THE IMPACT OF ORGANIZATIONAL CLIMATE FACTORS HUMAN RELATIONS AND OPENNESS ON PUBLIC SERVICE MOTIVATION FACTORS COMPASSION AND SELF- SACRIFICE: AN ANALYTICAL PERSPECTIVE OF HEALTH SECTOR OF SINDH

Sajjad Hyder Channar
*Ph.D Scholar, Mehran University Institute of Science, Technology and Development, Mehran University of Engineering & Technology, Jamshoro
Email: sajjadchannar2@gmail.com*
Dr. Asif Ali Shah
*Associate Professor, Mehran University Institute of Science Technology and Development (MUISTD), Mehran University of Engineering & Technology, Jamshoro
Email: asifali.shah@faculty.muet.edu.pk*
Dr. Muhammed Sharif Abbasi
*Assistant Professor Department of Public Administration University of Sindh
Email: sharif.abbasi@usindh.edu.pk*

ABSTRACT

Effective implementation of Social Policy is the main function of every government whether it belongs to developed nation or underdeveloped. Developed nations are those which have the highest ratio of Gross Domestic Production (GDP), spent on the social policy while the under-developed have least ratio of GDP spent on public and social policies. Notwithstanding that much resources are spent on social services the developed nation have effective delivery mechanism as well, and social policy is implemented through various organizational structures such as public, private, Non – Governmental Organizations (NGOs). This research paper aims to highlight health sector in the province of Sindh - a southern province of Pakistan, with application of new public policy paradigm in order to highlight loop holes of the administrative environment. and its impact on Public Service Motivation.

───────────────────────────

Keywords: Public Service Motivation, Organizational Climate, PLS SEM, Public Sector, Private Sector, Health Sector.

SINDH 'S PERSPECTIVE IN TERMS OF PUBLIC SERVICES

The public services such as health, education, clean drinking water are important factors in determining the public welfare of any nation. And these necessitates are dispensed through certain administrative mechanisms. In Sindh like all over Pakistan public policies are implemented through bureaucratic structure, which is on the lines of former British Administrative system, which is hierarchical

in nature clearly setting the superior and sub-ordinate positions, typical red tapism, excessive paper work, rigidity , sluggishness and rule orientations.

Excessive rigidness and control in bureaucratic structure, lack of accountability and rent seeker behavior on the part of public officials leads to wide spread corruption and malpractices within the public service institutions. Such behavior on the part of public servants results into dissatisfied public services deliveries of which health and education are of vital importance.

According to Mirza (2020), Pakistan stood 33rd most corrupt country in the world (Mirza, 2020). The common citizens are disillusioned from Government and its departments.

The Global Competitiveness Report (2020), which compares governance in 140 countries, ranked Pakistan 126th.

In South Asia especially in Pakistan, the public sector is riddled with factors like corruption, nepotism, weak management, low incentives and high politization. And these factors are prelude to decline motivation within public servants, across all provinces including Sindh. It has been observed that in the province of Sindh, only 24% of sick or injured population avails the public sector health facilities.

The deal with these challenges, new policy paradigms such as contracting out, outsourcing and public private partnerships is being used to effectively channelize the social services. Contrasting this scenario the underdeveloped nations including Pakistan, and especially the province of Sindh is resorting to the pre-dominantly public sector to implement social services, which is riddled with corruption and de-motivation. Much attention is given on the employee motivation as the precursor of organizational productivity regardless of sector differentiation.

NEW POLICY PARADIGM

As every organizational form has its own climate, and subsequent levels of employee motivation, this research examines relevancy of organizational climate on employee motivation, taking into consideration altogether a new policy diametric referred as Public Service Motivation (PSM). This research paper would highlight the province of Sindh's health system, especially focusing hospitals.

_____

Human Motivation in organizations is determined by work environment (Perry, 2000). Patterson et.al., (2005) have noted that organizational culture and climate are similar concepts which determine work environment. As per literature there is growing interest in issues that relate to the values of public organizations (Perry, Hondeghem 2008:294-313) which are believed to constitute a panacea for organizational malfunctioning and demotivated employee. Public Service motivation is one of such approach to solve above mentioned problems in effective manner by stirring intrinsic motivation.

