A Study on the Potential of Emotional Contagion to Predict Emotional States in Organizations

Örgütlerde Duygusal Bulaşmanın Duygu Durumlarını Yordama Potansiyeli Üzerine Bir İnceleme

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Abstract: During the interaction of the employees in the work environment, some emotional states may arise due to themselves and organizational psychology. These emotional states can start from any employee and spread throughout the organization. This situation, which is described as emotional contagion, affects employees' work and private lives, and the effect of emotional contagion directs organizational behavior over time. The primary purpose of this research is to determine the impact of emotional contagion on positive and negative emotional states in organizations, which are of great importance in managing organizational behavior. To determine the dynamic conditions of the employees, the research is designed according to the cross-sectional scanning design, one of the quantitative research designs. The study sample was determined according to the simple random sampling technique, one of the probability sampling techniques. Data were collected with the help of online survey scales. The partial least squares path analysis (PLS-SEM) method was used to analyze the research model. Analysis findings showed that emotional contagion affected positive mood and did not affect negative mood.

Keywords: Emotional Contagion, Emotional States, Positive Affect, Negative Affect

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Öz: Çalışanların iş ortamında etkileşimleri sırasında kendilerinden ve örgüt psikolojisinden kaynaklanan bazı duygu durumlar ortaya çıkabilmektedir. Söz konusu duygu durumları herhangi bir çalışandan başlayarak örgüt geneline yayılabilmektedir. Duygusal bulaşma olarak betimlenen bu durum çalışanların iş ve özel yaşamlarını etkilemekte, duygusal bulaşmanın etkisi zamanla örgütsel davranışı yönlendirmektedir. Bu araştırmanın temel amacı örgütsel davranışın yönetilmesi bakımından büyük önem taşıyan örgütlerde duygusal bulaşmanın pozitif ve negatif duygu durumları üzerindeki etkisini tespit etmektir. Çalışanların duygu durumlarını belirlemek amacıyla araştırma nicel araştırma desenlerinden kesitsel tarama desenine göre tasarlanmış bir araştırmadır. Araştırmanın örneklemi olasılıklı örnekleme tekniklerinden basit tesadüfi örnekleme tekniğine göre belirlenmiştir. Veriler çevrimiçi anket ölçekler yardımıyla toplanmıştır. *Araştırma modelinin analiz edilmesinde kısmi en küçük kareler yol analizi (PLS-SEM) tekniğinden yararlanılmıştır*. Analiz bulguları, duygusal bulaşmanın pozitif duygu durumu üzerinde etkisi olduğunu; negatif duygu durumu üzerinde ise etkisi olmadığını göstermektedir.

Anahtar Kelimeler: Duygusal Bulaşma, Duygu Durumları, Pozitif Duygu Durumu, Negatif Duygu Durumu

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1. INTRODUCTION

Emotional contagion is a psychological phenomenon that occurs when people unconsciously imitate the emotional expressions, postures, and behaviors of others around them. Emotional contagion can occur in any social setting, including organizations, and can significantly affect the emotional state of employees. The impact of emotional contagion on organizations can be both positive and negative. When employees experience positive emotions such as positive emotional contagion, enthusiasm, joy, and optimism, job satisfaction, motivation, and productivity are expected to increase. In the case of harmful dynamic transmission, employees experience negative emotions such as anger, frustration, and anxiety, and as a result, job satisfaction, motivation, and productivity decrease. Research shows that emotional contagion can spread rapidly within an organization and that the emotional states of leaders and managers can significantly affect the emotional states of their employees (Herrando & Constantinides, 2021; Barsade et al., 2018; Nakahashi & Ohtsuki, 2015). For example, if managers show signs of stress or anxiety, their employees will likely perceive these emotional cues and experience similar emotions.

