees equally motivated the employees (Taylor, 2014). Invariably, passion for work associated with PEs that were optimistic, as well as uncontrolled rumination that led to aggressive behavior (Perrewé, Hochwarter, Ferris, McAllister, & Harris 2004).

Self-actualization

Ivtzan, Gardner, Bernard, Sekhon, and Hart (2013) presupposed the notion of self-realization (SR) as the peak of human pyramid of requirements that portrayed the individuals' motivation to for self-fulfillment (SF). SR was the manifestation of SF involving assertiveness, inner peace, good relationships, and self-regulation (Huss & Magos, 2014). Given that SF was an attribute of wellbeing (WB) Chang, Huang, and Lin (2015) used a quantitative study to establish the positive association between WB and SF following the sense of self led to clarification of the subsisting transition that provided explanations concerning determinants, influences, and indicators. Ivtzan et al. recognized age as one of the determinants of the quest for SR since older employees tend towards the higher needs. Thus: Ivtzan et al.'s study validated the Personal Orientation Inventory (POI) scales thereby concurring to the tenets of SR since the participants that were more than middle age exhibited the quest for higher levels of SA than other participants with lower age limits.

Beitel et al. (2014) included the variants of measuring scales for Self-Actualization (SA). Self-defined goals involving the inner peace, self-fulfillment (SF), assertiveness, healthy relationships, and self-regulation became the self-actualization that transcended basic financial needs (Huss & Magos, 2014). Since Chang, Huang, and Lin (2015) considered the essence of personal fulfillment as an attribute of SA, Vanhoutte (2014) provided various measuring scales for subjective wellbeing. SA scales that Vanhoutte applied included measurements for ageing, dejection, fulfillment, and wellbeing. Taormina and Gao (2013) developed operational definitions towards the human needs pyramid to include anxiety, care, family support, traditional values, and life satisfaction. Using the multi regression analyses, Taormina et al. equally tested and verified the capability of the contentment horizon of every necessity towards forecasting the fulfillment standards of the subsequent greater necessity.

Individual's need for self-actualization (SA) was a function of inner peace and self-fulfillment Beitel et al. (2014). Avlar et al. (2015) provided the evidence that other motivational activities enhanced temporal cognition as opposed to a general gut feeling that incentive improved cognition. At the team level, pro social motivation transcended other incentives to achieve good citizen organizational behavior and team performance (Hu & Liden, 2015). Invariably, rewards motivated the achievement of vicarious goal satiation that emphasized what needs to be done contrary to fulfillment inspired desire.

Implications of Employee Emotions in Organizations

Vidyarthi, Anand, and Liden (2014) orientated the link between employee emotion, job, and organizational performance as well as integrated the social exchange theory with EI research. Thus maintained that emotion perceptions enhance employees' job performance in organizations. Wegge et al. (2015) advanced the framework of employee involvement in organizational leadership (EIOL) that embodied the principles of organizational democracy. The authors integrated the framework of EIOL with the regular employee motivational precepts that included financial incentives, work design, feedback, and team building towards promoting positive organizational performance. Invariably, employees who demonstrated the improved high levels of engagement yielded increased levels of competitive advantage within their organizations (Shuck & Rose, 2013).

Organizational Success

Employees’ PEs greatly influenced organizational success (Hazelton, 2014). Sibanda, Muchena, and Ncube (2014) analyzed the precepts of workers’ commitment being contributing factor to individual performance as well as corporate achievement (CA). Their qualitative case study involved the use of data, which they elicited through unstructured interviews. The thematic data analysis and interpretation revealed the substantial prevalence of employee motivation and engagement on CA. Technological innovation and creativity suggested by McKinley, Latham, and Braun (2014) that organizations required achieving continual success strive on employee engagement.

Negative Tendencies

Van Kleef (2014) emphasized the pervasiveness of emotional employee impact on organizational behavior. Bibi, Karim, and ud Din (2013) presumed the effects of negative employee emotions (NEE) from the balanced perspective that implied counter-productivity, dysfunctional and anti-social tendencies. Van Kleef included the divergent understanding that involved asymmetrical views whereby NEE correspondingly produced positive outcomes while PEs generate negative results. Mitchell et al. (2014) oriented the leaders' mood as an information perspective and used the quantitative correlation analysis to emphasize the high negative affect towards enhancing inter-professional motivation. Utilizing the tenets of emotions as social information (EASI) model Chi and Ho (2014) furthered the effectiveness of NEE by implying that leader negative emotional expression encouraged the agreeableness, conscientiousness, and perceived leader power.

Organizational Failure

Organizational failure (ORF) was a manifestation of financial losses, uncompetitiveness, inactivity, and uncontrolled business problems that require strategic persistence to overcome (Amankwah-Amoah, 2014). Ravaghi, Mannion, and Sajadi (2015) applied a qualitative case study towards exploring the salient factors that associated with ORF. Ravaghi et al. applied the methodology that included semi-structured interviews as well as document analysis and the prevailing analytical strategy in the study involved framework analysis method. Their findings collaborated with Amankwah-Amoah's 2014 article and highlighted low employee morale among others as one of the attributes of ORF. Nevertheless, employee emotion was embedded in both the causes and strategic persistence in overcoming the ORF (Amankwah-Amoah, 2015). Conceivably, hybrid employment relations that encompassed differentiated engagements with diverse employee segments promoted the precepts of workplace conflict resolution and employee commitment towards preventing ORF.

The sequel that poor employee engagement resulted in organizational failure: Shuck and Reio (2014) investigated the extent of linkage between psychological workplace climate and employee accomplishment. The quantitative regression analysis revealed that official affective environment considerably associated with organizational achievement. The simple analysis of variance equally implied that low employees engagement exhibited higher emotional exhaustion and detachment. Similarly, the conceptual model by Alagaraja and Shuck (2015) elaborated the organizational impact of employee engagement linkages and organizational alignment as the enabling factor for performance. Rose, Shuck, Twyford, and Bergman (2015) attributed organizational failures to the activities of dysfunctional leaders that consistently violated psychological contracts.

The Qualitative Case Study Perspectives

Qualitative case research strived on using subjective, relativism, humanistic, and inductive approaches to generate and analyze descriptive data (Parry, Mumford, Bower, & Watts, 2014). The trend in exploratory qualitative research towards development of theories involved the use of ‘how’ and ‘what’ in the questions towards generating the emergent responses from the research subjects thereby providing the suppleness that permit rigorous investigation involving discerning of an assortments of societal circumstances of the study. Gaining the understanding of how employee emotional workplace commitments related to organizational performance in three sectors (oil and gas, financial, and construction) of the Nigerian economy required the exploratory multiple case study design (Parry et al.). The essence of using the exploratory multiple case study methodology was to accommodate the high degree of flexibility that would permit the researcher to observe beyond expressive qualities by considering the surrounding various contexts in the study without any proposition prejudice (Hyett, Kenny, & Dickson-Swift, 2014). The exploratory multiple case study design would enrich the research process of examining the research problem within the real-life context considering the rich emergent data from the embedded various cases that form the unit of analysis (Cronin, 2014).

Flexibility and Multiplicity in Exploratory Qualitative Case Study

One of the strong benefits of the exploratory, multiple, and qualitative case study remained the flexibility regarding the types of RQs and the data collection methods that were employed (Pearson, Albon, & Hubball, 2015). The suppleness of the qualitative case design included its appropriateness for theory generation and elaboration (Ketokivi & Choi, 2014). Furlan and Faggion (2015) reiterated the flexibility in generating the emergent data through the interactive social dynamics that existed between the researcher and subject rather than tightly prefigured data by exploring the studied phenomenon. Equally, collecting and analyzing data were conducted simultaneously in an exploratory multiple case study. Ketokivi and Choi's liberty to choose among the qualitative observation and data elicitation strategies allowed for the in-depth studying of their case.

Thus, participant-observation, focus-group interviews, oral and visual material documentations became the applicable diverse design for the exploratory qualitative case study (Dahlke, Hall, & Phinney, 2015; Harris, 2015).

Imbibing Trustworthiness and Ethics

Morse (2015) recommended the art of persistent observational sustained engagement and robust description; external assessments; critical analysis; debriefing; clarifying researcher bias; member checking; and triangulation towards achieving the established terminologies of dependability, credibility, and transferability that depicted trustworthiness in the qualitative study. Elo et al. (2014) reviewed the tenets of trustworthiness in previous studies and categorized the trustworthiness of content analysis study for various researchers attempting improvement. Elo et al. concluded that the trustworthiness of content analysis results was dependent on the primacy of well-saturated data, rich, and appropriate emergent data, thus, data collection strategy, sampling method and participants' descriptions cumulated into data gathering capabilities that enhanced the credibility of the research. Nevertheless, including digital information in reporting of qualitative studies enhanced trustworthiness by providing more detailed representations that moved beyond print-based transcriptions (Davidson, Paulus, & Jackson, 2016; Hagood & Skinner, 2015).

Ethical considerations remained paramount given that the ontological and epistemological perspectives of a qualitative study respectively involved constructionism and interpretivism paradigms (Charlesworth & Foëx, 2015). The extent and dynamics of ethical consideration ultimately depended on the design of the project and research subjects. Usually, the research should identify and liaise with the prevailing and applicable research ethics committee. Ethical considerations in the qualitative study included securing appropriate authorizations for conducting the interviews with the designated groups, measures that eliminated researcher self-biases, insistence on protection of the rights of human subjects in research and informed consent as well as permission for the audio recording of the interview (Robinson, 2014). Ethical issues equally arose from the emerging trend of data sharing (Cheah et al., 2015).

The Essence of Positive Social Change

The specialization in the scholarship and practice of leadership and organizational change remained common to the realization of human and positive societal values (Kamoche, Siebers, Mamman, & Newenham-Kahindi, 2015). The social impact implication of the study in the parlance of organizational to behavior included that research findings supported corporate managers in accomplishing improvements that help in providing commodities and amenities that impacted social and economic transformation (Shantz, Alfes, Bailey, & Soane, 2015). Addressing leadership and employee related issues helped the society towards increasing the wellbeing of various stakeholders (Packard & Jones, 2015). The essence of global leadership involved blending the critical dimensions of human elements, culture and business climates into the social contexts that affected the quality and outcomes of the innovative goods and efficient services (Glisson & Williams, 2015). The scholarly activities in understanding the interplay of employee NEs proffered suggestions on how to improve positive social interactions in an organization (Hur, Han, Yoo, & Moon, 2015). Recommendations towards curtailing organizational anti-social behaviors would minimize loss of revenue in organizations.

Kang and Bodenhausen (2015) presented the threats and prospects of compound characteristics in communal discernment and communication. Kang and Bodenhausen’s article provided the meaningful opportunities for supportive extramural group behaviors and connections towards improved emotional wellbeing and more creative prospects towards satisfaction of desire and positive meaning of personality. Similarly, Ahearne, Lam, and Kraus (2014) posited the role of societal investment in the functional outcome considering the operation strategy for managing MLE. The intermediate executives invariably shape the relationship and interact with both lower and higher hierarchies thereby harnessing the advantages mutual exchanges. The essence of specializing in the parlance of leadership and organizational change was to enhance the capability of institutionalizing societal and human elements in the corporate organizations. The notion of positive social change in organizations underwent the desired prominence considering the emergence of critical management studies (Fairhurst & Connaughton, 2014; Szelenyi & Bresonis, 2014).

Gap in the Literature

Most of the qualitative scholarly articles in this literature review towards understanding the prevalence of EEs on organizational performance (OP) concentrated on theoretical models and inductive analysis that created the empirical and practice gaps. Cote (2014) proffered an elaborate definition of EI, approaches for measuring EI, exposed organizational context models for EI, but did not undertake an empirical field observation study to illustrate the influence of EE to OP. Bakker, Demerouti, and Sanz-Vergel (2014) outlined the attributes of burnout as well as work commitment using qualitative literature review and oriented the job demands–resources theory that exposed the various health and motivational outcomes. Bakker, Demerouti, and Sanz-Vergel's (2014) paper did not consider the research design that could validate their inductive reasoning through a field observation.

A review of associated literature in this current study revealed a gap in portraying the positive social change aspects of the problem of employee NEs that eluded the delivering of socially oriented innovative products and services (Li, Chen, Liu, & Peng, 2014). Subramony and Pugh (2015) reviewed empirical studies that involved service-related consequences and composed an integrative framework that did not include the tenets of positive social change. Hence, timely interventions on employee emotional impediments to organizational performance provided the social-psychological understanding of involvement positive social change as well as contribute towards closing the scholarly gaps in the extant literature (Cohen & Sherman, 2014).

Summary and Conclusions

This chapter reiterated the problem of uncooperative EEs and the resultant counter-productivity that became a growing challenge for the contemporary establishments (Hess & Cottrell, 2016; Musgrove, Ellinger, & Ellinger, 2014). The chapter presented a literature search strategy as well as highlighted the theoretical foundation for the study, which the review traced to the consequence of psychological ownership in organizations theory (Pan, Qin, & Gao, 2014). The chapter featured the conceptual framework that produced the roadmap for the study as well as operationalized and structured the interconnectivity of the researchable themes from my paradigms (Sedlmair, Heinzl, Bruckner, Piringer, & Moller, 2014).

In striving to cognize the interplay of human emotions in the workplace, reviewing the extant literature included themes of employee emotion that covered varying aspects of emotional intelligence, emotional labor, the sociality of emotions, and human elements in organizations. The literature review correspondingly elaborated the essences of OE given the social performance, financial performance, and environmental performance. Equally, the reviews encompassed the attributes of PEs as well as the implications of EEs in organizations.

The current gap in the extant literature revealed that related qualitative studies based their studies on theoretical models and literature reviews, thus, few studies included field observations towards understanding the interplay of dysfunctional employee behavior (Randmann, 2013). This dissertation may possibly bridge some of the missing links in academic literature since it produced suggestions that would offer further scholarly evaluations towards dealing with the menace of workers' dissatisfaction that prompted detrimental attitudes concerning the employees' ability to accomplishing corporate purposes of financial improvement. The research filled the gap of validating some of the associated scholarly exposures (Kaplan, Cortina, Ruark, Laport, & Nicolaides, 2013; Rogers, Schröder, & Scheve, 2014). The succeeding Chapter 3 contains the research methodology for a multiple qualitative case study field observation towards filling the identified scholarly gap.

