

ROLE OF POSITIVE EMOTIONS IN ORGANISATIONAL COPING

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Abstract: *The broaden-and-build theory of positive emotions postulated by Barbara L. Fredrickson proposes that emotions like joy, interest, contentment, and love enable an individual to broaden his/her patterns of thinking and acting, which in turn build the personal coping resources, whether intellectual, physical, social, or psychological, by way of creating novel ideas, actions or social relationships. This paper is a review of 15 empirical studies carried out during 1998-2012 that support the contributions of this theory to the creation of a healthy workplace by fostering positive emotions in employees. Positive emotions were found to be pivotal in enhancing employee performance, encouraging innovation and creativity that result in sustainable business practices, helping organisations make good decisions, facilitating work-flow and motivation, developing authentic and charismatic leadership styles, job enrichment, better team performance, and satisfactory customer relations. A link between positive emotions and an upward spiral of personal and organisational resources has also been established where positive self-evaluation, development of resilience, a climate of social support, layout of clearer goals, high quality social-interaction, good health and productivity of workers have been found to promote effective coping.*

Keywords: *Positive Emotions, Coping Resources, Organisational Behaviour*

INTRODUCTION

Positive Organisational Behaviour

Luthans(2002) defines Positive Organisational Behaviour as “the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace” (p.59). It focuses on studying the importance of positive states like self-efficacy, optimism, hope, resilience, joy, happiness and love in helping individuals cope with organisational demands and perform better (Bakker & Schaufelli, 2008, p.149).

The Broaden-and-Build Theory of Positive Emotions

Postulated by Barbara L. Fredrickson, this theory tries to explain the functions of four distinct emotions, namely joy, interest, contentment and love in *broadening* an individual’s momentary thought–action repertoire: joy sparks the urge to play; interest develops the urge to explore; contentment leads to the desire to savour and integrate different views and information about the world; and love gives rise to a recurring cycle of each of these urges, within safe and close relationships (Fredrickson, 2004, p.1367).

The *broaden* hypothesis states that the attention, cognition and action patterns of an individual are broadened (i.e. they become more flexible) than repeating learned ways of thinking or acting. Estrada, Isen and Young (1997) tested the effects of positive emotions on cognitive processes involved in solving simple creativity problems or complex work situations and reported that the experience of positive emotions enabled individuals to think in unusual ways, come up with creative solutions and receive new information more readily (openness).

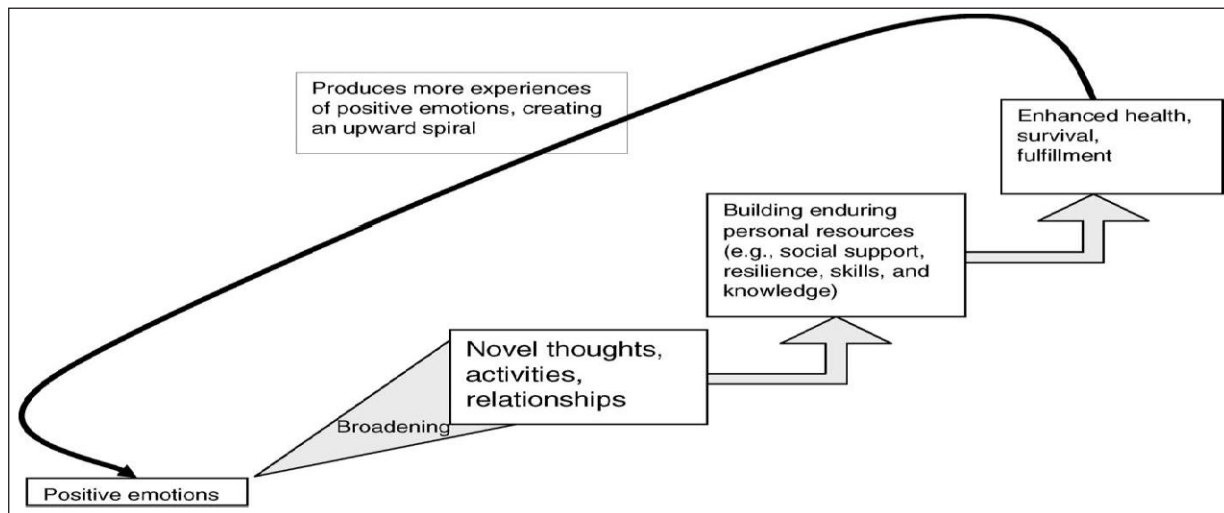
Negative emotions narrow down an individual’s momentary thought-action repertoire. Since their display/experience is limited to life-threatening situations, where quick decisions enable an individual to flee or flight, they have little adaptive value given an absence of such situations. However, positive emotions have an adaptive value beyond survival. They have the inability to prompt individuals to think and act in novel and non-conventional ways, unlike the ancestrally adaptive specific action tendencies.

