Research on the influence of employee's subjective well-being on organizational identity

Xinyao Huang*
Beijing University of Posts and Telecommunications, Beijing, China
*Corresponding author: 2806391058@qq.com

Abstract. Enterprise employees are an important factor and reserve force of enterprise development, organizational identity of employees means they have a certain sense of dependence and belonging to the organization, is an important factor to improve work performance and job satisfaction. The subjective well-being of individuals has a certain impact on organizational identity. This study will study subjective well-being and organizational identity through linear regression analysis. Finally, the conclusion that positive emotion has a positive impact on organizational identity is drawn, and relevant suggestions and opinions are given.

Keywords: subjective well-being, organizational identity

1. Introduction

In the increasingly fierce competition in the enterprise, enterprise employees advocate freedom, annexation and inclusiveness, and have a diversified outlook on life, world outlook and values. Therefore, their psychological characteristics and behavior patterns have gradually become the concern of researchers. With the rise of organizational identity theory, the research on organizational identity of enterprise employees has started in China. The so-called organizational identity refers to that when employees are closely connected with the organization, they will have the same feeling about the organization (Ashforth&Mael,1989). When employees have a strong sense of identity with the organization, they will take the initiative to integrate with the organization, remove the color of individualism and produce behaviors beneficial to the organization (Tajfel,1978).

Enterprise staff is the reserve force in enterprise development. Their attitude towards work, sense of happiness and organizational identity are essential for the sound development of the enterprise. Past research has focused on how organizations encourage members to identify with them, using identification as a psychological dependency. In the whole process of identity, organization plays a leading and decisive role. Some research conclusions also show that the better the reputation of an organization is, the higher the degree of identity of its members is. Therefore, scholars focused on analyzing how organizations promote members' identification with organizations by improving their external image (DuttonJ.E. Etal, 1994). However, there is a lack of in-depth research on how the intrinsic value orientation of the subjects of organizational identification affects their organizational identification. Therefore, this study not only studies how organizations assimilate employees, but also focuses on how members exert their subjective initiative, identify positively with the organization and maintain it permanently.

In recent years, a large number of experts in psychology, management and other fields have begun to study subjective well-being. The research results show that the society and enterprises should pay more attention to the happiness of employees and make employees work in a recognized atmosphere, so as to realize the harmonious development of society and sustainable operation of enterprises. Therefore, it is necessary to study the influence of employees' subjective well-being on organizational identity. This study examines the effects of positive and negative emotions on organizational identity.
2. Literature Review

2.1 Definition and measurement of subjective well-being

Subjective well-being began in the United States in the 1950s. Venehocen (1984) believes that an individual's evaluation of his or her overall life is the best interpretation of the concept of subjective well-being. Diener E (1995) defined it as an individual's overall evaluation of his or her life quality from the perspective of psychological theoretical research. On the basis of existing studies, Diener (2000) defined subjective well-being as people's positive emotional and cognitive evaluation of life. In his opinion, subjective happiness refers to people's positive cognition and positive evaluation of work or life, pleasant emotional experience. In China, Chen Nengjuan and Zhou Aibao (2003) defined SWB in the same way as Diener E. (1995), believing that SWB is the overall evaluation of an individual's life quality based on self-defined standards. Diener (2000) summarized previous relevant studies and concluded four core contents of SWB: (1) satisfaction with past, present and future life; (2) Satisfaction with all aspects of life, including work, family, health and self; (3) Positive emotional experience, such as happiness, sense of achievement and pride; (4) Negative emotional experience, such as shame, anxiety and depression [1]. Based on this, subjective well-being is mainly divided into two categories: one is based on the quality of life, focusing on life quality and satisfaction; the other is based on psychological experience, focusing on positive and negative emotions. This study studies enterprise employees, so it belongs to the latter.