LITERATURE REVIEW

Organizational Climate Conceptual Definition: Organizational climate is more psychologically oriented climate with reference to creativity, innovation, safety, or service, and founded in the place of work. This climate depicts workers perceptions of organizational policies, practices, and procedures, and consequent forms of behaviors that sustain creativity, innovation, safety, or service in the organization. The main focus of organizational behavior models is related to perceptions of the work environment, referred to generally as 'organizational climate' The study of organizational climate is a way to measure the health of an organization.

Organizational Climate Operational Definition: (Litwin (2001), describes organizational climate as "a group of measurable characteristics that members could perceive directly or indirectly in the work environment".

Organizational Climate and its Implications for Motivation: Conducive climate is the corner stone for any organizational success. It enhances employee motivation and in turn makes the employee engaged to the organization. Hence, in any organizational system conducive climate is imperative to enhance public service motivation, which in turn leads to the better organizational performance and public service.

The Opinions held by workers, about the organization are psychological climate and the perpetual quality of an organization about climate is influencing their behavior and experiences by employees. The conglomerate of attitudes, behaviors and feelings are the characteristics of an organization but even with the disagreements

most of them seem organizational climate as a stable thing to attitudes and which affects people's behavior.

This research paper has chosen Competing Value Model of Organizational Climate (Quinn & Rohrbaugh, 1981, 1983; Quinn & McGrath, 1985), to determine its impact on Public Service Motivation within Heath Sector of province of Sindh.

Competing Value Model of Organizational Climate: For this research paper, the authors have used. The Competing Values model, developed by Quinn and colleagues (Quinn & Rohrbaugh, 1981, 1983; Quinn & McGrath, 1985), which is a derivative of four major schools of organizational effectiveness, depicting long traditions in management and organizational psychology. Specifically, for this research article the authors have restricted their findings on the two quadrants of Quinn's model, out of four. Namely: Human Relations and Openness, leaving rational goals and internal processes quadrants for future researchers.
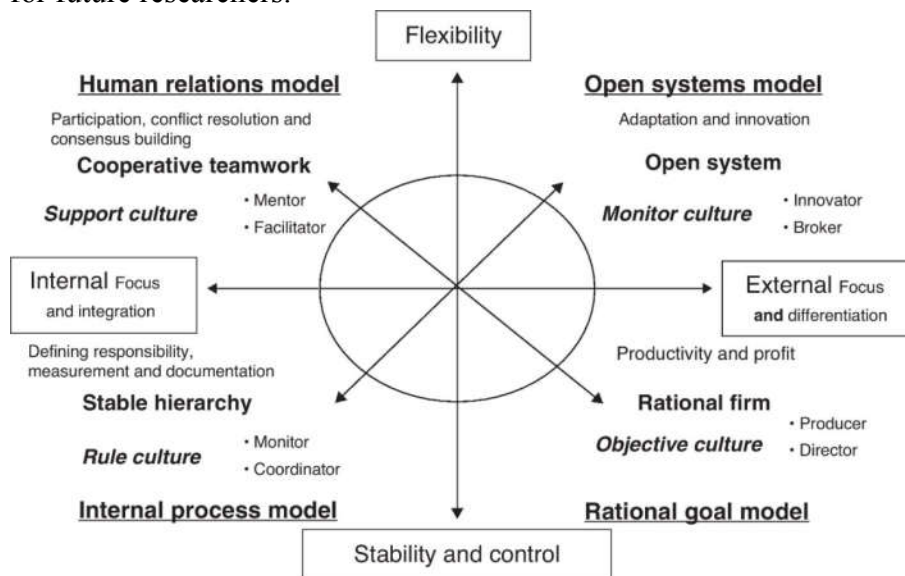

DIAGRAM 1

The Human Relations Approach: emphasize on internal focus and flexibility in relation to the environment. Human Relation approach is driven and human relations schools (McGregor, 1960). This approach emphasizes on well-being, of workers in organization.