Fredrickson studied ten positive emotions-joy, gratitude, serenity/contentment, interest, hope, pride, amusement, inspiration, awe, and love. Out of these, however, four emotions, namely joy, interest, contentment, and love were considered for experimentation because of their ability to be distinctly studied. *Joy*, for example, creates an urge to be playful. It allows the individual to engage in aimless exploration of whatever comes in front. This “free activation” (Frijda, 1986) creates the durable resource

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Fig. 1: The broaden-and-build theory of positive emotions



Adapted from Fredrickson and Cohn (2008, Fig. 48.1).

of skill acquisition while learning experientially during play. Similarly, the emotion of *interest* brings together the perceived skills to the perceived challenges in executing a task (Csikszentmihalyi, 1990). The thought-action repertoire corresponds to exploring and broadening one's horizon of knowledge by incorporating new information. Interest therefore broadens the thought-action repertoire and additionally, builds a knowledge base (the durable resource) which can be used later to deal with crisis. The emotion of *contentment* arises from the evaluation of a situation as easy, comfortable, stable and requiring less effort (Fredrickson, 2001). This emotion broadens the thought-action repertoire by encouraging individuals to savour their present circumstances and integrate them to feel one with the world (Fredrickson, 2001), in other words, to adopt a new and complex view about life. The resource it builds is to have a refined view about one's life and prioritize choices- which may be used while making important decisions in future. *Love* is experienced more frequently and is holistic in nature, in the sense that, it incorporates the experiences of all other emotions. It builds the durable resource of social bonds that can be drawn on later to gather psychological and emotional support.

The *build* hypothesis on the other hand states that the individual resources created by the experience of these emotions are more durable and adaptive, even when the emotional experience has ceased to exist. Joy, for example, builds specific *physical resources* such as physical skills for fight (for one's defence) or the ability to learn a motor task. Depriving certain forms of play leaves some skills or action tendencies to be unused or unexplored. Interest sparks the urge to learn and master tasks and information – a very enduring intellectual resource. Sharing mutual feelings and joy helps us form social bonds and cultivate valuable relationships with family and friends (*social resources*). One

can back upon them at times of crisis to deal with stress and receive support.

Also called the *undo hypothesis*, the theory tested the ability of positive emotions to undo the physical and psychological readiness to cope with the demands of the negative situation and restore autonomic *quiescence* after the negative emotions have occurred (Fredrickson, 2011, p.6). They also restore the ability to think flexibly to undo the lingering effects of negative emotions experienced. This would help build *adaptive psychological resiliency* to positive emotions next time a negative emotion is faced, so that attention can be directed towards the positive aspects rather than negative ones.

RESEARCH METHODOLOGY

Research Gaps

The study employed a qualitative meta-analysis of previous findings in the area. Numerous studies have independently highlighted the benefits associated with cultivating positive emotions at workplace. However, here the idea was not to add to existing literature but summarise and make sense of the vast amount of data that has been accumulated over time (Hunter, Schmidt & Jackson, 1982). The qualitative synthesis in this study focuses on the re-analysis of qualitative and quantitative data sets.

Rationale of the Study

For long, research in Psychology has been oriented towards studying and addressing mental illness and has been subjected to criticism for the same (Bakker & Schaufelli, 2008, p.148). Only recently, the emergence of Positive Psychology has witnessed a radical shift in the approach to

study human behaviour, with an increased focus on human *strengths* than *weaknesses*. Research in this area continues to explore the role of positive behaviour in promoting well-being of individuals and communities, and contribute widely to organisational science. As the human resources of modern organisations serve as their competitive edge in business, managers have much more to look forward to than focusing merely on the prevention of unwanted behaviours.