In the measurement of emotional factors, there are mainly Bradburn's Positive emotion Scale and Negative Emotion Scale, Law, K. S., Wong, C. S., & Song, L. J. (2004) emotional intelligence Scale and Watson's Positive and negative emotion Scale (PANAS). The Positive emotion Scale and negative emotion Scale have become the most commonly used tests because they can measure both aspects at the same time and are short and easy to use. However, previous studies have found that Bradburn's positive emotion Scale is not rational due to its reliability and validity, so the use of samples is questionable. The emotional intelligence scale is more suitable for psychological research than this study. PANAS measured the emotions of the subjects through the scale and drew a conclusion based on two dimensions of positive and negative, which is convenient for the study as an intermediary variable in this paper. In summary, the PANAS scale was used to measure emotional factors in this study.

2.2 Definition and measurement of organizational identity

In the 1980s, the western organizational school began to study organizational identity successively, which has been paid attention to and gradually become a hot topic. In 1958, March and Simon, through a large number of empirical studies, repeatedly verified and finally formulated the specific model of organizational identity. In 1986, Griffin and Bateman argued that "organizational identity looks a lot like organizational commitment." A subsequent study by Mathieu and Zajac in 1990 also suggested that the two were the same concept. However, the two are polar opposites with essential differences. Riketta (2005) summarized the definition of organizational identity [2] and held that there were three defining perspectives, namely, cognitive perspective, emotional perspective and sociological perspective. By integrating the three perspectives, organizational identity can be defined as "the self-identification that individuals regard themselves and the organization as an integral whole. It is the result of individual cognition and internalization of organizational values, and is manifested as the emotional attachment of individuals to the organization in terms of belonging, pride and loyalty."

When studying how to obtain the optimal balance of organizational identity, Kreiner et al. (2006) pointed out that environmental factors and individual factors jointly affect organizational identity. Environmental factors mainly refer to identity demands, while personal factors mainly refer to identity tensions [3]. In 2003, the study of Kim and Maiborbne et al. showed that employees' attitude toward work has a certain relationship with their work performance, and can further affect organizational performance. In 2004, Wang Yanbin pointed out in his research that employees will
have a certain sense of dependence and belonging to the organization, which makes the concept and behavior of employees gradually change. Liu Fang (2009) found in her research on middle school teachers that attributive organizational identity has a significant positive correlation with their subjective well-being. Mael, F. conducted an organizational behavior experiment with his alumni in his Alma mater in 1992, reformulating the test of organizational identity model. In this study, the organizational identity scale developed by Mael, F., & Ashforth, B. E. (1992) was mainly used [5].

2.3 The relationship between subjective well-being and organizational identity

Organizational identity is a subjective feeling of employees. Only by absorbing organizational variables through personal feelings can employees' identity be generated. Positive emotion and negative emotion are two different psychological experiences. More and more studies have found that positive sex appeal is more predictive of job effectiveness variables, while negative emotion is not significant for some variables. Necowitz and Roznowski(1994) found that negative emotion was significantly negatively correlated with job satisfaction, boss satisfaction and colleague satisfaction. Other studies show that if the CEO of a manufacturing enterprise has a high positive emotion tendency, the employees in the organization may evaluate themselves as happy and healthy, think that the working atmosphere is positive and warm, and the organizational identity is relatively high. But studies of negative emotions have shown no such striking results. In conclusion, this study believes that positive emotion plays an important role in the research field of organizational behavior and has a positive impact on organizational identity, while negative emotion has no significant impact on organizational identity.

3. Question Raising

3.1 Deficiencies and problems of current research

In terms of research content, the researches on emotional factors are mostly in the theoretical research stage, and empirical studies are scarce and lack practical significance. Moreover, most empirical studies focus on the compilation and revision of emotional intelligence scale, and less attention is paid to its impact on organizational identity. Secondly, most of the current studies on organizational identity are at the verification stage of foreign theories, and there are very few localized studies and findings in China. Empirical studies on this need to be further strengthened. In addition, under the impact of the epidemic like 2019, the society and enterprises constantly adapt to the environment by changing their strategies, and employees' emotional factors will also be affected by working from home. These changes have not been fully studied.