_____

The Open Systems Approach: Emphasize on flexible relationships with the environment), emphasizes adaptation of the organization in its environment, and subsequent innovation in response to environmental demands (Shipper & White, 1983).

The convergence of these approaches provides a holistic model, which helps in understanding behavioral and rational aspects of the organizations. this results in a useful conceptual map, given by Quinn, recognizing the required elements of a climate measure, which could be applied to different types of organizations. The model is chosen because it is "the dominant framework in the world for assessing organizational culture" (Cameron & Quinn, 2011).

For this research the authors have focused merely two quadrants of this entire model out of four quadrants namely:

a) Human Relations
b) Openness.

These two factors are further sub-itemized by Peterson et.al., (2002), in order to have in-depth research:

IDENTIFYING DIMENSIONS OF ORGANIZATIONAL CLIMATE

Petterson et.al., (2005) have identified the following dimensions for representing the Quinn's competing model of organizational Climate: viz. Human Relations and Openness.

Human Relations:
- Employee wellbeing— "the extent to which organization gives importance to its employees" (e.g., Robinson& Rousseau, 1994; Guest, 1998);
- Autonomy— "crafting work in a manner that gives employees opportunity to conduct on their own pace" (e.g., Cherns, 1976; Klein, 1991);
- Participation— "employees given part in the decision making process of organizations" (Hollander & Offer man, 1990);
- Training— "to develop employee skills" (e.g., Gattiker, 1995).
- Integration— "the degree of inter-departmental belief and collaboration" (Nauta & Sanders, 2000).
- Supervisory support— "the degree to which workers feels sympathy from their supervisor" (e.g., Cummins, 1990).

Openness

- Flexibility— "an inclination towards change" (King & Anderson, 1995).
- Innovation— "the extent of praise and support for new ideas and innovative approaches" (e.g., West & Farr, 1990);
- Outward focus— "the extent to which the organization is responsive to the needs of the consumer and the market in general" (Kiesler & Sproull, 1982; West & Farr, (1990).
- Reflexivity— "a concern with reviewing and reflecting upon objectives, strategies, and work processes, in order to adapt to the wider environment" (West, 1996, 2000).
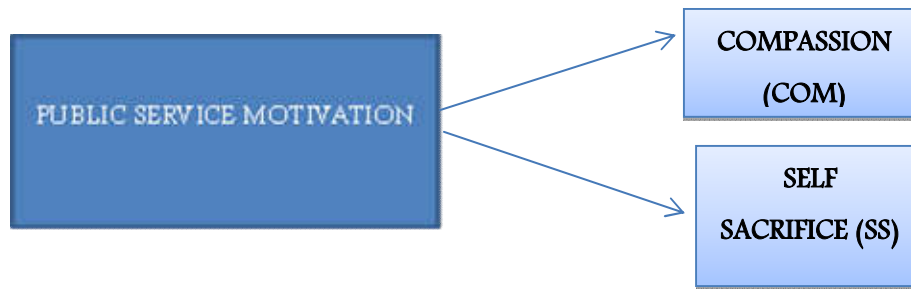
PUBLIC SERVICE MOTIVATION

Public service motivation has been considered as one of the most effective tool in many western countries to address issues of maladministration and efficiency (Brereton & Temple 1999; O'Toole 1993; Rayner et.al., 2011). In Asia, several studies were conducted in Korea (Kim, 2005; 2006) and in China (Li, 2008; Bangcheng, 2009; Liu, Tang, & Zhu, 2008). Moreover, there have been very few studies on causal factors on public service motivation (e.g., Camilleri, 2007; Park & Painey, 2007). The scholars in US and Europe have started research about the concept of public service motivation, and its desired values of (altruism, benevolence, and morality) (Perry, & Wise 1990, Rainey, 1982).