Therefore, there is a need to understand the role of positive emotions in helping organisations cope better. The value-added approach of Positive Organisational Behaviour (POB) in studying positive aspects of behaviour and Fredrickson's Broaden-and-Build Theory of Positive Emotions (1998) can be integrated to explain, how positive emotions enable employees to build effective psychological coping resources to respond to organisational demands and promote mental well-being at the workplace.

Objective of the Study

This study is a meta-analytic review of literature existing in the area of POB, which aims at summarizing the results of studies that have defined the positive relationship between positive emotions and psychological well-being at the workplace. There have been a number of such research studies and the researchers have reviewed and collaborated their findings to determine, how these studies can collectively explain the importance of the use of positive emotions at the workplace. The question of 'whether employees who cultivate positive emotions benefit from them at the workplace' has been tried to be answered in this study. It also validates Fredrickson's Broaden-and-Build theory and its applications at the workplace.

Choice of Sample

A collection of 15 empirical studies which have been carried out between the time-period of 1998-2012 (14 years) has been used for a qualitative meta-analytic review. The purpose behind adhering to the chosen timeline catered to the fact that the Broaden-and-Build theory was freshly postulated at that time. The frequency of researches carried out during the early 2000s had a strong emphasis on the positive applications of the Broaden-and-Build theory in organisations. The list of 15 studies chosen is listed out in the Appendix.

Sampling Procedure

A randomised search of empirical studies on the internet was carried out at first. The search employed keywords related to positive emotions, positive organisational behaviour and

the applications of broaden-and-build theory at work. The initial search carried out enabled the researchers to shortlist 25 studies which have tried to explore the relationship between positive emotions and psychological well-being at the workplace. Out of these 25 studies, the most relevant ones were further selected for a detailed review. The final selection purposively considered 15 most relevant studies that highlighted the positive impacts of positive emotions at workplace, supported by Fredrickson's theory.

Inclusive/Exclusive Criteria

Both qualitative and quantitative studies, that were carried out in work settings were a part of the study. Unpublished researches, masters' theses, and doctoral dissertations were also considered for review. The disciplines that produced such papers were mostly on Organisational Behaviour and Positive Psychology. Only the studies which reported results which were in the direction of findings of predicted by Fredrickson's theory, were filtered out for the final selection of sample. This was to ensure maximum representativeness of the sample for the area of research. All these researches were written in English language.

Analysis of Data

The nature of data used for analysis in this research was qualitative. The present study employed a secondary analysis of primary data related to the topic of positive emotions at workplace. The findings of the 15 chosen studies were regarded as the qualitative data set. A systematic literature review was carried out to explore the need for studying the Broaden-and-Build theory. A systematic review conducts a *comprehensive* search for *relevant studies* on a specific topic, and those identified are further *appraised* and synthesised according to a *pre-determined* method. The result of this step was a summarized report of the key implications of each study. It was a narrative overview of the several ways in which employees can become better performers, work more efficiently, stay happy and deal with work stress better, if they practice positive emotions. A traditional narrative review is a verbal description of research findings which are presented along with conclusions drawn from those findings. A detailed analysis of the data further, highlighted certain key positive aspects of the application of Fredrickson's theory. A thematic analysis of these aspects enabled the researchers to categorize the positive aspects into 11 interesting themes, each of which provided an explanation as to how positive emotions impacted organisational processes. These 11 themes were then explained in detail, with the support of empirical evidence, in the discussion.

DISCUSSION

The present study caters to the building of personal and organisational resources, for survival beyond adaptation, in the backdrop of empirical evidence. Few interesting themes have emerged from the detailed review of the research studies, each of which explains how positive emotions impact organisational processes.

Producing psychologically resilient employees

Psychologically resilient individuals are believed to retreat from unpleasant and stressful experiences quickly and efficiently, without having caused overwhelming damage to their coping resources (Carver & Lazarus, 1993). This explains automatically that, they also undergo a faster cardiovascular activation recovery followed by negative emotional activation, compared to their colleagues. Tugade and Fredrickson (2004) tested individuals in a time-pressured speech preparation task to induce a high-activation negative emotion (Tugade & Fredrickson, 2004). According to the results, resilient individuals reported increased levels of positive affect, even before the speech task was introduced. When inquired about what they went through during the time-pressured speech preparation phase, they reported higher levels of happiness apart from high anxiety (Tugade & Fredrickson, 2004).