From a theoretical perspective, the conclusion that emotional factors will have an impact on organizational identity has also been verified in recent years. There is a lack of in-depth research on how the inherent value orientation of the subject of organizational identity affects its organizational identity. To sum up, this study will explore the following two issues :(1) The impact of positive emotion on organizational identity. (2) The impact of negative emotion on organizational identity.

3.2 Research Framework

In order to better explain the impact of subjective well-being on organizational identity, positive and negative emotional factors are taken as independent variables in the research design. This study aims at analyzing the relationship between employees and employees in the context of COVID-19. The main research framework of this study is shown as follows.
Fig 1. The relationship between emotions factors and organization identity

In addition, the irrelevant/control variables of this study were gender, age, education level and length of service.

3.3 Research questions and assumptions

In the long history of enterprise development, employees are indispensable backup forces. Their attitude towards work, satisfaction and happiness are essential links in the sound development of the enterprise. Both self-perception theory and cognitive dissonance theory believe that external information of an organization must be processed by the self-interpretation system before it is recognized by the subject, and the subjective feelings of organization members will affect the interpretation process of external information. Therefore, an employee who is subjectively inclined to positive emotion is more likely to convert organizational image information into positive information and enhance organizational identity, while an employee who subjectively inclined to negative emotion is more likely to convert it into negative information. Based on this concept, this paper proposes a hypothesis model that subjective well-being affects organizational identity.

Research hypothesis:

Hypothesis 1: Positive emotions directly affect organizational identity.
Hypothesis 2: Negative emotion is negatively correlated with organizational identity.

3.4 Research Significance

In theory, this study is devoted to exploring the relationship between employee emotional factors and organizational identity, enriching and expanding the relevant research content. Secondly, we further understand the emotional factors of Chinese enterprise employees after the epidemic, and investigate the organizational identity, which provides an important theoretical framework and empirical basis for the study of the effect mechanism between the two.

In terms of practice, first of all, it is beneficial to guide the development of enterprises and understand the influence of emotional factors on organizational identity. Enterprises can pay attention to the cultivation of individual emotions in future recruitment and selection and school education to improve individual organizational identity. Secondly, positive emotion is the core concept of subjective well-being research. To understand its influence has an important reference role for management practice and is of great value for enterprises to select suitable talents. Finally, through the analysis of organizational identity of employees in Chinese enterprises, we can understand the real thoughts of Chinese employees on the organization and timely adjust the strategy of enterprises, which is conducive to the rational allocation of internal resources of enterprises, and more conducive to the rational allocation of social resources.

4. Research Methods

4.1 The subjects of sampling

The research objects are employees of an ordinary enterprise to explore their subjective well-being and organizational identity. Using random sampling method, 200 questionnaires were distributed to
them through online research, and 200 questionnaires were finally collected, 179 valid questionnaires. As can be seen from the original survey results, the respondents aged 31-40 accounted for a large proportion, a total of 79 people; 44 respondents aged between 21 and 30; A total of 56 respondents aged 41-50; A total of 30 respondents aged 51-60. Male respondents made up a larger proportion, accounting for about two-thirds of the 114 respondents. And the proportion of undergraduates is higher, 53, followed by master's degree.

4.2 Study variables and measurement methods

4.2.1 Variable design

This study designed variables and specific questionnaires based on the above research assumptions, in which organizational identification was the dependent variable and positive and negative emotional factors were the independent variables. This research adopts the method of questionnaire survey, with the help of see Number Internet big data platform to collect data, and through statistical analysis of the data to test the model and hypothesis of this research. On the basis of literature review, this study adopts the form of 5-level Likert scale to form specific questions, and transforms the study variables. The questionnaire included age, gender, educational background, feelings felt at work and measuring questions of organizational identity.