Emotional contagion is a powerful force in organizations that can significantly affect the emotional state of employees, and this spreads from different channels to the organization over time and affects the organization's psychology. Emotional contagion can also spread through social networks within an organization. If employees feel negative emotions, their colleagues are likely to be affected, leading to a ripple effect that can affect the emotional states of the entire team or department. This can lead to decreased performance and productivity, absenteeism, and employee turnover (Goldenberg & Gross, 2020; Gerbaudo, 2016; Jouhki et al., 2016). Organizations can take steps to manage emotional contagion and foster positive emotional states among employees. One approach is to create a positive work culture that emphasizes emotional intelligence and encourages employees to recognize and manage their emotions. Creating an organizational climate in which positive emotional states will be experienced in the organization is of great importance in the management of organizational psychology. From this point of view, this research aims to answer the fundamental question, *"What is the relationship between the susceptibility of employees to emotional contagion and positive or negative emotional states."*

High-stress levels in the organization can quickly spread negative emotions, damaging employees' well-being and the organization's psychology. Therefore, organizations need to identify and address workplace stressors, such as unrealistic workloads, poor communication, and a lack of support from management. In addition to the impact on individual employees, emotional contagion can have broader implications for the organization. For example, if negative emotional contagion is not managed effectively, it can lead to a toxic work environment, low morale, and high turnover rates (Liu et al., 2019; Martin et al., 2015; Dezecache et al., 2015). On the other hand, a positive work culture that emphasizes emotional intelligence and empathy can help attract and retain the best talent, improve performance, and increase overall organizational success. By fostering positive emotional states, managing workplace stressors, and providing employees with support and resources, organizations can reduce the risk of adverse emotional contagion and create a positive work environment that benefits individual employees and the organization.

Positive psychology is a field of study in which increasing the positive characteristics of individuals is aimed at improving subjective well-being that will benefit them in maintaining their mental health. This field focuses not on what is wrong in human life but on what is right. It focuses on many positive orientations, such as traits, abilities, happiness, and others (Csikszentmihalyi & Seligman, 2000; Seligman, 2002; Luthans & Youssef, 2004). Positive psychology is essential in deciding how to use and regulate one's emotions for a better and happier life (Talay, 2021; Keçeci, 2020). When the current studies in positive psychology are examined, the importance of the negative begins to be emphasized. For this reason, in the research model, emotional contagion and positive emotions and negative emotions were wanted to be tested in the same equation.

Emotional experiences in the workplace affect employee behavior. Groups are the natural breeding ground of emotions. It is curious to research how the emotional expressions that arise during social interactions affect the group's functioning. In academic studies, it has been found that more emotional contagion affects positive mood. These posts show that those prone to emotional contagion tend to move away in a negative emotional state (Van Kleef et al., 2017; Choi & Kim, 2021). A limited number of publications related to the research topic exist. In the national literature, no studies have examined the effect of emotional contagion on emotional states. In this context, it is thought that researching the potential of emotional contagion in organizations to eliminate emotional states will make an essential contribution to filling the gap in the literature. The variables of this research are based on the theory of dynamic events, which examines the structure, causes, and consequences of emotional experiences in the workplace (Miner & Hulin, 2000; Weiss & Cropanzano, 1996; Özdevecioğlu, 2009). According to this theory, individuals are influenced by the emotional events they have experienced in the past and the day, and their current perceptions, attitudes, and behaviors emerge under the influence of the past.

2. CONCEPTUAL FRAMEWORK

2.1. Positive and Negative Mood

Emotional states are temporary moods and can occur according to specific times and situations. A positive attitude is an emotional state characterized by pleasant emotions such as happiness, contentment, and joy. People in a positive mood tend to feel more optimistic, energetic, and enthusiastic. They may have a more positive outlook and be more motivated to participate in activities and interact with others. On the other hand, negative mood refers to an emotional state characterized by unpleasant emotions such as sadness, anxiety, and frustration. People with a negative attitude tend to feel pessimistic, lethargic, and irritable. They may have a more negative outlook on life and be less motivated to participate in activities and interact with others. Positive and negative moods are normal and natural experiences people face. They can be influenced by various factors, including personal experience and environmental and biological factors (Najafali et al., 2022; Liu et al., 2015; Liu, 2016). While positive moods are generally desirable, negative attitudes can also serve essential functions, such as signaling the need to address a problem or encouraging introspection and reflection. It is worth noting that positive and negative moods can be temporary and change over time. The emotional state, which is related to personality, is a temporary emotional state when any space is subjectively perceived by the individual (Gardner, 1985; Kacen, 1994; Ay ve Çelik, 2022).