Since positive emotions broaden the scope of attention and cognition in individuals, it enables them to cope with stressful situations as triggered by earlier experiences (broad-minded coping). It enables them to think creatively and flexibly. This improved coping may result in prediction of future experiences of positive emotions which would continue to build people's coping resources of psychological resilience and subsequently enhance their emotional well-being. Psychological resilience helps employees cope better with work stress and organisational politics. There are less chances that unseen and unwanted situations/events will affect their daily performance and learning to a greater degree as a result of the resilience acquired over long time. This helps them put more energy to the work they are doing, thereby increasing productivity.

Adapting to organisational change

Organisational change in the 21st century has called for management of emotions at the workplace. Since employees spend a major portion of their day at work, the organisation serves as a basis for observing and examining a variety of emotional responses, triggered by a multitude of social interactions. Employees may take pride in a promotion

or accept the challenge of working with a new team, enthusiastically.

People who assist others find positive meaning at work themselves and experience emotions of gratitude and enthusiasm. They, according to the build hypothesis generate the organisational resources of job competence, goal achievement, work involvement and social interactions for promoting sustainable business practices. Research evidence illustrated in a study by Avey, Wernsing, & Luthans (2008) support the fact that if employees possess psychological capital (optimism, hope, and resiliency) it has favourable outcomes with regard to their attitudes and behaviours about organisational change (i.e. they have the ability to cope with organisational change better).

Building productive teams

Positive emotions go a long way in enhancing productivity of employees. Empirical evidence gathered by Fredrickson & Losada in 2005, explains how positive affect enhances team performance and human flourishing in general. In one study were surveyed 188 University students to identify flourishing mental health and also provide daily reports of positive and negative emotional experiences for 28 days (Fredrickson & Losada, 2005). The results indicated that a mean positivity ratio of above 2.9 was shown by flourishing individuals as compared to the non-flourishing ones. The flourishing individuals were believed to exhibit optimal functioning successfully.

But how does one build successful teams? Elimination of factors that make employees unhappy, helps motivate them (Hersberg's Motivation-Hygiene theory, 1959). Redesigning the workplace, ensuring comforts of employees and increasing the amount of positive feedback given may create an atmosphere to arouse positive emotions which may broaden their thought-action repertoires. The building of coping resources may be taken care of by providing employees with the right training and resources to help them develop their skills and achieve professional growth.

Enhancing employee performance and promoting work engagement

The positive relationship between employee engagement and better performance has been studied by Bakker *et al.*, in 2008 232 school teachers were asked to rate 105 school principals on their performance and leadership (Bakker *et al.*, 2008, p.215). It was seen that there was a positive association between the work engagement scores of the principals and the ratings that the teachers gave them regarding their performance and leadership. According to Schaufeli & Rhenen, (2006), positive emotions contribute positively

to employee engagement. People who experience positive emotions at work are more sensitive to opportunities, more outgoing and helpful to others and appear more confident and optimistic (Cropazano & Wright, 2001).

Fredrickson's broaden-and-build theory explains this to be a result of positive affect which lays down a broad and flexible cognitive organisation that enables an individual to integrate diverse stimuli (Fredrickson & Branigan, 2005; Isen, 2001). When positive emotions are experienced on a prolonged basis, work engagement may become consistent, leading to good performance consistently. Hence, these might lead employees to deal with their apprehension and other negative emotions associated with performance appraisal in future.

Enhancing workflow and motivation

Organisational resources such as cordial relations between employees, innovative decisions, autonomy, flexible and friendly policies, task identity, skill variety, job significance, and positive feedback and personal resources such as one's beliefs that he/she is competent play a significant role in motivating employees. There seems to be a reciprocal link between the generation of both organisational and personal resources and workflow and motivation.

In a study pioneered by Salanova, Bakker and Llorens (2006, p.258) secondary school teachers were a part of an investigation of flow at work (Salanova *et al.*, 2006, p.15). Consistent with the broaden-and-build theory, the results confirmed that both organisational resources and experience of flow at work have a positive influence on each other. The experience of flow at present influences the creation of organisational and personal resources in future predicting an upward spiral of positive emotions (Fredrickson, 2002). Positive emotions stir the different ingredients of organisational culture like social support, and innovative ideas, which when present, enable employees to get engaged in their work, enjoy it and stay intrinsically motivated (Salanova *et al.* (2006, p.19).