The PANAS scale was used to measure positive and negative emotional factors, with a total of 20 questions and 2-dimensional integral. Positive emotions included interested, excited, intense, enthusiastic, proud, inspired, determined, attentive, active and alert. The rest are negative emotions and are compared with their average values. The higher the score of positive emotion dimension is, it indicates that the employee has positive emotion at work. The organizational identity scale developed by Mael, F., & Ashforth, B. E. (1992) was used for the variable of organizational identity, with a total of six questions, and the average score could be calculated for the study. Mael, B. E. (1992) randomly selected about 700 alumni from nearly 2,000 alumni institutions and sent them a questionnaire survey by email. 297 valid questionnaires were collected, and the internal consistency coefficient of the scale was 0.87.

4.2.2 Sending and collecting questionnaires

First of all, this study was conducted in the early April 2022 the prophase survey to test the questionnaire meets the quality requirements, in the circle of friends, WeChat group questionnaire to carry on the preliminary investigation, recycling effective questionnaire 45, through to the preliminary investigation data of quality inspection, questionnaire citic degree coefficient is greater than 0.8, shows that the questionnaire reliability is higher, Meanwhile, the KMO value of all the questions is greater than 0.7; The factor loading numbers in the questions are all greater than 0.6, indicating that the questionnaire has good validity. This study started formal questionnaire distribution and collection on April 10, 2022, and conducted random sampling through online questionnaire distribution. According to the sampling distribution, a survey request was sent to the enterprise employees meeting the requirements, and a total of 200 questionnaires were collected. After screening, a total of 179 valid questionnaires were collected, with an effective rate of 89.5%.

4.3 Analysis Methods

This study intends to use SPSS 22.0 software package for data description, reliability and validity test, correlation and multiple linear regression analysis. First, the collected original data were tested for reliability and validity, then descriptive analysis was conducted to observe its demographic distribution, and finally correlation analysis and linear regression analysis were conducted to observe the relationship between independent and dependent variables.
5. Result Analysis -- linear regression model

5.1 Reliability and validity tests

5.1.1 Reliability test
Reliability verifies the consistency and reliability of data results. In data analysis, internal consistency is usually used to indicate the reliability of test data. In statistics, Cronbach's alpha coefficient is commonly used to evaluate scale reliability. SPSS was used in this study for reliability analysis of each variable, and the results are shown in Table 5.1

| Clone Bach Alpha | Items |
|------------------|-------|
| 0.952            | 26    |

The overall reliability coefficient of the scale is 0.952, indicating that the reliability of the questionnaire is relatively high, and the data is trustworthy and suitable for further analysis.

5.1.2Validity test
Validity refers to the validity of exponential data, and factor analysis is usually adopted. Bartlett ball test and KMO test are required before factor analysis. In this study, SPSS is used to conduct KMO and Bartlett tests for scales, and the results are shown in Table 5.2. The KMO value of the scale is 0.958, which is close to 1. Meanwhile, the Bartlett test is 4878.635, the degree of freedom is 325, and the significance level is 0.000, indicating strong correlation between variables and data processing can be carried out through factor analysis.

| KMO sampling suitability quantity | 0.958 |
|-----------------------------------|-------|
| The approximate chi-square        | 4878.635 |
| Degrees of freedom               | 325   |
| Significant                       | 0.000 |

Factor analysis was used to process the data of each item of the questionnaire, and the principal component factor extraction load value of all test items was greater than 0.6, indicating that the scale had good validity.

5.2 Regression analysis

5.2.1 Model results
Taking organizational identity as the dependent variable, a linear regression model was constructed to analyze the impact of positive and negative emotional factors on organizational identity.

| Model | R  | R party | R squared after adjustment | Standard estimate error |
|-------|----|---------|----------------------------|-------------------------|
| 1     | .130<sup>a</sup> | .017    | .011                       | 5.506                   |

<sup>a</sup>Predictor variable: (constant), Positive-negative emotions
Table 4. Coefficient a

| Model | Unnormalized coefficient | Normalization coefficient | t       | Significant |
|-------|--------------------------|---------------------------|---------|-------------|
|       | B                        | Standard error            | Beta    |             |
| (constant) | 24.688     | .527                      | 46.814  | .000        |
| 1     | Positive-negative        | -1.485                    | -.130   | -.1713      |
|       | emotions                | .867                      |         | .089        |

5.2.2 Test of model fitting effect

Significance, R square, adjusted R square and other indexes or test methods (Table 5.3) were respectively used to test the fitting degree of the linear regression model. The test results showed that the fitting degree of the linear regression model was good, and the significance was 0.089. Positive and negative emotions had a certain degree of influence on organizational identity. At the same time, according to R square and the adjusted R square, it can be seen that the independent variable has a high degree of explanation for the dependent variable, and the hypothesis is valid.