While Positive Emotion is explained as pleasure and enjoyment taken from life, Negative Emotion is defined by the fact that the person is active in unpleasant emotions such as stress, fear, and resentment (Watson et al., 1988; Watson & Tellegen, 1985; Gençöz, 2000). Positive and negative moods can appear relatively constantly, simultaneously, or in combination, affecting many work-related attitudes and behaviors (Shaw et al., 1999). According to the results of the research, it is stated that the positive and negative emotions of individuals affect their performance in a meaningful way (Newman, 2008; Doğan & Özdevecioğlu, 2009). Employees' positive and negative emotional states in the work environment can positively or negatively affect many behaviors in the organizational field. Those feelings are more positively received by managers and contribute to higher performance in the workplace. In addition, individuals show less burnout and negative work behaviors (Fidanboy, 2019; Lyubomirsky et al., 2005; Coşkun & Gültepe, 2013).

2.2. Emotional Contagion

Emotional contagion is the tendency to repeat other people's words, to imitate and synchronize their postures and actions automatically, and consequently to converge emotionally (Hatfield et al., 1993; 1994). Emotional contagion is a phenomenon that occurs when individuals experience an adverse emotional reaction or mood after being exposed to someone else's negative emotions. This can happen even if the person does not initially feel negative, and negative emotions can persist even after the initial

source of negativity has been removed. Emotional pollution can occur in various contexts, such as interpersonal relationships, social groups, and work environments. Because negative emotions can be easily conveyed through words and images, emotional contamination can also occur through social media and other forms of communication. The impact of emotional pollution can be significant (Liu et al., 2019; Goldenberg & Gross, 2020; Gerbaudo, 2016). It can lead to reduced productivity, decreased motivation, and a hostile working environment. In addition, emotional pollution can contribute to developing emotional disorders such as anxiety and depression. It is essential to be aware of emotional contagion and take steps to minimize its impact. One way to do this is to create a positive work environment that emphasizes emotional intelligence and encourages employees to recognize and manage their emotions. Another way to minimize the impact of emotional contagion is to eliminate the source of negative emotions.

It occurs when a person or group consciously or unconsciously repeats the feelings or behaviors of another person or group, especially emotional states (Schoenewolf, 1990; Lischetzke et al., 2020). The relevant literature shows that dynamic transmission occurs in three stages: imitation, feedback, and information (Howard & Gengler, 2001; Hatfield et al., 2014; Lischetzke et al., 2020). Emotional contagion can occur both at the subconscious and conscious levels. Primitive emotional contagion (Barsade 2002; Hatfield et al., 1994), the transfer of emotions from one person to another, is the result of the unconscious dynamic processes of the receiver. This type of emotional contagion is when a person spontaneously imitates another person's facial expressions and other nonverbal cues. In contrast, conscious emotional contagion is based on social comparison processes in which people actively seek emotions as a type of social information (Barsade, 2002; Hennig-Thurau et al., 2006). In conscious emotional transmission, it is argued that people compare their moods with another person's, and when they catch the appropriate attitude, they adopt the sender's feelings. Numerous studies have concluded that group emotional contagion occurs (Totterdell et al., 1998; Barsade, 2002; Ilies et al., 2007).