Chapter 3: Research Method

Introduction

The purpose of this exploratory multiple case qualitative research was to investigate and understand how workers' affection related to corporate outcomes in the three areas of the economy in Nigeria. Given that contemporary market leaders constantly restructure their processes towards winning in the fluctuating business environment, some authors have suggested that the committed affection and motivation of the frontier workers has contributed to the success of corporations (Subramony & Pugh, 2015). The problem of employees' emotional detachment was worthy of exploring since such detachment contributed to harmful activities that detracted from corporate achievement (Bakker, Demerouti, & Sanz-Vergel, 2014). This study appeared beneficial to both the participants and their individual corporations, it offered new evaluations to the subsisting scholarly works towards eradicating workers' dissatisfaction that prompted detrimental attitudes concerning the employees' ability to accomplishing corporate purposes towards financial improvement. In the study, I have provided suggestions for improving corporate positive societal good.

In this chapter, I presented the detailed rationale for the research design including my function as the investigator. In this procedure section, I covered the rationale behind the selection of the participants, the data collection instrument, and sources of data. I equally addressed the essence of the field test (FT) as well as the processes for recruiting participants for the FT. The chapter also included the procedure for data elicitation, the procedure for data analysis, and ultimately, matters concerning credibility.

Research Design and Rationale

The only RQ was: How do emotional interactions of midlevel employees' in the oil and gas, financial, and construction workplaces relate to organizational performance in the Nigerian economy? The type of RQ tended towards an exploratory research (Venkatesh, Brown, & Bala, 2013). The RQ was sufficiently open-ended and indicated a possible emerging design. It specified whom being the employees; what representing the emotional interactions; and the Nigerian petroleum, financial, and construction workplaces as where the study took place. The use of how in the RQ gave room for emerging data that generated themes from the perspectives of the research subjects.

The purpose of this study and the corresponding RQ impelled me to use the exploratory multiple case study of the three industrial sectors (financial, construction, and oil and gas) in Nigeria. I used the qualitative case study methodology to elicit the views of the participants in each of the three companies that represented the construction, financial, and oil and gas industrial groupings in Nigeria. I assessed the emerging outlooks of how reactive emotional interplays of workers related to corporate outcomes (Parry, Mumford, Bower & Watts, 2014). I applied contingency of individual perspectives in the respective sectorial groupings to produce and investigate exploratory data in the study. I used the qualitative procedure to extract individual interactions that allowed for the emergent rejoinders and additional explorations. I observed social hints like tone, body, and facial expressions that became useful during triangulation of data (Pervez, 2014).

The exploratory multiple case study design was appropriate for data generation towards addressing the information requirement for the study, hence, the generalization of results beyond the embedded cases (Tsang, 2014). I interviewed a total of 24 research subjects. I started with seven participants in each of the representative industries to contribute to the component cases (construction, financial, and oil and gas) that made up the multiple case study. I equally included additional three participants from construction sector (two participants) and petroleum sector (one participant) to achieve data saturation. I used the tenets of using a multiple case study to explore the links amongst the research problem themes within the unit of analysis from a sociological perspective towards generating a theory, ideas, and hypotheses towards for new research from the selected case (De Massis & Kotlar, 2014).

The exploratory nature of this multiple case study allowed for observing beyond graphic descriptions and studying the surrounding real-life context with a high degree of flexibility. The diversity element of the analysis comprising three sectors of the economy in Nigerian (financial, oil and gas, and construction) involved embedding various units that make up the unit of analysis. The exploratory case study provided the diverse sectorial perspectives towards filling the gaps in the literature as well as originating a theory considering the diversity of the components of the case (De Massis & Kotlar, 2014).

Role of the Researcher

I functioned as a participant-observer by virtues of the face-to-face interactions with the research subjects (Wallace & Sheldon, 2015). Though the possibility of having a previous encounter with some of the respective organizations in the unit of analysis during professional and business engagements existed, I did not have any controlling relationships involving positions of power with the participants. Acknowledging and isolating future relationships helped in managing any emerging biases and reactivity during the study (Umeokafor, 2015).

During the study, I applied the precepts of focused observation, in which the participants' insights guided my investigative decisions about what I observed (Pugliese, Nicholson, & Bezemer, 2015). Since I remained a scholar-practitioner in the parlances of the unit of analysis, conscious isolation of preconceptions and ethnocentrism enhanced the credibility of the study (Pitre, 2015). While establishing the required cordial relationships that aided in successful data elicitation from the participants, I was mindful of the objectivity needed to generate honest responses from the research subjects (Kamuya et al., 2013).

Methodology

Participant Selection Logic

This study included the employees of three sectors of the Nigerian economy, oil and gas, financial, and construction, as the unit of analysis. The main strategy for the study involved stratified purposeful sampling, which included a careful selection of endowed cases with the data requirement for fulfilling the purpose of the study (Bungay, Oliffe, & Atchison, 2015). I based the selection criteria of the research subjects on the midlevel employees of multinational companies chosen from the purposeful strata of oil and gas, financial, and construction sectors in Nigeria. The demographic profile of midlevel employees in this study included a combination of male and female workers (Chen, Friedman, & Simons, 2014). The qualification and experience of the MLE in the study involved first-degree graduates with 10 years' work experience or Masters degree holders with a minimum of 5 years working experience (Moodie, Wheelahan, Fredman, & Bexley, 2015).

The choice of MLE was justifiable because they provided the link between the low cadre and the high echelon of the workers in the organization. While the oil and gas, financial, and construction sectors featured were the most productive in Nigeria, the multinational companies provided a strategic positioning for transferability of the findings based on globalization and multicultural leadership perspectives (Adeusi & Aluko, 2015; Spector, Liu, & Sanchez, 2015). My criteria for discerning multinational companies were organizations that had operational units and other assets in more than one country (Cantwell & Piscitello, 2015). I made the selection of midlevel employees by recognizing responsible managers for at least one low level of executives. The reporting line of the middle manager was to an upper level superior in the organization. At the operational level, the midlevel employee was known for executing the strategic directives of the top management to ensure smooth functioning of the enterprise (Ahearne, Lam, & Kraus, 2014).

All qualitative research methods carried an inherent limitation from a small sample size that did not guarantee appeal as universal; yet, there was no scholarly consensus on its sample size requirement (Morse, 2015). Nonexistence of agreement on an appealing sample size in a qualitative research led me to establish decisions on the fundamental research paradigms involving constructivism, subjective meanings, and inductive personal values and experiences within specific circumstances (Wahyuni, 2012). Francis et al. (2010) advocated for setting a sample size for a qualitative study following the conceptual prior minimum participants and stopping the interview when data saturation occurred, if new themes did not emerge after interviewing an additional three research subjects. The goal of this study when coupled with the matching RQ supported using an exploratory multiple case study design that encompassed interactions with 24 purposefully selected participants that would support data saturation (Fusch & Ness, 2015).

Going by the minimum participants per business unit, I selected seven participants from each of the three sectors of the respective Nigerian economy to make up the required 21 participants. The additional three participants followed the suggestion of Francis et al. (2010) and served as a buffer towards achieving the desired result of rich and thick data. I interviewed nine, seven, and eight participants respectively from the construction, financial, and oil and gas industries. A maximum of 24 participants allowed ample opportunity to interview and observe each purposefully selected research subject as well as efficiently manage the emergent data from 24 interviews within the cost and timeframe of the study.

In this study, the relationship between the size of sample population and data saturation was that a minimum of 21 participants provided the emergent data that were exhaustive towards corroborating the a priori themes in the conceptual framework (Morse, Lowery, & Steury, 2014). The data saturation occurred when the additional three participants that reached the maximum of 24 participants generated sufficient identification of new concepts (Palinkas et al., 2015). Iterative cycles of concurrent analysis amid data collection helped in my tracking of the emergence of new themes towards achieving the subsequent data saturation (Sargeant, 2012). The majority of selected participants tended towards saturating a particular aspect of the emerging theme during their interview, and the precept of purposive selection enabled the inclusion of varied opinions that led to the discovery of new themes.

The specific procedure for identifying participants included a feasibility study that entailed identifying and cataloging the list of MLE from the participating organizations in the unit of analysis (Jorgensen et al., 2014). The recruitment directory entailed clues for answering the RQs using the responses from the respective potential participants towards (Luoto et al., 2013). I contacted the eligible selected research subjects by e-mail that included the administration of the informed consent documentation and followed-up with telephone calls soliciting for participation in the proposed study. I subsequently scheduled the baseline interviews with the amenable participants.

Instrumentation

The data collection instrument that applied to this study included the interview protocol coupled with audio voice recorder and observation sheet (Ranney et al., 2015). I developed and produced the interview protocol and the observation sheet for eliciting data towards resolving the study problem. I procured and used a voice recorder that had an inbuilt memory, a memory card slot and microphone feature for better and countless audio recordings even in noisy environments (Redlich-Amirav & Higginbottom, 2014).

The observational sheet that was used as part of the interview had provisions for writing and noting social hints like tone, body, and facial expressions from research subjects (Dharmawansa, Fukumura, Marasinghe, & Madhuwanthi, 2015).

The interview protocol contained questions that established sufficiency of data collection since it included interrogations involving background, epistemic cognition, experience, opinions, sensory, and feelings of the participants towards answering the RQ (Greene & Seung, 2014). The basis for the interview protocol development involved the emanation of themes from the extensive review of extant literature in support of the conceptual framework (De Massis & Kotlar, 2014). Considering the RQ: How do emotional interactions of MLE in the oil and gas, financial, and construction workplaces relate to organizational performance in the Nigerian economy? Including a question that elicited the meaning of employee emotion at the workplace from the subjects was germane. The interview instrument equally comprised a reflection of the participants' professional experiences towards describing the manifestation of positive and negative emotions. Other pertinent questions in the protocol that I administered to the participants included the meaning of organizational excellence; description of organizational success and failure; as well as the contributions of employee positive and NEs to organizational performance. A field test that involved the exposure of a draft of the interview protocol to the faculty of experts in the parlances of organizational leadership, behavior, development, and change for validation improved the content rationality of the instrument (Roulston & Shelton, 2015).

Field Test

The pre assessment of data gathering instrument was a procedure that I used to confirm the trustworthiness of this qualitative study following the presumptions that a qualitative research involved the practice of non-standardized instruments for smaller and nonrandom samples (Baskarada, 2014; Munn, Moola, Riitano, & Lisy, 2014). Since the interview tool for the study is researcher-developed, I selected qualitative research design experts from the Walden University faculty directory. I e-mailed a solicitation correspondence (see Appendix B) attaching the abridged version of this proposal containing the title page, problem statement, purpose statement, RQ, and the IQs to the purposively selected FT participants. Three of the faculty experts responded to the FT by reviewing the intended RQ and provided valuable comments that contributed to the alignment of the IQs to RQ. The FT procedure ensured that I framed the IQs in the correct way to elicit the appropriate and sufficient data/information for the subsequent analysis.

Following the valuable feedbacks of expert panel review, I updated the interview protocol for this study (Appendix C). I amended the main study question to: How do emotional interactions of MLE in the oil and gas, financial, and construction workplaces relate to organizational performance in the Nigerian economy? While updating the study question, I included the participants' group for the study as well as replaced the word prevail with relate to giving that one of the experts convincingly explained that measuring prevail would be problematic. I equally modified the IQs to focus on a specific and recent event that the research subjects can recall and describe; including both what happened and how they felt about it; what they did. Due to the feedback from the FT I removed such futuristic words, as how can from the IQs. Since speculation was not science and participants could only tell what happened and what existed for the analysis of how the world works. The changes resulted in reducing the IQs from eight to seven.

The essence of the FT was to elicit feedback from the experts who identified ambiguities and problematic questions (Turnbull, Parker, & Needham, 2014). The FT helped in ascertaining whether each question could generate the adequate range of responses from the participants during the main study. The administration of the FT was different from the main study since I e-mailed the instrument to the test participants for validation. Hence, the research subjects in the main study answered the validated questions during the face-to-face interview.

Recruitment, Participation, and Data Collection Procedures

Recruitment Procedures

The documentary procedures that I used to recruit participants included the Letter of Cooperation (Appendix D), Expression of Interest (Appendix E), and Consent Form (Appendix F). I equally used Subject Eligibility Criteria Checklist (Appendix G). The succinct description of these applicable procedures involved the following:

Letter of cooperation. The Institutional Review Board (IRB) approved the Letter of Cooperation that was meant to emanate from the respective three participating organizations (representing each of the industrial sectors that made up the multiple cases) as the unit of analysis for the study. The essence of the letter was to secure the formal approval and cooperation of the organization towards supporting the process of recruitment and participation of would-be research subjects from their respective organizations (Michelson, 2016). I envisaged that the sample Letter of Cooperation (Appendix D*)* that I sent to the participants' organization for their adoption would foster the requisite organizational support for the study.

Expression of interest. Appendix E consists of the sample e-mail that I planned to use as the Expression of Interest (EXOI) to the potential participants. The EXOI covered a brief synopsis of the research as well as the extent of participants' involvements. The EXOI equally addressed the participants' confidentiality and how the plan for the emergent reports would exclude the participants' details.

Consent Form. I proposed to provide the Consent Form (Appendix F) to the potential participants at the same time with the invitation e-mail. I would attach the consent form to the invitational e-mail. I revised the invitational e-mail for the EXOI to include that I would attach the informed consent form. Following the ethical tenants of the consent form, I planned to administer the consent form to only the participants that would satisfy the inclusion criteria.

Subject Eligibility Criteria Checklist. I envisioned the use of the Subject Eligibility Criteria Checklist to verify that participants meet the selection criteria. I intend to administer the "Subject Eligibility Criteria Checklist" through e-mail to the prospective participants that the HR representatives of the respective organizations would shortlist. The essence of implementing the subject eligibility procedure is to that the study included only the qualified participants.

Data Collection Plan

I planned to obtain a list of multinationals in oil and gas, financial, and construction sectors operating in Nigeria from Federal Ministry of Trade and Industry and other plausible sources. Recruiting research subjects would involve the purposive selection of MLE from multinational companies in the oil and gas, financial, and construction business being the economic segments in Nigeria (Khan, 2014b). I proposed establishing a list of the prospective organizations that appealed to the criteria for the shortlisting as well as purposive recruitment of the participants and solicit permissions to include research subjects from the qualifying establishments (Jorgensen et al., 2014). I planned face-to-face interviews to take place in the cafes out of the premises of the participants' organizations.