Achieving better task performance and persistence

Tsai, Chen and Liu (2007) also borrow from the broaden-and-build theory to explain how positive mood states of employees predict task performance through both interpersonal processes of helping and supporting other co-workers and enhancing self-efficacy and task persistence (Tsai *et al.*, 2007, p.1570). Data from 569 insurance sales agents from Taiwan were analysed. As the authors explain, Positive emotions and moods broaden people's thoughts and they find meaning in subsequent events (Tsai *et al.*, 2007, p.1579). As they become more resilient to adversity due to positive emotions, they exhibit greater task persistence.

Developing charismatic leadership styles

Positive emotions have the power to induce charismatic leadership qualities that may lead to favourable work outcomes such as employee (follower) satisfaction, motivation, cooperation and performance (Bono & Ilies, 2006, p.320). According to Bass (1985), charismatic leaders influence followers by providing an optimistic view of the future (Bono & Ilies, 2006, p.320). They are believed to be possessing a positively biased cognitive schema that puts them at a position to positively interpret and integrate information (Bono & Ilies, 2006, p.320). In four different studies, Bono and Ilies (2006) have attempted to examine whether and how charismatic leaders express positive emotions which are imbibed by their followers, resulting in the expression of emotions by them.

In the first study, 326 participants of a community leadership program were surveyed in terms of the extent of positive emotional expression by counting the number of positive words expressed in the document and it was found that, there was a significant association between charismatic leadership and expression of positive emotions.

The second study assessed 71 MBA students enrolled in a leadership development program in a speech assessment process. Each participant was asked to deliver a speech convincing his/her fellow mates that they were the best people to be hired for the desired management position (Bono & Ilies, 2006, p.324). The videotaped speeches highlighted a significant association between the responses of observers about the participant leaders' charisma at work and the expressed emotions in the speech.

In the third study, 133 undergraduate psychology students were taken as participants and their moods were assessed before and after listening to the speeches. The results indicated that the speeches high on positive emotional express on enhanced follower's mood. The results of the fourth study revealed that positive emotions lead to increased curiosity to explore novel ideas on the part of the employees experiencing them by broadening the relationship between thought and action (Bono & Ilies, 2006, p.330). Positive emotions expressed by charismatic leaders give rise to an emotional arousal in the followers/employees that motivates or energizes them thus increasing the availability of resources for coping (Kanfer & Ackerman, 1989). This makes them apply more effort to their work.

Forming cordial relationships at work

While majority of organisations have banned Social Networking Sites (SNSs) like Twitter and Facebook to arrest employee distraction at work, it has been noticed that employees benefit from the use of SNSs. Koch, Gonzalez & Liedner (2012) conducted a case study which

investigated the benefits associated with the implementation of an internal SNS designed to help a large US financial institution's IT new hire programme (Koch *et al.*, 2012, p.699). It was reported that the new hires enjoyed using the system. They experienced a range of positive emotions from happiness to comfort and pride which helped them perceive their organisation as a family. This feeling had set in quite soon due to the impact of the SNS. The broaden-and-build theory explains how external stimuli on the part of the SNS elicited positive emotions that engendered physical (well-being), intellectual (opportunity for learning), social (group inter-relationships) and psychological (a sense of cultural fit) resources that were then available to employees to respond to a variety of stimuli (Koch *et al.*, 2012, p.707). They formulated new friendships and experienced a desire to explore and learn new things. These personal resources not only increased the organisational commitment levels of the new hires, but also helped them prepare and equip themselves to handle future issues better.

The new hires experienced a sense of playfulness – an action representing joy (Fredrickson, 1998). This would further enable employees to be creative and help them cultivate an organisational culture that is appropriate for learning and exercising positive attitudes and high morale (Koch *et al.*, 2012, p.709).

Cultivating organisational citizenship behaviours

While many studies have attempted to study Organisational Citizenship Behaviour, Mansor, Kirmani, Tat & Azzman, (2012) have examined the perceptions of employees about organisational support, core-self-evaluation, development of psychological coping resources and positive in-role behaviours in order to understand the employee-organisational relationship better.