6. Discussion and Suggestions

The differences in the degree of identification of employees to their affiliated organizations will eventually affect the attitude and performance of employees in the enterprise. Therefore, in the face of employees, organizations can increase members' experience of positive emotions and promote the formation of organizational identity by improving subjective well-being. Once the members feel that there is a big gap between reality and expectation, they mainly change their self-definition to keep consistent with the organization. It can be seen from the conclusion of this study that knowledge worker organizations can also increase members' experience of positive emotions and promote the formation of organizational identity by improving subjective well-being. For example, when an organization is faced with an external image crisis, positive emotional perception such as "treating problems as opportunities" can be propagandised to shape employees' loyalty concept of "sticking together in times of difficulty" and realize the shaping of organizational identity. This point has not been explained in the previous linear model of organizational identity to organizational image.

In terms of how to improve SWB, this paper puts forward the following suggestions:

Create a good corporate culture atmosphere. Corporate culture refers to the unique spiritual and material wealth of an enterprise in a specific environment of its development. Working in a relaxed and comfortable environment and providing employees with values and codes of conduct recognized by them can help improve their subjective well-being and enhance organizational identity. Specifically, we should do as follows: First, create a unique corporate culture that is universally recognized by employees and is in line with their own characteristics; Secondly, managers should mobilize the enthusiasm of employees, so that they take the initiative to contribute to the enterprise, humanistic care, so that employees fully feel valued and needed.

Establish a benign identification mechanism. First of all, all departments of the enterprise should ensure effective communication, no matter the cross-reporting between superiors and subordinates or departments, should be maintained effectively. Secondly, strengthen each employee's sense of belief, increase members' experience of positive emotions, and promote the formation of organizational identity. For example, when the organization is faced with external image crisis, the loyalty concept that employees are in the same boat can be shaped by propagating positive emotion perception, so as
to enhance organizational identity. Finally, actively encourage employees to participate in collective activities, so that the internal interaction time. Managers can understand and shorten the distance with employees, and at the same time, they can enhance team cooperation tacit understanding, reduce conflicts, improve cooperation consciousness, enhance positive emotions, and thus make employees have a sense of organizational identity.

7. Conclusions and Disadvantages

7.1 Research Conclusions

The purpose of this study is to explore the influence of enterprise employees' subjective well-being on organizational identity, and mainly adopt linear regression method and Bootstrap test to analyze both. Through data analysis, it is found that the subjective well-being of employees at work affects organizational identity to a certain extent.

7.2 Deficiencies and Prospects

First of all, this study only sampled employees of the enterprise, which did not have a complete generalization. Different samples are needed to test whether the model has a wider application range. Secondly, in view of my limited ability, there is no longitudinal comparison in the research, so the research content is relatively simple. Therefore, further exploration of this research will be carried out if all aspects allow in future research. Finally, the selection of model control variables for the study only covers the basic population variables, without controlling the relevant variables such as personality characteristics.

Reference

[1] Diener E, Subjective Well-Being. The Science of Happiness and a Proposal for a National Index. American Psychologist. 2000, 55, 34-43.

[2] Riketta M, Organizational identification a menta-analysis [J]. Journal of Vocational Behavior 2005, 66: 358-384.

[3] Kreiner GE, Hollensbe EC, Sheep ML, Where is the “me” around the “we”? Identity work and the search for optimal balance[J]. Academy of Management Journal 2006 49(5): 1031-1057.

[4] Mael, F. (1988). ‘Organizational identification: Construct redefinition and application with organizational alumni’. Unpublished doctoral dissertation, Wayne State University, Detroit.