I aimed to collect the data considering my role as the participant-observer by virtues of face-to-face communications with the research subjects (Wallace & Sheldon, 2015). Frequency considerations for data collection events included using three consecutive weeks for the entire interview and field observation. I dedicated one week for each of the three segments being the oil and gas, financial, and construction commerce in Nigerian that constitutes the embedded cases of the study. Schedule for the face-to-face interviews included one participant in successive days for each of the sectors. I proposed that interview session would last for a maximum 60 minutes as a guide depending on the participant's responses that lengthened or reduced the interviews sessions (Khan, 2014a). My interaction with the research subjects would focus on using the semi-structured interview to refine the protocol following emerging responses toward answering the RQ.

Recording of the emergent data from the participants involved both audio recording and note taking. I proposed to use the voice recorder with inbuilt microphone, memory and additional memory card slot that had the capabilities of saving countless audio recordings in noisy environments (Redlich-Amirav & Higginbottom, 2014). I equally planned to use the observational notebook for the journaling social hints like tone, body, and facial expressions from participants (Dharmawansa, Fukumura, Marasinghe, & Madhuwanthi, 2015). Having fewer than envisaged participants could lead to failure of reaching data saturation that impact on the quality of the study (Fusch & Ness, 2015). The contingency plan accommodated the eventuality of having too few participants included shortlisting additional participants from the subsisting purposive long list (Jorgensen et al., 2014).

Eliciting additional clarifications from the research subject following the initial required telephone conversations, exchange of e-mails and supplementary face-to-face interviews when required (De Massis & Kotlar, 2014). I proffered that the study participants should exit the study through a debriefing process. Procedure for debriefing the participants included communicating and discussing all elements of the study in details (Bell et al., 2014). After completing the study, I intended to initiate the verbal conversation with the subjects to discuss the outcome of the study and accord the subjects the opportunity to ask questions. The debriefing procedure marked the end of study participation included providing participants with accurate and appropriate evidence following the essence of the study, the purpose, as well as findings (Crookall, 2014).

This study being a qualitative case study design had the inherent biases and flaws that could detract the credibility, trustworthiness, and transferability of findings (Carù, Cova, & Pace, 2014). I planned to curtail the tendency of the personal biases and idiosyncrasies by acknowledging, declaring, and isolating my predispositions (Umeokafor, 2015). During data collection, I intended to classify the emergent data by types, in a way that allowed for the unbiased accumulation of new understandings from the participants' perspectives. I planned to use a deliberate strategy of detaching self from the responses of the participants to discern the divergent worldview of the respective subjects. I planned to use multiple data collection means including audio recordings, field notes, reflective journals, and anecdotal evidence logs to ensure that the emergent data was free from personal biases (Mbuu, 2015). The strategy of simultaneously collecting and analyzing data equally would help in preventing personal interpretations beyond the participants' views on the emergent data (Onwuegbuzie & Byers, 2014).

Data Collection

Participants

The data collection in this qualitative multiple case study involved the semi-structured face-to-face interviews with 24 research subjects from the three participating organizations located in Lagos representing the oil and gas, financial, and construction sectors in Nigeria. I implemented the data collection precepts contained in the IRB approval number 09-16-16-0350939 that I got from Walden University. Though the design of the multiple case study was exploratory, I took measures that organized the emergent data from each of the sectors to allow for plausible comparison of trends that formed part of how the themes occurred (Woodside, 2014). I contacted the human resources representatives of the participants' organization who provided the list and contact information of the qualified research subjects following the participants' eligibility criteria from the study. I verified that participants met the selection criteria by administering the "Subject Eligibility Criteria Checklist" through e-mail to a minimum of 27 prospective participants thereby allowed for the eventuality of exceeding required 21 subjects in the quest for data saturation. The basis for the selection criteria of the participants included the MLE consisting of a combination of male and female workers. The qualification and experience included first-degree graduates with 10 years work experience or 5 years minimum work experience for Masters degree holders.

Data Collection Proceedings

I used a total of three weeks to conduct the semi-structured interview with the recruited participants since I committed each successive week to the participants in a single organization representing the specific industry in Lagos Nigeria. I started with the construction sector participating organization where I interviewed nine subjects to achieve data saturation. During the second week, I interviewed seven participants in the financial sector as well as eight subjects in the third consecutive week. I used the weekends to interview few of the participants that did not have a work-free day during the weeks. A typical interview lasted for between 45 to 60 minutes. During the interview, I administered the interview protocol (see Appendix C) by providing a brief explanation the essence of the study including an overview of the overriding RQ. I equally proffered a description of the sections of IQs covering the focus on EEs as well as the aspects of organizational performance and administered the questions one after another.

The interview protocol was the main data collection instrument that yielded the audio-recorded files from the semi-structured face-to-face interview of the participants that I transcribed and used for further analysis. The interview observation notes provided additional insights into the emergent data. I executed data collection and transcription concurrently since I initiated the transcription of the recorded files after each interview session in a start-to-start task dependency relationship (Gálvez, Ordieres, & Capuz-Rizo, 2015). I waited to complete data collection before the analysis using a finish-to-start task dependency (Yang, Lu, Yao, & Zhang, 2014).

Variations and Unusual Circumstances

I did not experience any deviation from the data collection plan. Nevertheless, the voice recorder that I used for the first two interviews developed a problem that led to unclear recordings that became cumbersome during transcription. I relied on the observational notes that I took during the discussions to develop the transcripts for the two interviews on the same day of the interviews, and I verified and adopted the transcripts as a true representation of their respective thoughts. This occurrence led to the inclusion of two more participants that made up 9 interviews that achieved data saturation in the construction industry participants as well as nullified any probable miscarriage of trustworthiness. The unusual circumstance did not pose any further concern to the study since I eventually achieved data saturation.

Data Analysis Procedures

Data Analysis Plan

Addressing the only RQ: How do emotional interactions of MLE in the oil and gas, financial, and construction workplaces relate to organizational performance in the Nigerian economy; I proposed to use the interview protocol generated audio-recorded data from the participants. I planned to transcribe the audio-recorded narratives and dialogue from the interview proceedings and integrate them into the emergent data from the observational field notes as well as the extant literature and conceptual framework towards the RQ (Onwuegbuzie & Byers, 2014). I intended to use the conceptual framework as the basis for priori coding of data that could allow the emergence of new themes from open coding (Masaryk, 2014). I planned to use computer-aided analytical tool for coding and data analysis.

NVivo-10 being the qualitative data analysis for efficient management of the emerging qualitative data remained the main computer-aided tool for analyzing data. I proposed that the software would help in organizing the assortment of descriptive and narrative data that emerged from audio transcriptions, field observations, and literature review (Edwards-Jones, 2014). Querying and graphical features of NVivo aided the inductive data interpretation towards observing the associations amongst the extant literature and emergent discoveries. I intended to use the software for enhancing and generating the comprehensive report from the database.

The collaborative data analysis that I envisioned included the technique of taking transcriptions to participants before analysis and interpretations of results as well as validating the same information with the participants before publication (Onwuegbuzie & Byers, 2014). I performed discrepant case analysis after establishing preliminary themes categories by looking for pieces of evidences that became inconsistent with the themes. The designed techniques for discarding and retaining discrepant cases in this study included investigating, validating the source, and determining how to interpret that unique observation (Wakeam, Hyder, & Weissman, 2014).

Data Analysis

In performing the data analysis, I compared and integrated the interview transcripts with the field notes (Onwuegbuzie & Byers, 2014). I equally triangulated the emergent data with the extant literature and the conceptual framework. I implemented the hybrid qualitative technique of thematic analysis (TA) and content analysis (CA) towards analyzing the data (Crowe, Inder, & Porter, 2015). TA and CA have similarities of data disassembling and reassembling as well as establishing themes and patterns. I harnessed the opportunity of quantifying the qualitative data by conflating the analytical approach since the inclusion of CA allowed for measuring the frequency of different themes and categories (Elo et al., 2014).

I followed the process of priori coding of data by using the conceptual framework (Figure 1) as the basis, and I equally allowed the plausibility for the emergence of new themes from the open coding (Masaryk, 2014). Out of the six stages I firstly applied the four stages being the precepts of TA in line with Maree (2015). I eventually implemented the remaining two stages that involved the aspects of CA. During the stage one of the data analysis, I achieved an in-depth familiarization of the data by constant reading that enabled the systematic preliminary coding of all the 24 interview transcripts. In Stage 2, I structured the codes into plausible themes and subthemes with the conceptual framework. In Stage 3, I reviewed the topics and checked out the possibility of having new themes that I might not have captured as I outlined and labeled them in Stage 4. I checked out the possibility of new themes that I might not have captured as I defined and labeled them in Stage 4.

In Stage 5 of the data analysis, I performed the CA that involved the categorizing of the content and theme that manifested from the analysis as well as transcended to the understanding of their latent meaning (Crowe, Inder, & Porter, 2015). I equally identified the frequency of occurrences of the categories. The final stage involved presenting the reports that cumulated from of the analyses that included TA and CA (Vaismoradi, Turunen, & Bondas, 2013). I involved the participants in member checking process as I provided them with the findings of the study for critical analysis and comments (Harper & Cole, 2012).

I achieved the required efficient management of qualitative data with the NVivo-10 computer-aided tool for analyzing data. NVivo coupled with Microsoft Excel helped towards integrating the assortment of descriptive and narrative data that emerged from audio transcriptions, field observations, and literature review (Edwards-Jones, 2014). I equally used NVivo and its graphical features to inductively query and interpret associations amongst the extant literature and emerging discoveries.

Issues of Trustworthiness

The notion of trustworthiness in a qualitative study consists of credibility, transferability, dependability, and confirmability instead of focusing on the quantitative paradigm of reliability, validity, and generalizability (Anney, 2014). Rigors of a qualitative research design ensured that the study measured what was in the plan including applicability of the findings to other subjects and other contexts. Consistency and neutrality equally add to the criteria for assessing the trustworthiness of research findings (Cope, 2014).

Credibility

Strategies for ensuring the truth-value focus of the research include using FT to validate the interview protocol thereby ensuring that the measuring instrument evaluated what it was set out to assess (Baskarada, 2014). I used stratified purposeful sampling being the participants' selection context involving careful selection of endowed cases that are in line with the data requirement for fulfilling the purpose of the study (Bungay et al., 2015). The data collection approach that should allowe for prolonged engagement using the semi-structured interview protocol that accommodated emerging responses toward addressing the main question for the study enhanced the research credibility (Khan, 2014a). Supplementary and follow-up engagements with the participants after the first interview, treatment of discrepancy cases as well as debriefing procedure served as a good strategy for imbibing credibility (Bell et al., 2014). I used triangulation technique incorporating both audio tape recording and observational journaling to obtain and safeguard a full and accurate understanding of the participants' perspectives of the RQ (Redlich-Amirav & Higginbottom, 2014).

Transferability

I achieved the likelihood of transferring the findings of the study to other groups and settings that did not form part of the research. Hence, justifying the dynamism of the unit of analysis. Purposive choice of multinational companies in the study design improved the applicability of the findings in more than one country (Cantwell & Piscitello, 2015). The selection of midlevel employees as the research subjects indicated that the conclusions may be transferable to a wide range of sectors since they represent the operational managers for executing the strategic directives of the top management to ensure smooth functioning of the organization (Ahearne, Lam, & Kraus, 2014).

Dependability

The essence of ensuring dependability in an inductive research is to maintain consistency and reasonably reproducing discoveries from the collected data (Sousa, 2014). The member check technique involving clarifying the accuracy of interpretations and descriptions of the information provided by the participants' was helpful to improve dependability (Gholston, 2015). I used the FT procedure of sharing the conceptual framework, problem statement, purpose, RQ and the interview protocol with a team of purposively selected faculty experts in qualitative case study methodology to achieve dependability (Turnbull, Parker, & Needham, 2014). I inculcated the use of audit trail process that involved operating a documentation matrix of information per participants and relativity of information from respective participants (De Massis & Kotlar, 2014).

The procedure for ensuring dependability involved an emergent study design for the entire research process that contained the changing conditions of the study phenomenon from the interactions with the participants.

Confirmability

I integrated the tenets of confirmability audit by ensuring that the emergent interpretations, findings, and recommendations from the study are products of the data that emanated from the participants (Loh, 2013). Declaring, acknowledging, and isolating personal biases and interests would help in ensuring the neutrality of the data (Mashek, 2015). I used the precepts of member check, audit trail, triangulation, and FT to harness the grounding of the empirical findings and conclusions of the study in the emergent data.

Ethical Procedures

The relevant ethical concerns relating to the IRB in this proposed study were mainly the informed consent, confidentiality, as well as the protections of the rights of human subjects in research (Turner & Webb, 2014). I resolved the threat of informed consent by requesting and securing all the applicable approvals and licenses towards executing meetings in the nominated establishments (Bromwich, 2014). I informed the research subjects concerning the essence of information that arose from the research including the honest reasons for participating in the study. I equally informed respective participants about the audio recording of the interview and requested for their permissions at the beginning of the interview. I gave an indication of the duration of the interview session with the participants and assured them of their liberty of quitting the interview at will.

The study did not attract any compensation but for sharing the findings that became beneficial to the participating organizations. The ethical concerns relating to recruitment materials included limiting the information for the potential participants to the ones that aided the determination of eligibility for, and interest in, the study. The recruitment material succinctly comprised of my contact information and the university affiliation for the doctoral study comprising an explanation concerning the conceptual framework and purpose of the study. Recruitment materials equally contained the summary of criteria that I used to determine study eligibility as well as time and other commitment requirements of the participants.

I honored signs of unwillingness to participate and early withdrawal of research subject from the study by informing the participants of their rights towards data collection and intervention activities. Hence, the contingency plan to accommodate the eventuality of having too few participants included shortlisting additional participants from the subsisting purposive long-list (Jorgensen et al., 2014). Unintended discoveries relating to the information from the participants constituted aspects of confidential material.

Avoiding confidentiality dilemmas warranted to treating every participant as anonymous to adequately generate a report that led to answering the main study question. Though the nature of data assessment for the study did not indicate high risk, I was amenable to signing and respecting any confidentiality agreement by the participants and their respective organizations. I saved the emergent data from the participant in an external hard drive strictly for the purpose and intent of the study. At the completion of the research, I equally took appropriate measure to delete all information by formatting the data storage. Other ethical issue that might arise included the conflict of interest of conducting a study within my work environment and power differentials. Considering that I might have come across the respective organizations in the unit of analysis during professional and business engagements, acknowledging and isolating future relationships helped in managing any emerging ethical issues (Umeokafor, 2015).