They investigated three main concepts- Perceived Organisational Support (POS), Core Self-Evaluation (CSE) and Organisational Citizenship Behaviour (OCB) among employees of the education, banking and telecom sectors of public and private organisations in Pakistan. The results support OCB to be a higher order behaviour. They project the notion of positivity to be potentially self-sustainable, since the desire to maintain and sustain positive workplace climate stems from the positive experiences of employees in the organisation (Mansor *et al.*, 2012, p.561). This gives rise to a cyclic reproduction of positive workplace perceptions, emotions and values that become more deeply rooted in the workplace environment; with time (Mansor *et al.*, 2012, p.561). It is also stated that a positive CSE of employees can diminish dysfunctional and counterproductive work behaviours that prevent employees from meeting organisational goals (Mansor *et al.*, 2012, p.559).

The broaden-and-build theory supports this notion by emphasizing the adaptive value of certain positive organisational citizenship behaviours that eventually build useful personal capabilities and psychological and social resources to thrive in the long run.

Enriching jobs and providing achievement motivation

Positive people generally benefit from favourable responses of others around them. They also reciprocate positivity in terms of altruism and enhanced cooperation with others. These strengths lead them to generate favourable outcomes at the workplace mainly – achievement motivation (e.g., better supervisor evaluations and increased pay), job enrichment (job variety, autonomy of performing tasks and constructive and timely feedback for modification) and a socially supportive context (e.g., cordial relationships with supervisors and co-workers). The results of an 18 month long study among 272 employees by Staw, Sutton & Pelled (1994) showed that individuals who experienced positive emotions transformed themselves to more socially responsive and integrated employees. When the authors replicated the study among 187 employees, they learnt that the energy level of employees not necessarily predicted their productivity in future but certainly the pleasantness associated with positive emotions. This is further validated by the broaden-and-build theory that the link between positive emotions and favourable work outcomes not only pertains to high-arousal positive emotions like joy and excitement but also to low-arousal positive emotions like contentment and serenity.

Encouraging innovation and creativity that result in business

According to the theory of Isen and her colleagues (Ashby *et al.*, 1999), Dopamine levels in the blood increase as a result of positive emotions experienced. Its presence in the anterior cingulate cortex is responsible for more creative and flexible cognitions. Negative emotions give rise to specific action tendencies that promote survival in life threatening situations. In the absence of threat therefore, these specific action tendencies don't find application.

Experiences of certain positive emotions on the other hand enable individuals to discard such specific actions and resort to more novel creative ways of solving problems. The broadening of thought-action repertoires not only allow individuals to integrate diverse information but also explore unconventional possibilities. In the studies by Fredrickson, Mancuso, Branigan and Tugade (2000) and Fredrickson and Branigan (2005) where they showed film clips to participants and asked them about the various activities they would like

to pursue, it was found that participants who were shown the clip depicting joy or excitement, had more activities to list out as compared to the lists of participants who were shown clips depicting fear or anger.

Creative thinking and innovation is an essential requirement of modern organisations. As validated by the findings above, establishing apposite emotional climate in organisations can make employees more creative in thinking, making decisions, performing and resolving issues at work. This has an adaptive value in the long run, as employees might come up with unconventional solutions to problems during crisis in future, whether it pertains to any organisational process or a threat in their career for example.