Conceptual Definition of Public Service Motivation: Public Service motivation (PSM), is a "general, altruistic motivation to serve the interests of a community of people, a state, a nation or humankind" (Rainey & Steinbauer, 1999). A more comprehensive definition is introduced by James L.Perry and Lois R Wise and is supported by motivation theories, which says public service motivation is "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions' and organizations" (p.368). Vandenabeele (2007), defines public service motivation as "belief, values and attitudes that go beyond self- interest and organizational interest, that concern the interest of a larger political entity and that motivate individuals to act accordingly, whenever appropriate" (p-547).

Operational Definition of Public Service Motivation and its Dimensions: The first group of studies focuses on the rewards of employees to measure public service motivation (Crewson, 1997; 1964; Rainey, 1982). Second group of studies (Moynihan & Pandey, 2007; Perry, 1996; Vandenabeele, 2008) have considered PSM as a multidimensional construct.

Antecedents of Public Service Motivation: Originally, PSM is entrenched as a concept in three categories: social institutions, organizational and demographic . The demographical category contains factors like age, education, gender. The social institutions categorize family, profession, and religion. Motivation in organizations is determined by work environment (Perry, 2000). This research paper, undertakes Institutional and organizational perceptive namely: Health Institution of the province of Sindh, as antecedent for Public Service Motivation.

DIAGRAM-2

For this research paper two quadrants of Organizational Climate, (Human Relations and Openness), are used along with two factors of Public Service Motivation (Compassion and Self-Sacrifice). After thorough literature review, the following converged model is developed to test the hypotheses.
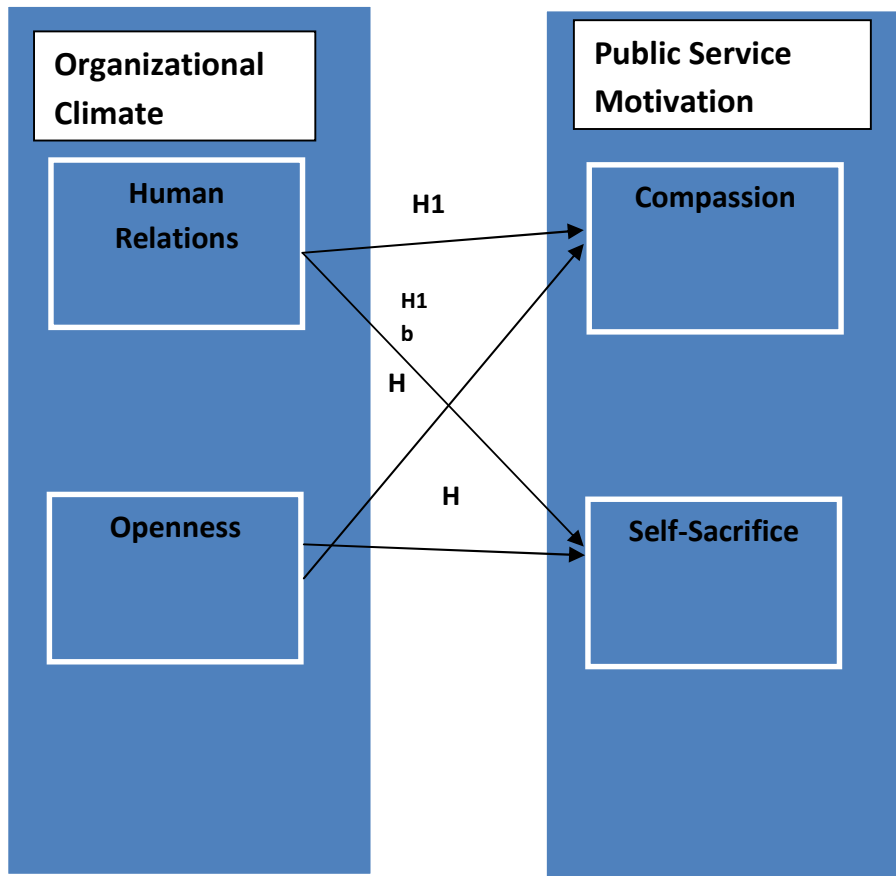
CONVERGED RESEARCH FRAMEWORK

DIAGRAM-3

The refereed literature review on the main constructive: Organizational Climate (Independent variable) and Public Service Motivation (dependent variable) led to the following hypotheses to be tested:

HYPOTHESIS

HI (A): Human Relations have significant impact on Compassion
H1 (B): Human Relations have positive impact of self- sacrifice
H2 (A): Openness has significant impact on Compassion
H2 (B): Openness has positive impact on Self- Sacrifice

RESEARCH METHODOLOGY

Study Design for this paper is Cross Sectional. Single- time data is collected and having snapshot. As the aim of study is to examine

_____

organizational climate in its present scenario, therefore single-time data is collected. However, it is possible to conduct a longitudinal study when the research design is experimental. Sampling Technique: Random Probability sampling is used with probability sample method.

Research Instrument / Questionnaire: Survey method is used for this research paper and Likert's seven scale is used to collect the data. The Questionnaire is adopted from Kim and Vandenabeele, 2010, which is amended version of Perry's Questionnaire (1996) on Public Service Motivation. While Questionnaire on Organizational Climate is adopted from the Patterson's Model (2005), which have filtered the measurable variables from the Competing Values Framework of Organizational Climate by Quinn & Rohr Baugh (1981).

Data Collection / Sampling: Targeted population for this research study will be the:

- Doctors
- Paramedical Staff (Nurses and Operation Technicians)

S#	Name of Hospital	Questionnaire distributed	Questionnaire obtained
1	Civil Hospital – Hyderabad	24	22
2	Civil Hospital– Karachi	23	20
3	Isra Hospital– Hyderabad	12	10
4	Hilal Ahmer – Hyderabad	12	10
5	Abbasi Shaheed– Karachi	19	11
6	Bonecare – Hyderabad	10	10
7.	PPHI– Hyderabad	10	09
8	Government Hospital– Hala	14	12
9.	Basic Health Unit– Matiyari	13	10
10.	Government Hospital– Kotri	13	11
11.			
12.			
13.			
	TOTAL	150	125

TABLE – 1

DATA ANALYSIS

Reliability analysis, factor loading and missing data has been applied to ascertain the reliability and feasibility of the questionnaire/ instrument using SPSS Statistical software, and Smart PLS.

95

RESULTS AND DISCUSSION
TABLE CONFIRMATORY FACTOR ANALYSIS

Constructs	No. of Items	Cronbanchα	EFA No. of factor	KMO	Bartlett's test Sphericity	Variance Explained	Average/ Mean
Human Relations	11	0.961	1	0.935	0.000	72.37	3.82
Self-Sacrifice	7	0.95	1	0.929	0.000	76.98	4.19
Openness	6	0.923	1	0.895	0.000	72.36	4.44
Compassion	5	0.958	1	0.918	0.000	85.54	4.49

The total variance extracted by the questions within construct needs to be higher than 0.60 (Hair et.al., 2006). In the present study variance was extracted between 67.90 and 85.54 (See table above). Whereas, Bartlett's Sphericity test was highly significant i.e.: $p < 0.05$. the score of Kaiser-Mayer-Olkin (KMO), was also well above the recommended value i.e.: 0.60. The average mean on each construct was between 3.82 to 5.18, as data has collected on 7 point Likert scale therefore the average mean above 3.5 shows the positive side of the questionnaire and value less 3.5 shows the negative side of the Likert scale.

CONSTRUCT VALIDITY AND BOOTSTRAPPING (PLS-SEM)

As we can see results of analysis performed in Smart PLS the Cronbach's alpha values of all constructs are greater than the recommended value of (0.70), composite reliability of all constructs is greater than the threshold of (0.708) and average variance extracted values of all constructs is greater than the (0.5) recommended value thus establishing the construct validity.