Summary

This Chapter provided the features of the rationale for the research design as well as my role as the researcher in the study. The methodology section dealt with the rationale for selecting the participants; data collection instrumentation; FT processes for participants' recruitment, involvement, and data elicitation; and the plan for data analysis. Ultimately, the Chapter addressed the issues of trustworthiness and ethical considerations.

The succeeding Section conveyed the outcomes of the study. The next Chapter contains the impact the FT, prevailing circumstances of the research setting, and demographic characteristics relevant to the study. The following Chapter equally addressed collection and analysis of data realities from the research as well reported the evidence of trustworthiness from the study.

Chapter 4: Results

Introduction

The purpose of this exploratory multiple case study was to gain an understanding of how employees' emotional commitments to the workplace relate to organizational performance in three sectors (oil and gas, financial, and construction) of the Nigerian economy. I developed the interview protocol that I used to generate the participants' responses from a single central RQ: How do emotional interactions of midlevel employees in their oil and gas, financial, and construction workplaces relate to organizational performance in the Nigerian economy? The study necessitated the extension of the consequence of psychological ownership in organizations theory by gaining an extensive understanding of the concepts of employees' emotional dispassion that influenced their commitment towards realizing corporate achievement (Pan et al., 2014). Given that continuous organizational restricting is a requirement for innovation, some authors have recommended that employees' emotional commit has added to the successes of contemporary corporations (Subramony & Pugh, 2015). The problem of employees' emotional disinterest was worthy of exploring because such detachment contributed to adverse activities that detracted OS (Bakker, Demerouti, & Sanz-Vergel, 2014).

In this chapter, I presented the results from the interviews with the purposefully sampled 24 research subjects (with a minimum of seven midlevel employees as participants from each of the three industries). This chapter also included a description of the circumstances that might have changed from the proposal that might have affected my interpretation of the study results. I correspondingly presented the participants' demographics and the data collection procedure as executed. I reported the processes that I used for data analysis and the evidence of trustworthiness in the study. Finally, I presented the study results followed by the analysis, summarized answers to RQ, and conclude the chapter by providing a transition to Chapter 5.

Research Setting

The setting of this study was the geographical location of the Lagos metropolitan area, being the commercial and industrial hub of Nigeria (Nwagwu, 2015). To allow for optimal concentration, the face-to-face interviews with the research subjects occurred in a semistructured format that took place on weekends or the participants' work-free days during the months of September and October 2016. Following the regional delineation of Lagos into Mainland and Island (Akinjare, Oni, & Iroham, 2014), I used the Ikeja Golf Club and Ikoyi Club respectively as the venues for participants' interviews. The corresponding proximity of the interview venues to the participants encouraged participation that was devoid of unnecessary traveling time.

I interviewed participants from each of the three sectors sequentially. I used a week for each sector and spent 3 weeks for the entire participant interview process. I analyzed the emergent data simultaneously with the weekly interview schedules. Because the interviews occurred within a short duration, none of the participants' organizations were besieged with extraneous circumstances that could detract from the outcome of the study.

Demographics

Following the receipt of final approval from the Walden University IRB, I used the inclusion criteria to administer the EXOI and the embedded Informed Consent Form (ICF) to the applicable participants. All the 21 participants that I contacted initially signed the ICF and expressed their willingness to partake in the study. I eventually recruited a total of 24 research subjects following the emergent quest for data saturation that led to including an additional six participants that signed the ICF. Tables 3 and 4 show the demographic composition of all 24 participants.

Table 3 illustrates the industrial sector, gender, qualification, and experience level of the respective participants. The compositions of the 24 participants from the three commercial sectors in Nigeria include: Oil and gas (*n* = 8), financial (*n* = 7), and construction (*n*= 9). In connection with the objectives of the study, I used the sample size of 24 to establish data saturation and appropriately answer the RQ.

Table 3

The Demographic Composition of the 24 Participants for the Study

Participants	Sector	Gender	Qualification	Experience
Participant 1	Construction	Male	MSc	6 Years
Participant 2	Construction	Male	BSc	12 Years
Participant 3	Construction	Female	BSc	13 Years
Participant 4	Construction	Female	MSc	5 Years
Participant 5	Construction	Female	MBA	7 Years
Participant 6	Construction	Male	MSc	6 Years
Participant 7	Construction	Female	BSc	11 Years
Participant 8	Construction	Female	BSc	15 Years
Participant 9	Construction	Male	MBA	6 Years
Participant 10	Financial	Female	MSc	5 Years
Participant 11	Financial	Male	BSc	14 Years
Participant 12	Financial	Male	BSc	12 Years
Participant 13	Financial	Female	BSc	11 Years
Participant 14	Financial	Male	MBA	7 Years
Participant 15	Financial	Female	MSc	8 Years
Participant 16	Financial	Male	BSc	12 Years
Participant 17	Oil and gas	Female	MSc	5 Years
Participant 18	Oil and gas	Male	BSc	11 Years
Participant 19	Oil and gas	Male	MSc	7 Years
Participant 20	Oil and gas	Male	BSc	13 Years
Participant 21	Oil and gas	Female	BSc	10 Years
Participant 22	Oil and gas	Female	MBA	8 Years
Participant 23	Oil and gas	Female	MSc	5 Years
Participant 24	Oil and gas	Male	MBA	7 Years

Table 4 indicates that the assortment of participants' gender included purposive selection of male (n = 12) and female (n = 12) that made up the sample size (N = 24).

Table 4

The Gender Composition of the Sample Size (N = 24)

Sector	Male	Female	Participants
Construction	4	5	9
Financial	4	3	7
Oil and gas	4	4	8
TOTAL	12	12	24

Study Results

This study was a multiple case study of construction, financial, and oil and gas sectors in Nigeria towards reaching an understanding of employees' emotional indifferences that may impact their performances in the workplace and organizational success. I selected three multinational companies representing each of the industrial sectors and interviewed a sample of their employees with the required experiences. I collected data on a sector-by-sector basis. In all, I interviewed nine participants in the construction industry, seven participants in the financial industry, and eight participants in the oil and gas industry making a total of 24 participants. The emergent data exposed the perspectives of the various sectors' representations.

Since the study had one and only RQ, I analyzed each IQ towards proffering answers to the RQ from the perspectives of the participants. The data gathered from the semi-structured interviews with the participants transcended into codes, themes, and categories. The codes emanated from the conceptual framework as well as the emerging insights from the interview transcription. The codes materialized into themes that I graduated in categories. In the results section, I presented the themes following the a priori and emergent coding as they emerged from the ranking of the IQs in the protocol.

Categories, Themes, and Codes

A priori categories, themes, and codes. During my analysis of the 24 transcripts that emanated from the interviews, I used the IQs in the protocol (see Appendix C) as well as the conceptual framework (see Figure 1) to establish the two broad categories of employees' emotions and OE for the data analysis. I categorized all the participants' responses pertaining to EI, EL, human elements, and sociality of emotion theories as topics in employees' emotions (Biron & van Veldhoven, 2012). I also categorized OE to include focuses on social, environmental, and financial performance theories (Harrison & Wicks, 2013). While maintaining an open mind for any plausible new themes, I used the two themes of PEs and NEs or a priori coding of employees' emotions (Masaryk, 2014). The specific a priori codes I used for PE included employees' commitment, teamwork, motivation, and self-actualization (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2014). In the same vein, the priori coding for NE were comprised of counter-productivity, fraud, dysfunctional behaviors, and antisocial tendencies.

I applied the two themes of OS and ORF for the OE category. Coding for OS included technological innovation, creativity, market excellence, effectiveness, and efficiency. A priori coding for OF involved inactivity, financial losses, business problems, and uncompetitiveness (Alias, Rasdi, Ismail & Samah, 2013).

Emergent categories, themes, and codes. Open coding of the 24 participants' views during the data analysis materialized into the new theme of CE being an extension of the

OE category. I coded the responses of the participants' as vicarious learning, self-efficacy, servant leadership (SL), and goal setting (GS). Table 5 indicates that the priori and emergent coding systems cumulated into two categories, five themes, and 21 codes. The a priori coding exercise maintained the two categories, four themes, and 17 codes. The essence of open coding transcended into an emergent theme that was attributed to four additional codes.

Table 5

Categories, Themes, and Codes

Category	Theme	Code	Type
Employees' Emotion	Positive Emotions	Employees' commitment	A priori
Emotional intelligence		Teamwork	
Emotional labor		Motivation	
Human elements		Self-actualization	
Sociality of emotion	Negative Emotions	Counter-productivity	A priori
		Fraud	
		Dysfunctional behaviors	
		Anti-social tendencies	
Organizational Excellence	Organizational Success	Technological innovation	A priori
Social performance		Creativity	
Environmental performance		Market excellence	
Financial performance		Effectiveness	
		Efficiency	
	Organizational Failure	Inactivity	A priori
		Financial losses	
		Business problems	
		Uncompetitiveness	
	Contextual Excellence	Vicarious learning	Emergent
		Self-efficacy	
		Servant leadership	
		Goal-setting	
TOTAL	5	21	

Being that the study design was a multiple case study, Table 6 contains the themes according to the coded sources from the corresponding industrial sectors that constituted the unit of analysis. Sources from the construction industry contributed 168 times (30%) in establishing the entire themes. The financial and oil and gas sectors formed 195 (34%) and 203 (36%) times respectively. At 125 occurrences (22%), the theme of PEs ranked the highest followed by 120 (21%) from OS. The third and fourth occurrences were ORF 115 (20%) and NEs 108 (19%). The CE that emerged from the a priori codding ranked the lowest contributing theme at 98 (17%) occurrences.

Table 6

Generated Themes and Percentage Source Contribution by Industrial Sectors

Item	Theme	Construction	Financial	Oil and gas	Number of occurrences
1	Positive Emotions	42	40	43	125(22%)
2	Negative Emotions	33	38	37	108(19%)
3	Organizational Success	38	42	40	120(21%)
4	Organizational Failure	37	40	38	115(20%)
5	Contextual Excellence	18	35	45	98(17%)
	TOTAL	168(30%)	195(34%)	203(36%)	566(100%)

In Table 7, I presented the five themes that emerged from 21 codes during the data analysis. The topics according to their number of occurrences included PEs and NEs that occurred 125 (22%) and 108 (19%) times respectively. OS had 120 (21%) occurrences to maintain, while ORF ranked 115 occurrences (20%). The number of occurrences that produced the theme of CE was 98 (17%) of the recorded themes. The following tables below illustrate the several topics that emerged from data analysis.

Table 7

Consolidated Themed Responses to the Research Question

Item	Code	Theme	Number of occurrence
1	Employees' commitment	Positive Emotions	125 (22%)
	Teamwork Motivation Self-actualization		
2	Counter-productivity	Negative Emotions	108 (19%)
	Fraud Dysfunctional behaviors Anti-social tendencies		
3	Technological innovation	Organizational Success	120 (21%)
	Creativity Market excellence Effectiveness Efficiency		
4	Inactivity	Organizational Failure	115 (20%)
	Financial losses Business problems Uncompetitiveness		
5	Vicarious learning	Contextual Excellence	98 (17%)
	Self-efficacy Servant leadership Goal-setting		
TOTAL	21	5	566 (100%)

Theme 1: Positive Emotions

While explaining the succeeding tables for the themes that emerged from the participants during the interviews, I equally quoted some of the direct utterances from the participants. Table 8 shows the contributions of the respective sectors in establishing the PEs (Theme 1). As illustrated in Table 8, a total of 125 sources contributed to Theme 1.

Table 8

Sector Contributions to the Theme of Positive Emotions

Interview Question (IQ)	Construction Sector	Financial Sector	Oil and gas Sector	Total
IQ 1	7	6	7	20
IQ 2	12	12	14	38
IQ 4	6	5	4	15
IQ 5	4	3	3	10
IQ 7	13	14	15	42
TOTAL	42(34%)	40(32%)	43(34%)	125(100%)

I derived the theme of PEs from the contributory sources of the construction industry (34%), financial (32%), and oil and gas (34%). I realized the total of 125 sources following the participants' revelations on IQs 1, 2, 4, 5, and 7 using the codes of employees' commitment, teamwork, motivation, and self-actualization. Overall, I realized a consistent pattern that portrayed PE as an attribute of employees' emotion that contributes to OS across the three sectors that formed the multiple case study. The excerpts of the responses from the participants annotated from different sectors in responding to the IQs are in the passages below.

IQs 1 and 2. In responding to IQ1: What does employee emotion at workplace mean to you? The answers from the participants revealed the elements of employees' commitment (EC), Teamwork (TW), and Motivation (MT) on 20 occasions as sparingly demonstrated in the following instances. Participant 1 (construction sector) stated "Employee emotion at workplace infers the events that occur at the place of work, that could give rise to positive attributes." Participant 10 (financial sector) stated "It means my overall view, perception or state of mind that brings about positive or negative attitudes. PEs bring joy and happiness to the employees." Participant 17 (oil and gas sector) said "Emotions at the workplaces means my state of mind that can influence my work attitudes."

IQ 2: How do you describe a specific and recent event at your workplace that contributed to your positive emotions as an employee? What happened, how did you feel about it, and what did you do? The set of questions attracted varied responses from construction industry (12 times), financial sector (12 times), and oil and gas industry (14 occurrences) totaling 38 participants' sources that contributed to the theme of PEs. Participant 4 (construction industry) stated:

> Construction industry can be tricky, upon dissolving the technical committee (TC) that detracted my performance as the project coordinator; the client formed a new closeout committee that actively involved at this phase of the project. This singular trust that the customer retained me after disbanding the TC became a positive motivational force.