Creating upward spirals in organisational and personal resources

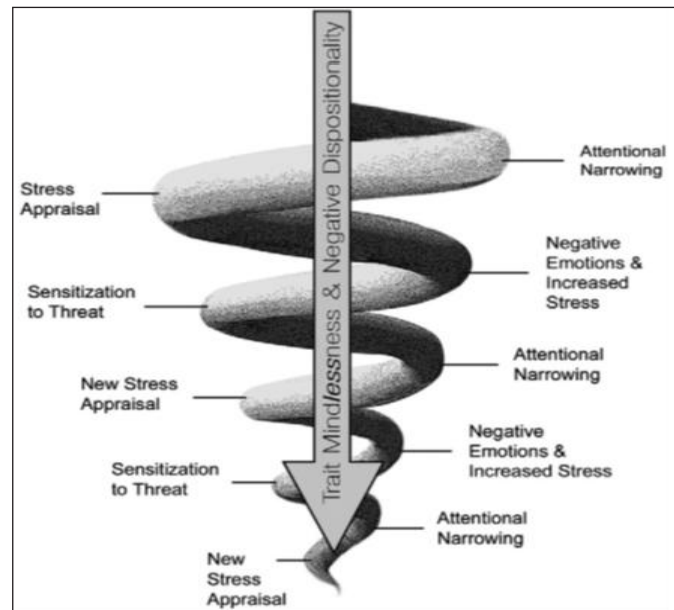
Broadened mind-sets build enduring personal resources. As a matter of fact, having a vision regarding future achievement must accompany the feeling of pride to enhance one's self esteem and achievement motivation. Coping resources generated by positive emotions are durable since they last longer than the other emotions which lead to them. Therefore they also can be felt/expressed in subsequent moments and also in different emotional states. And this would help them perceive situations as less stressful.

Research evidence gathered by Staw & Bersade(1993) reported higher accuracy levels in decision making in case of MBA students in managerial situations. They were also found exhibiting better interpersonal communication in a leaderless group discussion. These findings along with the broaden-and-build theory explain that the upward spirals in organisational and personal resources stem from improved cognitive functioning. This has been evident in employees experiencing them as they exhibit improved ways of processing important and self-relevant information while experiencing them. Positive emotions therefore make individual employees more effective in the moment and successful and future ready in the long run. Because positive emotions can help employees secure a better pay, it is necessary to understand how the workplace can be a hotspot for triggering positive emotions.

The workplace is a place for varied tasks and social interactions which may further trigger positive emotions. Following closely the concept of mood contagion (Hartfield *et al.*, 1993), organisational transformation begins with positive emotions generated by individual employees and passed on to others. The reverberation of positive emotions takes place when a person imitates the facial expressions of the person expressing it (a strategy followed by charismatic leaders). Also, a chain of positive events can be initiated to generate positive meanings for each employee. Salespeople

for instance, have the ability to attract customers and enhance customer satisfaction by displaying positive emotions. They are more flexible, creative, empathetic, respectful and marketable due to positive emotions (George, 1991, 1998). This customer satisfaction can invoke pride which may fuel motivation in future. Positive emotions also help reduce interpersonal conflict in organisations due to constructive interpersonal interactions.

Fig. 2: Upward spirals of positive emotions that can counter downward spirals of Negativity Adapted from Garland, Fredrickson, Kring, Johnson, Meyer and Penn (2010, Fig. 2)



IMPLICATIONS OF THE RESEARCH FINDINGS

As discussed in the study, the key benefits of cultivating positive emotions at work can have positive impact on an individual employee as well as the entire organisation. They can produce and maintain emotionally resilient employees, who can adapt to change really well. They can drive an individual to perform optimally and stay motivated for the same. A positive individual may come across as a creative/innovative individual and may be better equipped to deal with work stress. For an organisation practicing positive emotions, the managers can help build productive teams, engage more persistent and motivated employees at work, develop and recognise charismatic leaders, and foster a friendly climate among employees. In the long term, it can help them build strong psychological resources that can help them deal with any situation. However, the sample chosen for the review could have been larger, with more studies bringing out positive benefits. The literature review for such meta-analytic syntheses can be more exhaustive. The study lacks any kind

of reliance on statistical inference and focuses only on a qualitative meta-analysis. Further analyses can include both qualitative and quantitative interpretation of data.

CONCLUSION

This paper has made an attempt to highlight the importance of positive emotions in the organisations. It shows few significant ways by which organisational and personal resources can be generated and enable employees to cope with organisational demands better. Positive emotions not only provide psychological resources for coping but also link individual momentary experiences to organisational indicators of optimal functioning in future. This builds stronger social ties, cultivates more accommodating cultures, fosters positive organisational climate, and produces better organisational outcomes. Future research in Positive Organisational Behaviour can explore the ways employees may adopt to cultivate positive emotions in themselves and others. Organisation can move towards prosperity by incorporating positive experience in organisational practices, incentive-reward structures, communication channels and opportunities for skill growth. This may help avoid stagnation and achieve harmony.

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APPENDIX

List of Studies Chosen for Meta-analysis:

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