TABLE CONSTRUCT RELIABILITY AND VALIDITY

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Compassion	0.958	0.961	0.957	0.816
Human Relations	0.962	0.969	0.956	0.673
Openness	0.923	0.982	0.907	0.644
Self-sacrifice	0.95	0.967	0.945	0.72

The bootstrapping procedure was used in Smart PLS in order to test the hypotheses and Smart PLS. The hypothesized relationship between Human relations and compassion is significant (p = 0.001), the relationship between Human Relations and self-sacrifice is not significant (p = 0.356). The hypothesized relation between openness and compassion is significant (p=0.002), while the relationship between openness and self-sacrifice is not significant (p=0.806).

| TABLE : OUTER LOADINGS (SMART PLS)					
COMP_1	0.939	Compassion			
COMP_2	0.910				
COMP_3	0.903				
COMP_4	0.940				
COMP_5	0.931				
HR_1		0.853	Human Relations		
HR_2		0.853			
HR_3		0.836			
HR_4		0.829			
HR_5		0.893			
HR_6		0.808			
HR_7		0.878			
HR_8		0.845			
HR_9		0.769			
HR_10		0.835			
HR_11		0.907			
OPEN_1			0.846	Openness	
OPEN_2			0.899		
OPEN_3			0.811		
OPEN_4			0.781		
OPEN_5			0.85		
OPEN_6			0.884		
SS_1				0.82	Self-Sacrifice
SS_2				0.824	
SS_3				0.911	
SS_4				0.853	
SS_5				0.828	
SS_6				0.905	
SS_7				0.948	

The table above shows the outer loadings of each construct i.e. openness, Human Relations, Self-Sacrifice and Compassion, all outer loadings are greater than the recommended values of (0.708), thus indicating item reliability otherwise the indicators would have been deleted.

TABLE
BOOTSTRAPPING (PLS-SEM)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Human Relations -> Compassion	0.317	0.323	0.099	3.201	0.001	Accepted
Human Relations -> Self-sacrifices	0.14	0.136	0.152	0.924	0.356	Rejected
Openness -> Compassion	0.307	0.318	0.101	3.038	0.002	Accepted
Openness -> Self-sacrifices	-0.036	-0.034	0.147	0.245	0.806	Rejected

The graphical relations are given in the following figure, the significant relations are those where T values are greater than 1.96 as seen in the PLS-SEM results.

FIGURE BOOTSTRAPPING (PLS-SEM)
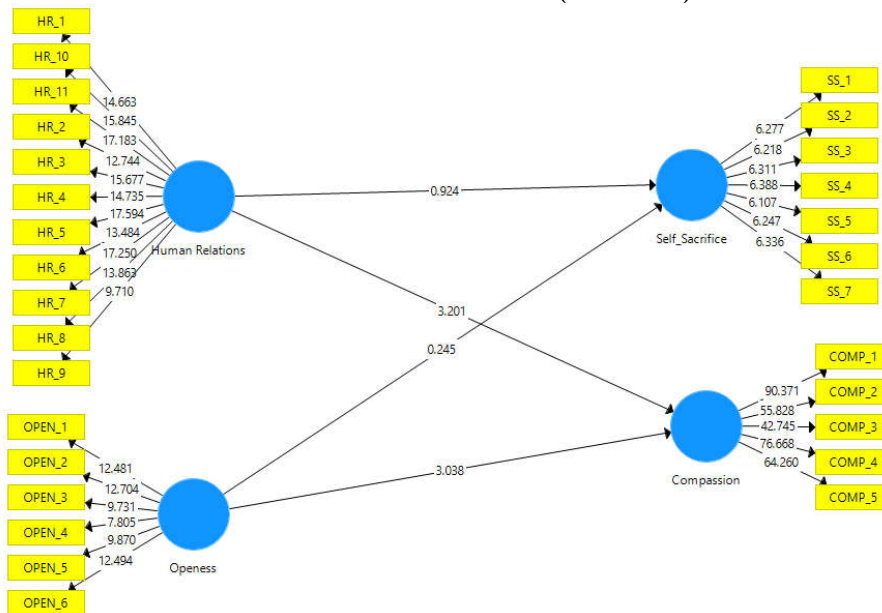
Two hypothetical relationships represent the strong relationship, such as Human Relations having positive impact on Compassion as well as Openness is having strong positive relationship with the compassion. However, the data suggests that the Human relations and Openness have negative relationship with self-sacrifice. As the above hypothesis suggest that the environment of compassion develops into positive impact. Compassion can boost employees' commitment towards work and helps in confronting challenges. According to (Lilius, Worline, Dutton, Kanov, & Maitlis, 2011), Compassion reduces distresses and increase productivity. According to (Lilius and colleagues, 2011) two factors enable culture of compassion.