Participant 12 (financial sector) affirmed that: “A congratulatory message/ thank you contributed to my positive emotion.... after assisting in recovering a loan that has gone bad my supervisor sent me a congratulatory message, this made me feel good, thereby contributing to a positive emotion.” Participant 19 (oil and gas sector) said “Motivation is the watch word... when I have a positive mind I work innovatively”

IQ 4. The respective sectors contributed 6, 5, and 4 correspondingly from construction, financial, and oil and gas (15 occurrences) that gave to the PE theme were generated from IQ 4 sources: What does organizational excellence and success mean to you? How have your satisfactions as an employee contributed to these? Participant 5 (construction sector) stated “A positive employee emotion would yield positive organizational excellence.” Participant 11(financial sector) affirmed that “Organizational excellence and success mean meeting and achieving more than the organizational goals and targets thereby getting more customer accounts and more businesses while the employees are kept positively motivated.” Participant 6 (construction sector) referred to:

> “Ongoing efforts to establish an internal framework of standards and processes intended to engage and positively motivate employees to deliver products and services that fulfill customer requirements within business expectations. My satisfaction as an employee has contributed in no small measures to this.”

Participant 20 (oil and gas sector) expressed that “OE to me, means personal performance and using my positive emotional attributes to output exceeding target, meeting and exceeding expectations. OE is a serious business in the oil and gas industry.”

IQs 5 and 7. I generated 10 responses (construction four, financial three, and oil and gas three) from IQ 5: Describe instances of OS and ORF? Some of the instances included Participant 3 (construction industry) that said "OS involve employees' PEs that result in the attainment of the organizational vision and goals; delivery of quality goods and services; excellent customer relationship; and corporate social responsibility." Participant 9 (financial industry) stated "...Increased and sustainable results drive the organizational success as regards to its goal and mission. Greater and lasting results that make organizations successful are human driven by employees that have PEs at the workplace."

IQ 7: How did employee satisfaction and PEs contribute to success in your organization? Answers to IQ 7 from construction, financial, and oil and gas sectors contributed 13 (31%), 14 (33%), and 15 (36%) times respectively being the 42 responses that made up the PEs theme given the following instances. Participant 2 (construction sector) said "When employees are satisfied, they show commitment, accountability, group think and objectivity in their work practices resulting in group cohesion and increased productivity." Participant 23 (oil and gas) stated "my satisfaction brought about PEs that helped me to comply to the smooth flow of processes and take full responsibility towards the OS."

Theme 2: Negative Emotions

Table 9 illustrates the contributions of the respective sectors in establishing the NEs (Theme 2). Construction sector (31%), financial sector (35%), and oil and gas sector (34%) were the respective contributions of the basic groupings of the multiple case study.

The theme of NEs manifested from 108 participants following interview IQs 1, 3, 5, 6, and 7 using the codes of counter-productivity, fraud, dysfunctional behaviors, and antisocial tendencies. Responses from the participants revealed a general notion of the NE to the ORF experiences.

Table 9

Sector Contributions to the Theme of Negative Emotions

Interview Questions (IQ)	Construction Sector	Financial Sector	Oil and gas Sector	Total
IQ 1	3	2	3	8
IQ 3	12	15	15	42
IQ 5	5	5	5	15
IQ 6	12	15	13	40
IQ 7	1	1	1	3
TOTAL	33 (31%)	38 (35%)	37 (34%)	108 (100%)

I summarized the annotation of statements from the participants on the respective IQs under the following subheadings:

IQs 1 and 3. I noticed some fragments of responses that indicated some conceptions of NEs from the respective sector participants' answers to IQ 1. While explaining the meaning of EEs in IQ1, eight of the total participants' responses across the three industrial sectors brought in NE as an aspect of EE. For instance, Participant 7 (construction sector) stated:

> "An employee can have a positive or negative emotion about his/her place of work. This emotion is usually formed as a result of the work environment, corporate or organizational process, remuneration and benefits packages, and communication style within the Organization, style of management amongst others."

IQ 3 produced 42 (Construction 12, financial 15, and oil and gas 15) responses representing the highest aggregate of sources that led to the theme of NEs Participant 13 (financial sector) opined:

> "Continuous query for not meeting performance target and growing financial deposits contributed to negative employee emotion. Compelling deposits targets are unattainable due to the current recession in Nigeria and weekly performance sessions become unpalatable resulting in the distortion of the psychology equilibrium of employees and by extension a negative employee emotion. One of my colleagues' recently got involved in fraudulent activities following the uncontrolled negative emotions."

IQs 5 and 6. IQ 5: Describe instances of organizational success and organizational failure? Contributing to the 15 sources (equally distributed amongst the three sectors) that manifested NEs, Participant 7 (construction) affirmed "Fraudulent activities such as conniving with the contractors to defraud our customers and our company is one of the instances of that brought about our failures." Participant 16 (financial sector) stated "Our organization became uncompetitive and failed when we lost customers as a result of negative employee attitudes." IQ 6: How did employees' dissatisfaction and NEs contribute to any known aspect of organizational deficiency? Forty sources across the respective industry representations produced instances like "My organization failed to deliver on an obligation to a customer following the employees' deplorable attitudes. The arbitration panel penalized my company outrageously. The impacts of the financial punishment occasioned low profit and stalling of company's development and progress" (Participant 5).

IQ 7. How did employee satisfaction and PEs contribute to success in your organization? I discovered three instances (each from the respective sectorial organizations) where a participant counter-productivity, dysfunctional behaviors, and antisocial tendencies while responding to IQ 7. Participant 10 (financial sector) stated "...Yes I welcome positive emotions. I do not wish to have experiences that manifest deviant behaviors and antisocial activities thereby creating room for low productivity."

Theme 3: Organizational Success

Table 10 shows the contributions of the respective sectors in establishing the Theme of OS. One hundred and twenty (120) sources established OS as a theme. The financial sector contributed the highest (35%), followed by oil and gas (33%) and construction sector (32%). The sources that cumulated into OS manifested on the answers from the entire IQs with the exception of IQ 6. IQ 1 exhibited eight across the industry occurrences being the lowest contribution and the highest was 36 sources that materialized from IQ 7. The succeeding instances illustrate the participants' utterances in response to the IQs.

Table 10

Sector Contributions to the Theme of Organizational Success

Interview Questions (IQ)	Construction Sector	Financial Sector	Oil and gas Sector	Total
IQ 1	3	2	3	8
IQ 2	5	4	5	14
IQ 3	6	7	6	19
IQ 4	11	12	11	34
IQ 5	3	4	2	9
IQ 7	10	13	13	36
TOTAL	38(32%)	42(35%)	40 (33%)	120 (100%)

IQs 1 and 2. Responses to IQ 1 towards the meaning of employee emotion at the workplace to the participants produced occurrences that associated PE with OS. Participant 1 reiterated “To me employee emotion refers to events that have direct positive emotional impact on the attitude of the employee in the work place leading to worthy accomplishments in organization.” Similarly, the response of Participant 4 to question 2 reestablished the essence of OS thus “This singular trust that the customer retained me after disbanding the TC became a positive motivational force. This made me to contribute my best towards achieving organizational success.”

IQs 3 and 4. IQ 3: Explain your most recent experience of NEs at the workplace? How did you display this? What happened? What did it result to? Participant 21 stated:

> “Death of a colleague who was trapped in the machinery. Individuals and teammates were downcast with strong NEs when the body was flown from the rig to shore base. The occurrence impaired the teams’ contribution to organizational success (OS).”

I recorded 19 instances of mentioning OS while illustrating the experiences of NEs.

IQ 4 that addressed the meaning of OE and OS as well as how employees' satisfactions contributed OE revealed 34 sources contribution to the theme. Participant 15 stated "Organizational excellence to me, mean personal performance and output exceeding target, meeting and exceeding customer expectations. It involves using technological innovations to achieve performances that aligned to balance scorecard." Participant 21 said "A positive EE would yield excellence. OE and success are very relevant to an organization. EE at workplace is very essential and crucial to achieving OE and success."

IQs 5 and 7. IQ 5: Describe instances of OE and ORF? Participant 4 said "I contributed to the organizational success when I participated in innovating better ways tackling operational activities. Using technology has equally contributed to goodness in the marketplace. When we deliver our contractual obligations, promptly it shows that we are a proficient organization." from IQ5 I recorded 9 of the source that contributed to the theme of OS. IQ 7 that bordered on the employee satisfaction and contribution of PEs to success in the participants' organizations attracted the highest contribution being 36 of the sources. Participants 24 stated "When I was in a good mood, I worked better and contributed more to the success of my organization. Our personal PEs in the organization contributed to the innovative process and best practices that made us succeed in the marketplace."

Theme 4: Organizational Failure

Table 11 shows the contributions of the respective sectors in establishing the Theme of ORF. Financial sector participants contributed most (35%) to the theme of ORF, followed by the oil and gas sector subjects (33%), and construction sector contributed the least (32%). At 52 occurrences, responses to the IQ 6 contributed to the most of the sources for the theme of ORF followed by IQ 3 that produced 38 consolidated responses.. IQs 1 and 4 ranked the lowest at five and six sources respectively. I discovered that the participants generally indicated that their NEs led to ORF.

Table 11

Sector Contributions to the Theme of Organizational Failure

Interview	Construction	Financial	Oil and gas	Total
IQ 1	1	2	2	5
IQ 3	12	13	13	38
IQ 4	2	2	2	6
IQ 5	4	4	6	14
IQ 6	18	19	15	52
TOTAL	37 (32%)	40 (35%)	38 (33%)	115 (100%)

IQs 1 and 3. IQ 1: What does employee emotion at workplace mean to you? Participant 22 (oil and gas sector) described EE as “Personal feeling and response to the work environment; it could be positive and sometimes negative. I usually fail to deliver when I am emotionally down.” IQ 3: Explain your most recent experience of NEs at work place? How did you display this? What happened? What did it result to? Participant 9 (construction sector) said “My recent experience of NE is best described in one word demoralization, caused by lack of organizational policy, too many reporting lines, poor incentives for staff and no job security. I do not work well when I am unhappy and the organization cannot get the best out of me. I may be causing the organization to fail because of NEs"

IQs 4 and 5. IQ 4: What does OE and OS mean to you? How have your satisfactions as an employee contributed to these? Participant 1 (construction sector) said:

> "My contribution to organization excellence is on the area of making myself efficient, effective, time management, good conduct and team work. But when I am not happy the reverse is the case. Since I know that my negative emotion is bad and will cause my organization to fail, I always strive to have positive experiences."

IQ 5: Describe instances of OS and ORF? According to Participant 21 (oil and gas sector) "Our organizational nonperformance at that time was a result of series of business problems that I can tie to inoperativeness."

IQ 6. How did employees' dissatisfaction and NEs contribute to any known aspect of organizational deficiency? Participant 12 (financial sector) disclosed that:

> "When an employee is not happy due to sad episodes it reflected as the organizational deficiency. Recently my organization lost a huge amount of money due to complications from emotionally detached employees. They created problems for us and we struggled to recover after weeks of dormancy."

Theme 5: Contextual Excellence

As shown in Table 12 the theme of CE materialized from data analysis following the open coding that allowed for the emergence of new themes. Statements from the respective sectors' participants that revealed instances that I coded into vicarious learning, self-efficacy, SL, GS, and WS appeared in answers to the entire IQs from 98 combined sources. The oil and gas sector participants contributed the highest (46%) followed by financial sector (36%) and the lowest was the construction sector (18%). The majority of the utterances that justified the CE emanated from IQ3 responses amongst 25 combined sources and the lowest was IQ5 with 7 sources across the sectors.

Table 12

Sector Contributions to the Theme of Contextual Excellence

Interview Questions	Construction Sector	Financial Sector	Oil and gas Sector	Total
IQ 1	3	3	2	8
IQ 2	3	3	4	10
IQ 3	2	8	15	25
IQ 4	2	3	5	10
IQ 5	2	4	1	7
IQ 6	3	8	9	20
IQ 7	3	6	9	18
TOTAL	18 (18%)	35 (36%)	45 (46%)	98 (100%)

The following passages present the annotation of varying responses that gave birth to CE.

IQs 1 and 2. In response to IQ1 Participant 6 (construction sector) stated:

"When employees' emotion is encouraging, I take it to be PEs leading to success and when it is discouraging I call it NEs that could cause the organization to fail. I equally have instances when the organization offended me with negative feelings, and yet I became resolute to my preset positive goals."

Another statement from Participant 12 (financial sector) in answering IQ2 included "Sometimes when I am down with NEs, I look unto my mentor in the organization and use his precepts to guide me through being a good organizational citizen. I have used this approach to contribute to OS."

IQs 3 and 4. In response to IQ3 Participant 24 (oil and gas sector) that included:

> "My company excluded me from attending an International Fuel Forum in Europe, and I felt demoralized. It made me unhappy with the tendency to resorting to destructive attitudes to work. During adversaries, I always summoned the courage and remained determined to serve the organization religiously without any detraction from the demoralizing occurrences."

Participant 15 (financial sector) answers to IQ4 reflected that OE could mean the virtues of people in the workplace that disregard every opportunity to dissent the organization. When employees attain the maturity of being in control of their actions, set achievable goals, serve and learn from heroes in the organization, Participant 15 believed that these attributes bring about workplace excellence.

IQs 5 and 6. IQ 5: Describe instances of OS and ORF? Participant 20 (oil and gas sector) insisted:

> "I have cases where I recall that my organization sent me to training and provided good working tools coupled with the ambient environment. I used these positive memories to deliver organizational vision and goals, and I called it the success. On the downside, when I perceived demotivation from unrealistic targets, delayed approvals for leave; I tend not to join my colleagues in the running down of my

organization. I rather focused the circumstantial self-determination to do good with the teachings of noble men in the Holy Bible."

On IQ 6, Participant 15 (financial sector) said:

"There are instances where NEs bring out destructive behaviors that contributed to financial losses. There are times when NEs fortified employees' to achieve relative success depending on strong will capacity of the people that were involved. I always pray to the Almighty Allah to guide us aright."

IQ 7. How did employee satisfaction and PEs contribute to success in your organization? Participant 8 (construction sector) stated:

"When the going was good we all moved towards achieving good to our organizational success. However, when the going became bad, the challenge was that few of us with embedded loyalty tarried and displayed our loyalty and served the organization. We set our goals focusing on new teachings by facilitators and we made it back to greatness. That was the essence of determination."

Participant 10 (financial sector) said:

"The economic recession that we are witnessing in the country is affecting my work. My company retrenched my colleagues and bombarded me with outrageous responsibilities. This development is a source of negative emotion, but what could I do? I regenerated positivity in my emotions following my determination to succeed. I happily increased my productivity thereby contributed to organizational looming success."

Discrepant Cases

I noticed one discrepant case during the data analysis. Participant 8 (construction sector) made utterances that affirmed her indifference about the influence of EEs and implied that emotions do not have any positive or negative outcome on organizational performance. In her response to Question 1 “What does employee emotion at workplace mean to you?” She added “though I understand emotions at my workplace to connote positive and negative feelings that manifest from the human interactions; I have no instances where emotions affected my work either positively or negatively.” In IQ 6: How did employees’ dissatisfaction and NEs contribute to any known aspect of organizational deficiency? Her response included instances of direct quotations that “....I cannot recount any occasion that my NEs impacted on the deficiency of where I work”. In a similar vein, her response to question 7 following the contribution of employee satisfaction and PEs to success in the organization is as follows “...I am indifferent. Whether positive or negative my emotions do not contribute to success or failure to where I work”.

In handling this discrepant case, I verified the statements with the participant and applied the sense making data analysis process (Grolemund & Wickham, 2014). I searched for the appropriate schema in the parlance of the influence employees’ emotions to organizational outcomes and discovered that contrary to the discrepant insight, there is a relationship between EEs and organizational outcomes. The discrepant insight was equally inconsistent with other emerging themes from the other participants in this exploratory multiple case study. In line with Booth, Carroll, Ilott, Low, and Cooper (2013), I rejected the insight on the grounds of untrustworthiness.

Evidence of Trustworthiness

I ensured trustworthiness by implementing the rigors that I envisaged for the qualitative research. I involved the elements of neutrality and consistency towards enhancing the trustworthiness of the research results (Cope, 2014). I used the objectives of credibility, transferability, dependability, and confirmability to safeguard the precepts of trustworthiness in the findings (Anney, 2014).

Credibility

I implemented the plan for credibility in Chapter 3 following the FT. I used the faculty experts in qualitative methodology to validate the interview protocol, hence, aligned the interview protocol to the RQ and purpose of the study (Baskarada, 2014). I implemented stratified purposeful sampling and selected only the endowed cases that fulfilled the data credibility of the research (Bungay et al., 2015). I used semi structured interview and accommodated emerging opinions from the perspectives of the research subjects (Khan, 2014a). I applied the transcript review procedure with the participants and remained committed to involving the subjects in member checking of the findings (Bell et al., 2014). I fulfilled the triangulation technique that incorporated audio tape recording, observational journaling, and extant literature towards as well as preserved understanding of the participants' perspectives of the RQ (Redlich-Amirav & Higginbottom, 2014).

Transferability

I followed the study design in Chapter 3 and executed the purposive choice of multinational companies towards enhancing the applicability of the findings in more than one country (Cantwell & Piscitello, 2015). I ensured the precepts of enhancing the plausibility of transferring the results of the study to other groups and settings that did not form part of the research by selecting three sectors of the Nigerian economy (construction, finance, and oil and gas) as the unit of analysis in the multiple case study. I established the assurance that the findings would be transferable by selecting MLE as the research subjects since they provided the link between the lower cadre of the operational managers that executed strategic directives of the top management (Ahearne, Lam, & Kraus, 2014).

Dependability

I specified in Chapter 3 that I would use the FT procedure, member-check technique, and audit trail process to achieve dependability. I implemented the FT and elicited the valuable feedbacks from the purposefully selected five faculty expert in qualitative case study methodology to achieve dependability (Turnbull, Parker, & Needham, 2014). The FT enabled the updated of the interview protocol for this study (Appendix C). I applied the transcript review procedure with the participants that involved clarifying the accuracy of interpretations and descriptions of the information provided by the participants' (Gholston, 2015). I inculcated the use of *audit trail* process that involved operating a documentation matrix of information per participants and relativity of information from respective participants (De Massis & Kotlar, 2014). The procedure for ensuring dependability involved an emergent study design for the entire research process that contained the changing conditions of the study phenomenon from the interactions with the participants.

Confirmability

I followed the plan as stated in Chapter 3 incorporated the principles of confirmability audit as well as ensured that the new interpretations, findings, and recommendations from the study produced the data that emanated from the participants (Loh, 2013). I equally declared, acknowledged, and isolated personal biases and interests towards the neutrality of the data (Mashek, 2015). I used FT, member checks, audit trail, and triangulation to harness the grounding of the empirical findings and conclusions of the study.

Summary

In Chapter 4, I explained the setting of the research concerning the geographical location of the unit of analysis as well as venues and schedules for the interviews. I presented the demographics of the participants that included nine, seven, and eight participants from the Nigerian construction, financial, and oil and gas sectors respectively being the industries that made up the multiple case study. The chapter included the presentation of the study results that encompassed how I used the priori and emergent codes to generate the themes involving the classification of the emerging topics by contributing sources and sectors. I equally proffered the pieces of evidence of trustworthiness in the study. In Chapter 5, I incorporated the clarification and evaluation of the findings, the limitation of the study, the recommendation, and the implication of social change for the study.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of this exploratory multiple case study was to gain an understanding of how employee emotional commitments to the workplace relate to organizational performance in three sectors (oil and gas, financial, and construction) of the Nigerian economy. The study buttressed the need to address the consequences of employees' emotional detachment that raised the concern of modern-day organizations towards competitive improvement (Millar, 2012). The RQ led to my use of the exploratory multiple case study design, which in this study involved observational interviews with 24 purposively preferred respondents that included nine, seven, and eight embedded cases from the Nigerian construction, financial, and oil and gas sectors respectively.

The exploratory multiple case study design was appropriate for data generation towards addressing the information requirement for the study, and hence, the generalization of results beyond the embedded cases (Tsang, 2014). I explored the links amongst the research problem topics within the unit of analysis. The exploratory nature of this multiple case study allowed me to observe beyond graphic descriptions and study the surrounding real-life context with a high degree of flexibility. Evidence from the multiple cases became more compelling towards filling the gaps in the literature as well as originating a theory considering the diversity of the components of the case. The exploratory multiple case study design helped towards gaining a more robust understanding the studied phenomenon (Cronin, 2014).

The main findings of this study encompassed the confirmation of the interrelationships in the conceptual framework on how employee emotional commitments in the workplace related to organizational performance (see Figure 1). The findings included the emergence of a new theme that extended the a priori conceptualizations from the extant literature. The following were the key themes that resulted from the study: PE, NE, OS, ORF, and CE.

Interpretation of Findings

Results from the participants' perspectives in the embedded cases conformed to the operationalizing of the only RQ in the study. Two broad categories of EE and OE were generated from the data gathered. The themes that emerged from the findings were consistent with elements of the RQ of how do emotional interactions of midlevel employees' in the oil and gas, financial, and construction workplaces relate to organizational performance in the Nigerian economy? Figure 2 displays the interpretation of the RQ that produced the study findings.

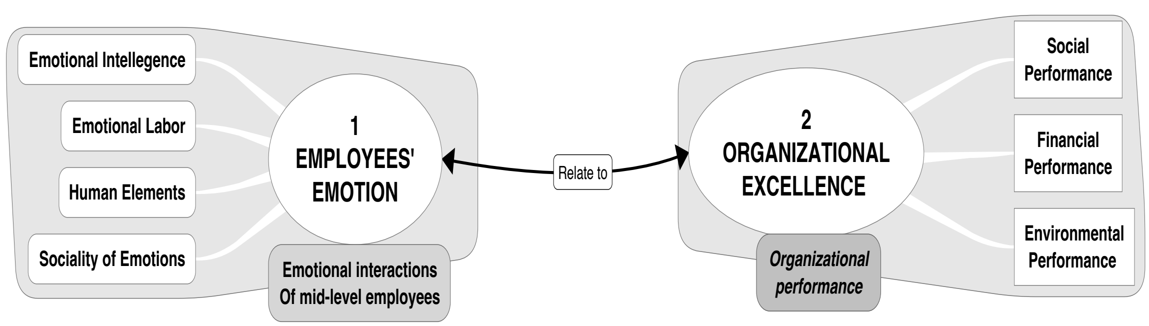

Figure 2. Interpretation of the research question.

As shown in Figure 2, the general results of the study answered the RQ. The results from the embedded cases in this multiple case study demonstrated an interlinked relationship between the emotional interactions of midlevel employees' in the oil and gas, financial, and construction workplaces in Nigeria (EEs) and their organizational performance (OE). From the results, I aggregated the attributes of EE to EI, EL, human elements, and the sociality of emotion. Consistently, the results credited social performance, environmental performance, and financial performance as the elements of OE following the extant literature.

The Emotional Extent Effects (EEE)

In comparing my discoveries in the study with the conceptual framework and the extant literature in Chapter 2 on the influence of human emotions in organizations and how EEs relate to the success of the organization (see Figure 1), the findings confirmed existing theories and transcended to a new theme. The fundamental concepts included EE and OE. PE concerning employees' commitment, teamwork, motivation, and self-actualization is required to achieve OS, and in this study, technological innovation, creativity, market excellence, effectiveness, and efficiency expressed OS. NEs following counter-productivity, fraud, dysfunctional behaviors, and antisocial tendencies led to ORF, which was signified as inactivity, financial losses, business problems, and uncompetitiveness. In the emergent theory of the EEE, the interface of the new theme (CE) with the conceptual framework is demonstrated in Figure 3.

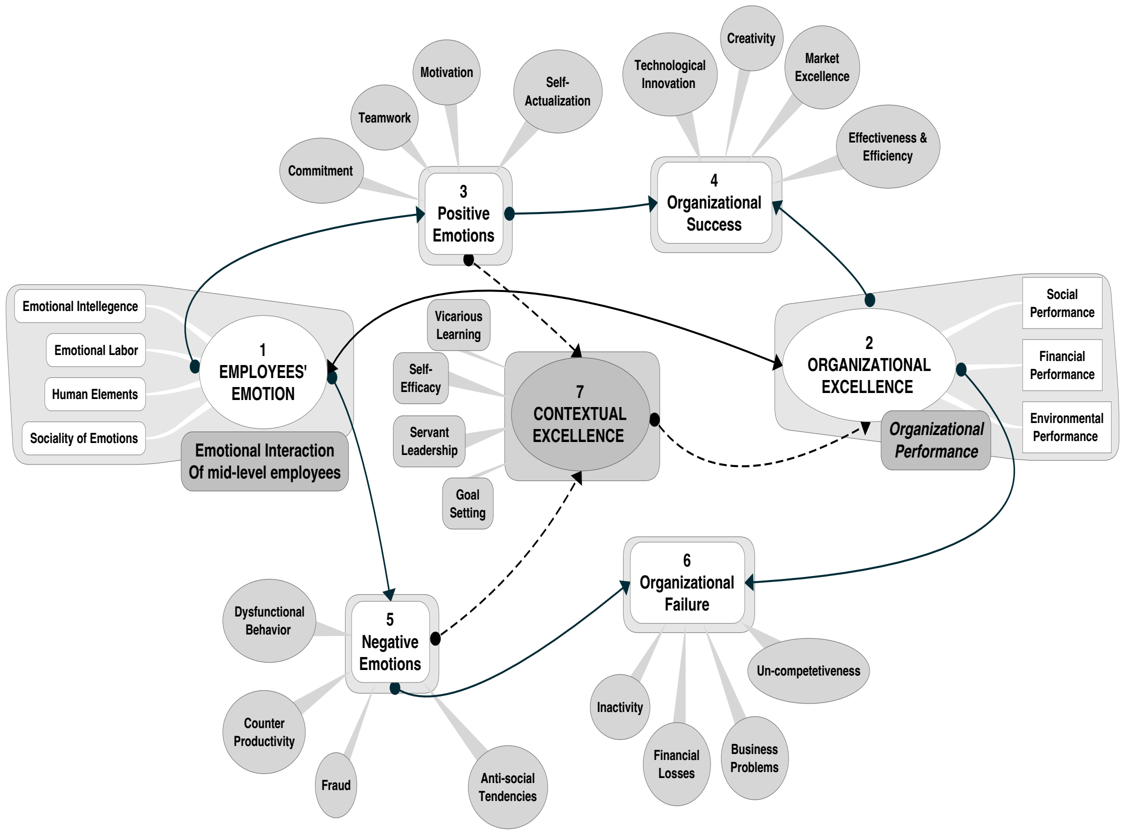

Figure 3. The theory of emotional extent effects.

The results for the theory of EEE materialized into the extension of the subsisted conceptual framework by producing the topic of CE. Figure 2 illustrates the overview of the interactions between the conceptual framework and the emergence of the CE as a team from the perspectives of the participants. Both PEs (Item 3) and NEs (Item 5) contributed the CE (Item 7). Consistently, the CE contributed to the OE (Item 2). The dotted arrow lines signify the contextual flow of relationships. The thick arrow lines show the subsisting relationships from the conceptual framework in Chapter 2 (see Figure 1). The arrows with dual-directional pointers indicate double-flow relationships. The arrows with a head pointer and tail show a mono-directional flow. The subsequent interpretations further elucidated the findings following the themes.

Theme 1: Employees' Positive Emotions

I established the theme of employees' PEs following the responses from the IQs that collaborated with the extant literature. Overall, I realized a consistent pattern across the three sectors (the embedded cases) that portrayed PE as an attribute of EE that contributed to OS. Theme 1 buttressed the findings of Juravich and Babiak (2015) in that employees' PE states emanated from EI to influence successful team performance. Similarly, the findings bordering on Theme 1 reiterated the essence of organizational citizenship behavior towards strong positive commitments and successful outcomes in the workplace following a cross-cultural mixed methodology study (Ma, Qu, & Wilson, 2016). The research subjects from the respective sectors in Nigeria (construction, financial, and oil and gas) communicated their PEs and expressed how PEs influenced their commitment, teamwork, and motivation towards OE (You & Jung, 2015).

From the field perspectives, the interplay between PE (Theme 1) and CE signified that PE alone might not guarantee the employees' willingness toward committing to OS. The exposures of PE towards CE was traceable to social cognitive and self-efficacy theories that accepted the inherent peculiarities in people helped in influencing individual responses to motivational incentives offered by organizations (Bandura, 2015). Most of the participants' responses that I used to link PE to CE implied that self-actualization perceptions, beliefs, paradigms, and motives encouraged their use of PE towards OS. Figure 4 illustrates the purview of PE from the study results.