One factor is the inclusiveness of connections leading to human relations connections, which comes from interpersonal bondages, that allow employees to be in touch with each other's needs. The second factor that allows for compassion in the workplace is creating environment where employees can share details about their personal lives. When these conditions are present, employees feel they can be candid to each other and that would result in empathy for each other within work context, and breeds positivity and motivation.

Traditionally, negative emotions, have been neglected in organizational life (Zineldin & Hytter, 2012). An increasing amount demands with fewer resources have, however, made compassion an important and timely, but difficult, challenge for organization, however as this research suggest with greater openness such element could be injected within the organizations to promote reasonable amount of compassion amongst employees.

The research reflects the negative co-relationship of Human relations and with Self- Sacrifice, which implies that in Organizations human relations factor such as (training, Supervision Support, well-being, autonomy, participation, and integration) may not necessarily breed the emotion of self-sacrifice, on the part of employees. In a similar fashion the negative co-relationship between Openness such (innovation, flexibility, outward focus, reflexivity) implies, theta Openness not necessarily helps in promoting the emotion of self-sacrifice, amongst employees.

CONCLUSION

Notwithstanding, these findings, however the authors are of the opinion that these findings may vary from organizations to

organizations, sector to sector and nature of research framework. As this research paper is snapshot in nature and is conduct with a small sample during the times of COVID-19, within Health sector. A longitudinal study may bring about different perspectives of these variables in future researches.

LIMITATIONS

It is important to highlight the limitations of this study. The data collected using cross-sectional survey, which limits the reliability of model over the several points of the time. Literature suggests that employees' observations may vary with the passage of time, experience and environmental change (Venkatesh and Davis, 2000). Future researchers may further the explore this conceptual model.

REFERENCES
Brereton & Temple (1999). O'Toole (1993); Rayner et.al., (2011), Public Service Ethos: Developing a Generic Measure.
Cameron, K.S., & Quinn, R.E. (2011). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework (3rd ed.). San Francisco: Jossey-Bass
Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture.
Cherns (1976). The Principles of Socio Technical Design, *Human Relations*, Volume 29, Number 08, pp.783-792.
Clinebell, S. (1984). Organizational effectiveness: an examination of recent empirical studies and the development of a contingency view. In W. D. Terpening, & K. R. Thompson (Eds.), Proceedings of the 27th Annual Conference of the Midwest Academy of Management (pp.92–102), Department of Management, University of Notre Dame.
Creswell & Plano (2011). Designing and Conducting mixed methods Research. Thousand Oaks CA: Sage. Hall, R. H. (1980). Effectiveness theory and organizational effectiveness. *Journal of Applied Behavioral Science, 16*, 536-545.
Crewson, P. E. (1997). Public-service motivation: Building empirical evidence of incidence and effect. *Journal of Public Administration Research and Theory, 7(4)*:499-518.
Cronbach, Lee J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika* 16.3:29
Government of Pakistan Statistics Division. (2018). Pakistan Demographic and Health Survey (201718 PDHS) Islamabad. Pakistan Bureau of Statistics.
Guest, E. D. (1998). Is the Psychological Contract worth Taking Seriously? *Journal of Organizational Behavior, 19,* 649-664.

Hollander, E.P., & Offer Mann, L.R. (1990). Power and leadership in organizations: Relationships in transition. *American Psychologist, 45*, 179-189.

Kiesler, S., & Sproull, L. (1982). Managerial response to changing environments: Perspectives on problem sensing from social cognition. *Administrative Science Quarterly, 27*(4):548–570.

Kilpatrick, F. P., Cummings, M. C., & Jennings, M. K. (1964). The image of the federal service*:* Brookings Institution Washington, DC.

Kim- Vandenabeele (2010). A Strategy for Building Public Service Motivation Research Internationally, *Public Administration Review 70*(5):701-709.

Klein, (1991). A theory of partial systems: Implications for organizational effectiveness, Behavioral Sciences, *Journal of the Society for General Systems Research*.

Kumar, Ahmed et.al., (January 2013). Job satisfaction among public health professionals working in public sector: A cross sectional study from Pakistan, Article (PDF Available) in *Human Resources for Health* 11(1).

Landau and Howard Litwin (2001). Subjective Well-Being among the Old-Old: The Role of Health, Personality and Social Support Ruth: *The International Journal of Aging and Human Development, 52*:4, 265-280.

Luck, and Rubin, (1987). Marketing Research (7th Ed.) (7th Edition), Oxford Press.

McGregor, D. (1960). The human side of enterprise. New York: McGraw-Hill.

Mirza, I. (2020). Transparency International and Pakistan, Pearson Publications, New York.

Morgan, D. L. (2007). Paradigms lost and pragmatism regained: Methodological implications of combining qualitative and quantitative methods. *Journal of Mixed Methods Research, 1*(1):48-76.

Moynihan, D. P., & Pandey, S. K. (2007). The role of organizations in fostering public service motivation. *Public Administration Review, 67*(1):40-53.

Nauta & Sanders, (2000). Interdepartmental negotiation behavior in manufacturing organizations. *International Journal of Conflict Management 11*(2):135-161.

Nigel King and Neil Anderson (1995). Innovation and Change in Organizations Routledge: London

Patterson, M.G., West, M.A., Shackleton, V.J., Dawson, J.F., Lawthom, R., Maitlis, Wallace, A.M. (2005). Validating the organizational climate measure: links to managerial practices, New York Publications, New York.

Perry J. L., Hondeghem A. (2008). Directions for Future Theory and Research, in J.L. Perry and A. Hondeghem, *Motivation in Public Management. The Call of Public Service*. Oxford: Oxford University Press.

Perry, J.L., & Wise, L.R. (1990). The motivational bases of public service. *Public Administration Review,* 367.

Petrovsky, Nicolai and Adrian Ritz. (2014). Public Service Motivation and Performance: A Critical Perspective. *Evidence-based HRM 2*(1):57-79.

Rainey, H. G., & Steinbauer, P. (1999). Galloping elephants: Developing elements of a theory of effective government organizations. *Journal of Public Administration Research and Theory, 9*(1):1-32.

Ritz (March 2009). Public service motivation and organizational performance in Swiss federal government*, International Review of Administrative Sciences*.

Robert E. Quinn and John Rohrbaugh (June 1981). A Competing Values Approach to Organizational Effectiveness, *Public Productivity Review*, Vol.5, No.2, A Symposium on the Competing Values Approach to Organizational Effectiveness, pp.122-140, Taylor & Francis, Ltd.

Robinson & Rousseau, (1994). Changing Obligations and the Psychological Contract: A Longitudinal Study. *The Academy of Management Journal 37*(1)

Styhre, A. (2007). The innovative bureaucracy: Bureaucracy in an age of fluidity. New York, USA: Routledge

The Global Competitiveness Report (2019). UN Annual Report, New York, 2019.

Thompson, V. A. (1969). Bureaucracy and Innovation. University, Ala.: University Press of Alabama.

Vandenabeele, W. (2007). Toward a public administration theory of public service motivation. *Public Management Review*, *9*(4):545-556.

Venkatesh and Davis, (2000). A Theoretical Extension of the Technology Acceptance Model: Four Longitudinal Field Studies, *Management Science 46*(2):186-204.

West, M. A., & Farr, J. L. (Eds.). (1990). Innovation and creativity at work: Psychological and Organizational Strategies. John Wiley & Sons.

Zhang (2010). Organizational Climate and its Effects on Organizational Variables: An Empirical Study. *International Journal of Psychological Studies*, Vol.2, No.2; December 2010.

Zineldin, M., & Hytter, A. (2012). Leaders' negative emotions and leadership styles influencing subordinates' well-being. *The International Journal of Human Resource Management, 23*(4)748–758.

―――