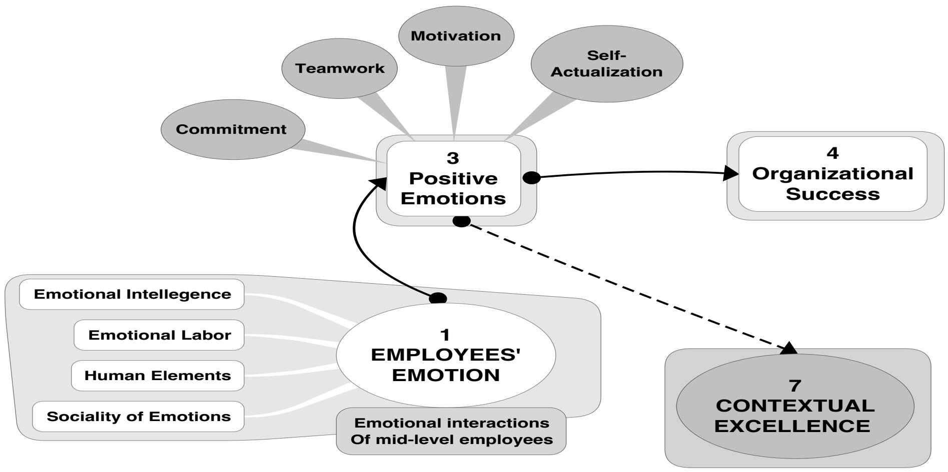

Figure 4. The purview of positive emotions.

Figure 4 indicates that PEs (Item 3) consisting of commitment, teamwork, motivation, and self-actualization was a subset of EE (Item 1) that I categorized in the study to include the sociality of emotions, human elements, EL, and EI. PEs (Item 3) contributed to OS (Item 4) as indicated by the thick single directional pointer. Item 3 collaborated with other inherent cognitive factors towards contributing to CE (Item 7).

Theme 2: Negative Emotions

Employees' NE emerged as the Theme 2 of the study amidst the respondents' experiences of dysfunctional behaviors, counter productivity, fraudulent activities, and antisocial tendencies in their respective organizations. The development of NE is in congruence with the findings of Bibi, Karim, and ud Din (2013). Responses from the participants revealed a general notion that the NEs contributed to ORF. Rose, Shuck, Twyford, and Bergman (2015) attributed ORFs to the activities of dysfunctional leaders that consistently violated psychological contracts following negative emotional outcomes. The exhibition of NEs by the research subjects signified the unpleasant human behavioral and psychological concerns in given experiences that instigated the state of eagerness for subsequent social actions in their workplaces (Geng et al., 2014).

The dotted link between the NE and CE in Figure 5 collaborated with different and asymmetrical underpinnings posited by van Kleef (2014) that implied the likelihood of NE to produce PEs. For van Kleef's notion on the distorted outcome of NE to materialize, the participants' NE intermingled with other theories to manifest the CE. The attributes of CE are explained further in the subsection focused on Theme 5. Figure 5 demonstrates the interrelationships between the NE as an attribute of EE. The NE contributed to ORF following the conceptual framework. Conversely, NE contributed to the new theme of CE.

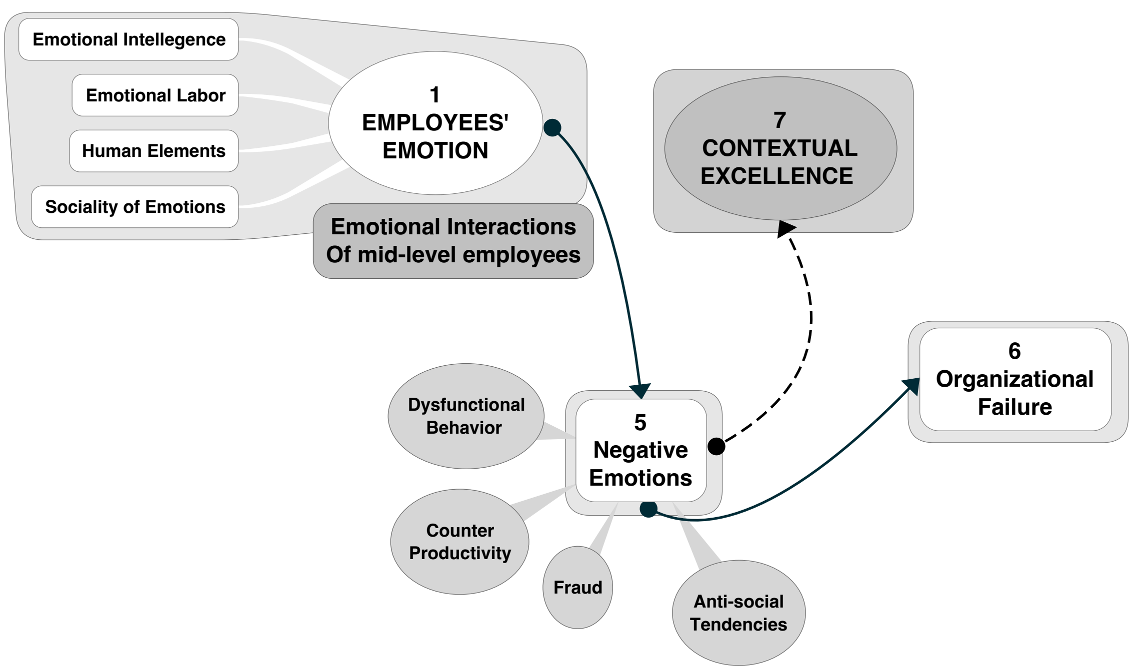

Figure 5. The Purview of negative emotions.

Theme 3: Organizational Success

The study findings confirmed the emergence of OS as Theme 3 after the tenets of the conceptual framework I covered in-depth in Chapter 2. The research subjects agreed that OS stemmed from innovative excellence through environmental, social, and economic triple performances (Ravi, 2013). The results agreed with Hazelton's (2014) findings, where employees' PEs greatly influenced OS. Similarly, according to the participants, OE was upheld by employees' commitment contributing to both individual performances and OS (Sibanda, Muchena, & Ncube, 2014). The employees' PEs achieved technological innovation and creativity (McKinley, Latham, and Braun, 2014). As shown in Figure 6, the perspectives of the study revealed that individual PEs in the organization contributed to the innovative process and best practices that created OS in the marketplace.

Figure 6. The purview of organizational success.

Theme 4: Organizational Failure

Theme 4 collaborated with the earlier explanation in Chapter 2 that ORF presupposed a manifestation of financial losses, uncompetitiveness, inactivity, and persistent business problems that require strategic persistence to overcome (Amankwah-Amoah, 2014). The outcome of the study sustained the presumption in the conceptual framework since the employees' NEs contributed to the experiences of ORF. Though the study did not attribute any direct causal links of ORF to OE, the participants constantly referred the emergence of ORF as lack of organizational performance (Hyland, Lee, & Mills, 2015). The following Figure 7 illustrates the spheres of ORF.

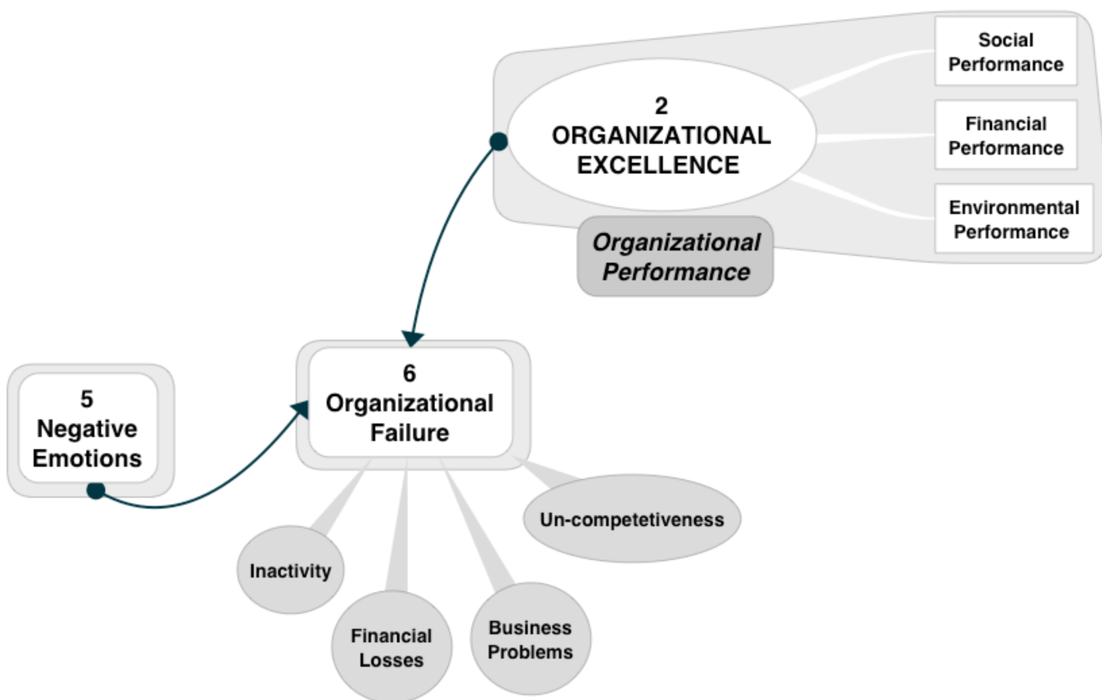

Figure 7. The purview of organizational failure.

Theme 5: Contextual Excellence

The study revealed an entirely new theme of CE that emerged on the occurrences of asymmetrical outcomes of both employee positive and NEs respectively (van Kleef, 2014). The behavioral outcomes towards of the research subjects' positive and NEs intermingled with other social developmental theories to manifest CE. The illustration in Figure 8 indicates that both positive and negative emotional dispositions of the participants contributed to the CE, and CE consistently contributed to OE. The participants' attributes that contributed to the materialization of the CE included vicarious learning, self-efficacy, SL, and GS.

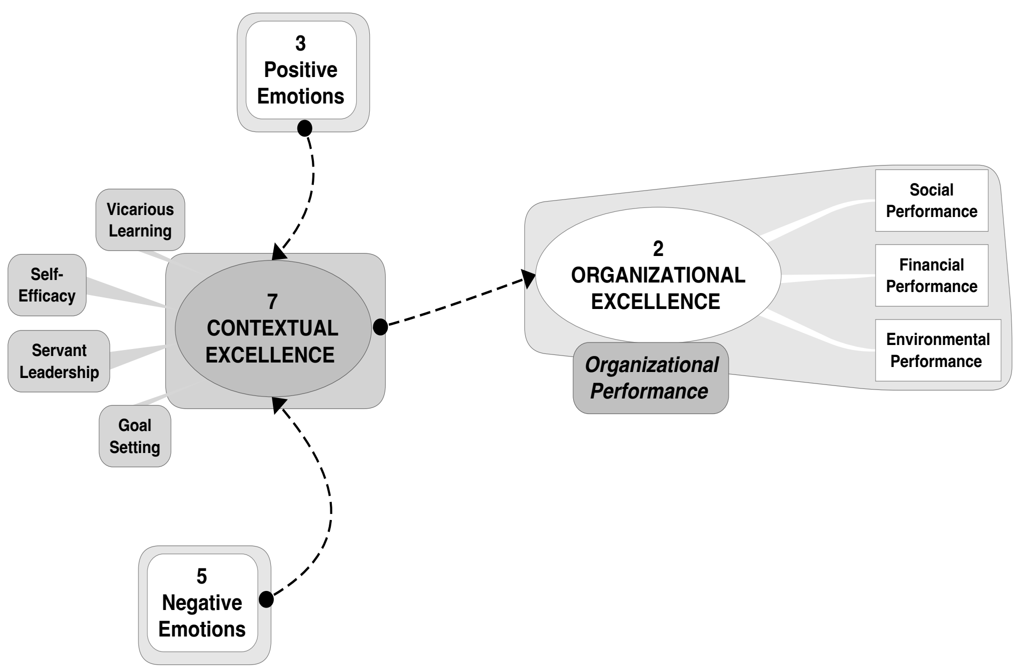

Figure 8. The purview of contextual excellence.

Vicarious learning. In congruence with Kempster and Parry (2014), the participants demonstrated the elements of vicarious learning (VL) being a consolidation of previous cognition that did not utter their behavioral outcomes following the emotional dispositions that occurred. Similarly, Warren and Hale (2016) emphasized the essences of efficacy beliefs and their impact on emotions and behaviors towards hindering the predicted behaviors. The exposures of Chen, Yin, and Liao (2014) that intrinsic characteristics of individuals had impacts on decision outcomes reinforced the precepts of VL as witnessed in the present study.

Self-efficacy. From the study, I traced the positive emotional experiences that did not out rightly transcend to OE as well as asymmetric NEs that emerged as CE to the notion of self-efficacy (Cherian & Jacob, 2013). Employees that were positively oriented by their self-efficacies manifested the theme of CE irrespective of succeeding emotional dispositions (Alessandri, Borgogni, Schaufeli, Caprara, & Consiglio, 2015). The discoveries from the current study towards invariable outcomes of employees' positive and NEs towards CE had the social cognitive and self-efficacy theories that altered the influencing individual responses to motivational and de-motivational incentives offered by organizations (Bandura, 2015).

Servant Leadership. The theme of CE in the study retained the notion of SL (SL) that reiterated the experiences of the employees' that prioritized the needs of others above their own (Liden, Wayne, Liao, & Meuser, 2014). SL manifested as a social identity charter that reinforced the organizational citizenship and pro social behaviors (Chen, Zhu, & Zhou, 2015). Humphreys et al. (2014) emphasized the essences of positive psychology movement involving resilience, optimism, and hope towards the CE that was associated with SL.

Goal Setting. The study generated the theme of CE from touches of GS that enabled the research subjects remained resolute to the goal of achieving excellence irrespective of the emotional manifestations at the workplaces. Hu and Kaplan (2015) described the GS expressions as having the discrete contextual undertones of personal interests, gratitude, and pride in the organizational setting. Monzani, Ripoll, and Peiró (2015) suggested that employees' anchoring their goals on the predetermined organizational targets had distinct successful outcomes that do not directly relate to emotional manifestations.

Limitations of the Study

As I stated in Chapter 1, this qualitative multiple case study had inherent flaws that may detract the validity of findings. The implicit subjectivity of the both the researcher and research subjects defeated the replication precepts of scientific inquiry (Carù, Cova, & Pace, 2014). Using a qualitative multiple case study design and involving participants from the three sectors of the Nigerian economy occasioned fundamental lack of representativeness, and therefore, calls for caution towards the validity and generalizability of findings outside the observed cases (Morse & McEvoy, 2014). My presence as the researcher during data gathering might have affected the responses of the research subjects, hence the open-ended responses occasioned the possibility of having untruthful participant due to the likelihood of personal agenda and fear of retribution. Though, I implemented participants' statement verification and member checking of the findings; the limited timeframe for interviews might have yielded impaired responses since the participants may have been in a hurry. Ultimately, the present study discovered the CE as a new theme but did not investigate further on the emergent topic towards the EEE.

Recommendations

I have conducted an exploratory multiple case study that proffered the EEE of employees to organizational performance involving the MLE in the oil and gas, financial, and construction workplaces in Nigeria. Following the methodological underpinnings, Themes 1 to 4 in Chapter 4 collaborated with the conceptual framework in Chapter 2. Since the emergence of Theme 5 (The CE) is circumstantial, I firstly recommend further validation of the emergent theory by future researchers using a longitudinal quantitative correlational and regression analysis (Bell & Jones, 2015). The use of correlation analysis in the future research would help in determining the relationship between two variables employees' emotional interactions and organizational performance. Consistently, the regression analysis would equally determine the effect of one or more independent variables on another response variable towards establishing the validity and generalizability of the theory (Bettis, Gambardella, Helfat, & Mitchell, 2014). The combination of the quantitative analytical methods would ensure the measure for the strength of association as well as get the scenarios of added quantitative estimates about the change of one response variable being contingent on the change in other predictors variables. The quantitative longitudinal design might allow for the flexibility of integrating the variable patterns over time and ensuring the clear focus on the validity as well as generalizability involving broad and significant sample representation (Zvoch, 2014).

Secondly, I recommend further scholarly inquiries into the philosophy of the new theme of CE that emerged from the study. The data I presented in Chapter 4 indicated that the occurrences of asymmetrical outcomes of employees' PEs and NEs respectively cumulated into the theme of CE, which extended the spheres of organizational excellence. It is essential for future researchers to investigate other relationships that border on the CE towards the further understanding of the theory of EEE as follows:

- The asymmetrical outcomes of employees' PEs need further investigations towards determining if might lead to ORF.
- Scholars might include CE in a hypothesis (as an intervening variable) towards establishing the relationship between EEs and organizational performance.

Thirdly, towards dealing with the menace of workers' dissatisfaction that prompted detrimental attitudes concerning the employees' ability to accomplishing corporate purposes of financial improvement I recommend the following actions, which are described in further detail in their own subsections.

Workplace Spirituality

The asymmetric interplay of PEs (Theme 1) and NEs (Theme 4) manifested the CE (Theme 5). Capitalizing on this discovery in Chapter 4, I recommend that corporate organizations in Nigeria should imbibe the precepts of workplace spirituality (WS) that involve using the elements of deeper organizational and personal values and connectedness towards achieving GS, SL, and the self-efficacy of the employees' (Aravamudhan & Krishnaveni, 2015). WS presuppose a transcendent culture that acknowledges that employees have both a mind and a spirit as well as seek to find meaning and purposes in their work, including aspiration towards connecting with other employees in a mutual understanding (Belwalkar & Vohra, 2016). The presence of the WS ideologies in an organization may consistently influence the occurrences of CEs irrespective of employees' emotional interference. According to Lee, Lovelace, and Manz (2014), WS inculcated the essence of respect personal integrity that towards the organizational ethical climate. Implementing the WS guidelines in organizations may enhance the employees' satisfaction and commitment towards realizing excellent organizational performance and business sustainability.

Learning Taxonomy

The data presented in Chapter 4 of this study exposed the influence of VL as an attribute of the CE (Theme 5) in the emerging theory of EEE (Warren & Hale 2016). The suggestion of Chen, Yin, and Liao (2014) that intrinsic characteristics of individuals had impacts on decision outcomes reinforced the precepts of VL depicting a consolidation of previous cognition that did not utter their behavioral outcomes following the emotional dispositions that occurred as witnessed in the present. Consequently, I recommend that corporate organizations in Nigeria should institutionalize the various tenets of learning as an enduring agenda that could shape the subjective beliefs of employees' toward achieving excellent organization citizenship. The precepts of organizational learning that encourage enhancement of existing processes as well as becoming a learning organization are the ideal form of the corporation.

Organizational learning. Responses from the participants revealed a general notion that the NEs (Theme 2) contributed to the ORF experiences (Theme 4). The results in Chapter 4 equally collaborated with Rose, Shuck, Twyford, and Bergman (2015) that attributed ORF to the activities of dysfunctional leaders who consistently violated psychological contracts following negative emotional outcomes. Recommending the precepts of organization learning involves the process of detecting organizational blunders by gaining perceptiveness and cognition from experience through investigation, reflection, analysis, and a willingness to examine both successes and failures (Real, Roldán, & Leal, 2014). Though it might seem derogatory asking organizations to learn from failures, yet inability to learn from mistakes may lead to consecutive miscarriages (Desai, 2016). The experiences become a process asset for the organization towards enhancing individual and collective learning that are of essences to organizational development. Organizational learning capabilities improve inter social and intra social relationships and business excellence (Lozano, 2014).

Learning organization. The data in Chapter 4 indicated that VLas an attribute of CE (Theme 5) influenced positively influence employees' behavioral tendencies during emotional dilemmas. The principles of becoming a learning organization as popularized by Kofman and Senge (1993) included the arts of individual expert skill, mental models, team learning, shared vision, and system's thinking. Integrating knowledge management in the mapping of a learning organization may ensure that individual positive cognitions transform into information that other members of the organization can use through the process of translating individual learning into a useful organizational knowledge (Aggestam, 2015). During the emotional dilemmas, employees' behavioral outcomes might rely on the learning organization cognitions that transcended to OS (Theme 3).

Sustainable Human Resources Practices

In agreement with Musgrove, Ellinger, and Ellinger (2014) the results in Chapter 4 revealed that workers' dissatisfaction prompted detrimental attitudes that indicated the employees' unwillingness to accomplishing corporate purposes of financial improvement. NEs (Theme 4) contributed to ORF (Theme 3). Detached commitment by workers raised concern to the modern-day organizations that tend towards competitive improvement (Millar, 2012). I recommend that organizations should encourage sustainable human resource (SHR) practices towards succeeding in the contemporary and competitive marketplace. SHR management practices influence corporate environment that fosters safe and positive psychological experiences for employee engagement toward personal and team performance for competitive advantage (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Following the revelations from the participants', I, therefore, reiterate the need for organizations to revisit policies relating to training and development, socialization, performance management, and employee entitlements towards facilitating improvements in employee engagement that influence positive outcomes.

Implications

Implications to Organizations

The results of the study should be relevant to the research subjects, their respective organizations and other corporate entities that aspire relevance in the contemporary dispensations. The study offered the participants the opportunities to discover their emotional dealings and how they relate to performances in their respective organizations (Antes et al., 2012). The study is of positive impact to the three sectors of Nigerian economy (oil and gas, financial, and construction) since the research exposed how EEs influenced perceptions of organizational politics and work attitudes. The study indicated the EI training for managers to enhance the cohesive economic success of the Nigerian economy, in general. Practitioners in leadership and organizational change may use the outcome of the research to improve the adaptive responses to change. The empirical study provided holistic understanding of change processes, which involve integrating perspectives of the internal and external contexts of organizations. The study equally exposed the emotional concerns that drive employee engagement for the attention of visionary leaders (Zhang, Avery, Bergsteiner, & More, 2014). From the study, human resources practitioners may derive emotionally related motivational factors for improving organizational success.

Implications to Empirical Theory and Practice

The study filled a gap in the scholarly literature. It produced evidence that provided additional perspectives on empirical field observations in addressing the understanding human emotional influences in organizations and its extent effects

(Randmann, 2013). It discovered a new theme of CE that scholars in the parlance of organizational behavior may find relevant. The research validated some of the theoretical models and frameworks on the related topic (Ashkanasy and Humphrey, 2011; Kaplan, Cortina, Ruark, Laport, & Nicolaides, 2013; Kelly & Barsade, 2001; Rogers, Schröder, & Scheve, 2014). The study cumulated into a theory or hypothesis of EEE that might arouse the investigative interests of scholars in leadership and organizational change.

Significance to Social Change

The exposures of the study contributed equally to improvements in positive social behaviors in organizations. The social impact implication of the study includes that its discoveries may aid organizational leaders in achieving strides towards delivering products and services that influence socio-economic change (Shantz, Alfes, Bailey, & Soane, 2015). Corporate relevancy and sustainability in the dynamic marketplace may, for this reason, improve societal good (MacKenzie, Garavan, & Carbery, 2011). The scholarly activities in understanding and mitigating employees' NEs brought suggestions on how to improve positive social interactions in an organization. Addressing leadership and employee related issues are helpful to the society towards increasing the wellbeing of various stakeholders (Packard & Jones, 2015). The study ultimately proffered recommendations that are contributions towards curtailing organizational antisocial behaviors that lead to excessive loss of revenue in organizations.

Conclusions

The essence of this exploratory multiple case study was to gain an understanding of how employee emotional commitments to the workplace relate to organizational performance in three sectors (oil and gas, financial, and construction) of the Nigerian economy. I analyzed the qualitative data that I collected from the embedded cases of nine, seven, and eight subjects from construction, financial, and oil and gas sectors of the Nigeria economy cumulating to 24 research subjects. Five major themes emerged from 21 codes following 566 cumulative occurrences that provided answers to the one central RQ: How do emotional interactions of mid-level employees' in the oil and gas, financial, and construction workplaces relate to organizational performance in the Nigerian economy? Across the respective sectors (construction, financial, and oil and gas), the results indicated that employees PEs contributed to the OS and NEs contributed to the ORF. The research equally found out about a new theme of CE that resulted from the asymmetrical manifestation of employee emotions. The study cumulated into an emerging theory of EEE with recommendations for further validations. With strong implications for positive social change, other recommendations for organizations included the implementation of workplace spirituality, learning taxonomy, and organizational learning.

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Appendix A: The Proposed Interview Protocol

The Proposed Interview Protocol

The purpose of this multiple qualitative case study is to gain an understanding of how employee emotional commitments to the workplace influence organizational performance in three sectors (oil and gas, financial, and construction) of the Nigerian economy. The findings of the study will contribute to knowledge in leadership and organizational change. The results will facilitate the professional application and understanding of the complexities of human sociological and emotional behaviors in organizations, as well as their socio-economic effects on contemporary organizations. In terms of contributing to scholar and practitioner knowledge, the proposed study may be able to fill a gap in the literature. The proposed study may ultimately proffer recommendations that will contribute to curtailing organizational antisocial behaviors, which lead to excessive loss of revenue in organizations.

The Research Question

The overriding question is: *How do employee emotional interactions in the workplace prevail on organizational performance?*

Questionnaire Description

I have eight interview questions and I tend to administer them one after the other. The questions are in two sections of four questions each. I will present questions on employee emotions in the first section of the interview. The second section will cover the aspects of organizational performance.

Interview Duration and Ethical Considerations

The approximate time for the interview is about 30 minutes. I hereby declare my intentions for audio recording of this interview as I enquire of any reservation towards the audio recording of the interview.

Interview Questions

1. What does employee emotion at workplace mean to you?
2. Reflecting back to your experiences and all the things you have encountered in your profession, how can you describe the manifestation of positive emotions?
3. What are the outcomes of your positive emotions at the workplace?
4. Have you ever experienced negative emotions at work place? Explain how you displayed this if any?
5. What does organizational excellence mean to you?
6. How can you describe a successful organization and organizational failure?
7. How can employee negative emotions contribute to organizational failure?
8. How can positive emotions contribute to success in your organization?

Appendix B: Field Test Solicitation E-mail to the Faculty Experts

Dr. XXXXX

I want to use this opportunity to thank you for all your efforts and benevolence by contributing to scholarship and helping students with their doctoral dissertation journey. I am a Ph.D. student with a specialty in Leadership and Organizational Change. I have drafted my entire proposal and my chair (Dr. Richard Schuttler) instructed me to conduct a 'Field Test" with 3–5 qualitative research experts (that are not in my committee) before submitting my proposal for university review. I respectfully request your qualitative research subject matter expertise and kind cooperation in reviewing my intended interview questions to examine if such questions would generate research data that would address the research question.

Please help me to achieve this objective by assessing and giving feedback on the alignment of the research question to the interview questions towards ensuring that I am asking the questions the correct way to get the appropriate and sufficient data/information for the analysis.

I have attached the abridged proposal document that contains the title page, problem statement, purpose statement, research question, and the interview questions for your comment.

Thank you.

Lambert Ofoegbu.

Appendix C: The Updated Interview Protocol Using Feedback from the Field Test

The purpose of this multiple qualitative case study is to gain an understanding of how employee emotional commitments to the workplace influence organizational performance in three sectors (oil and gas, financial, and construction) of the Nigerian economy. The findings of the study will contribute to knowledge in leadership and organizational change. The results will facilitate the professional application and understanding of the complexities of human sociological and emotional behaviors in organizations, as well as their socio-economic effects on contemporary organizations. In terms of contributing to scholar and practitioner knowledge, the proposed study may be able to fill a gap in the literature. The proposed study may ultimately proffer recommendations that will contribute to curtailing organizational antisocial behaviors, which lead to excessive loss of revenue in organizations.

The Research Question

The overriding question is: *How do emotional interactions of mid-level employees' in the workplace relate to organizational performance?*

Questionnaire Description

I have seven interview questions and I tend to administer them one after the other. The questions are in two sections. Questions 1 to 3 being the first section will focus on employee emotions. Questions 4 to 7 being the second section of the interview will cover the aspects of organizational performance.

Interview Duration and Ethical Considerations

The approximate time for each interview is about 30 minutes. I hereby declare my intentions for audio recording of this interview as I enquire of any reservation towards the audio recording of the interview.

Interview Questions

1. What does employee emotion at workplace mean to you?
2. How do you describe a specific and recent event at your workplace that contributed to your positive emotions as an employee? What happened, how did you feel about it, and what did you do?
3. Explain your most recent experience of negative emotions at work place? How did you display this? What happened? What did it result to?
4. What does organizational excellence and success mean to you? How have your satisfactions as an employee contributed to these?
5. Describe instances of organizational success and organizational failure?
6. How did employees' dissatisfaction and negative emotions contribute to any known aspect of organizational deficiency?
7. How did employee satisfaction and positive emotions contribute to success in your organization?