Rather than seeing human emotions in organizations as the antithesis of rationality, it is more accurate to see them as an element of organizational psychology that affects motivation and group dynamics. Emotions are not just situations that lie on an individual level; they have contagious properties. It gives rise to emotional contagion, emotional understanding, and identification with others. In organizations, emotional contagion affects team processes, leadership, employee attitudes, and decision-making (Ashforth & Humphrey, 1995; Hazy & Boyatzis, 2015; Barsade et al., 2018). Emotional contagion in the workplace, which includes joy, sadness, fear, and anger, profoundly affects organizational psychology due to human interaction (Harmon, 2015; Schaefer & Palanski, 2014). Emotional contagion also significantly impacts individual job performance. This is why people often want to spend more time with people who boost their morale and motivation. Another aspect of emotions is that they are manageable. Effective ways have been developed to manage the negative emotions and moods of others (Ekanayake & Weerasinghe, 2019). For example, positive emotional contagion in group structures facilitates decision-making, contributing to increased cooperation, decreased conflict, and improved individual performance.

Organizational success does not depend on any one individual but on a group. When emotions are poorly managed, the impact on employee performance and organizational efficiency will be negative (Hatfield et al. 1994; Vijayalakshmi & Bhattacharyya 2012). Research shows that the emotional state of team members impacts individual performance. The spread of emotions within groups varies in proportion to identification, collectivist activities, and commitment to the group (Ilies et al., 2007; Tanghe et al., 2010). The susceptibility to emotional contagion affects group behavior in organizations. Group members experience moods at work, and this mood spreads wave after wave throughout the organization. Just as it can spread positive or negative emotions from each team member to the others, the team's general psychological state also affects each team member. (Barsade, 2002; Vijayalakshmi & Bhattacharyya, 2012). While positive emotions contribute positively to individual and team performance, adverse effects negatively affect personal and organizational performance (Ahmadi & Mirsepassi, 2010;

Barsade et al., 2018; Ekanayake & Weerasinghe, 2019). Accordingly, the following hypothesis was developed to be tested within the relevant theory and literature framework.

H₁: The susceptibility to emotional contagion significantly affects positive mood (PDD).

2.3. The Relationship Between Emotional Contagion and Positive and Negative Mood

Because emotional contagion can significantly affect the mood of individuals in the workplace and beyond, emotional contagion and mood state are closely related. When individuals are exposed to the emotions of others, they can become infected with these feelings, which can lead to a change in their mood. The frustration or anger that someone experiences can cause others at work to feel similarly negative emotions, leading to a negative attitude. Similarly, the joy and enthusiasm that someone experiences can contribute to others' feelings of positive emotions and positive moods. Because it can contribute to the development of emotional disorders such as anxiety and depression and affect work performance, motivation, and overall well-being, the impact of emotional contagion on mood can be significant. However, it is essential to note that individuals differ in their susceptibility to emotional contagion (Huang & Dai, 2010; Bhullar, 2012; Freemantle et al., 2021). Some people may be more vulnerable to the emotions of others, while others may be more resilient and maintain their emotional state in the face of external influences. In addition, emotional contagion can be negative or positive. For example, exposure to positive emotions and behaviors at work can lead to a more positive mood and better well-being.

Emotional contagion and mood are closely related, and emotional contagion can significantly affect the mood of individuals in the workplace and beyond. By fostering positive emotional states, managing workplace stressors, and providing employees with support and resources, organizations can reduce the risk of adverse emotional contagion and create a positive work environment that benefits individual employees and the organization. Promoting emotional intelligence among employees is essential to managing emotional contagion and mood. Emotional intelligence refers to one's ability to recognize, understand, and manage one's own emotions and the emotions of others. By promoting emotional intelligence, employees can develop the skills necessary to manage their emotional states and respond effectively to the feelings of others. Another strategy is creating a positive work environment emphasizing positive attitudes and behaviors. This can include recognizing and rewarding good work, encouraging positive social interactions, and creating opportunities for employees to engage in activities that promote well-being and positive emotions. It is also essential to address the sources of workplace stress and negativity. They provide employees with resources and support to manage their emotional health (Gump & Kulik, 1997; Petitta et al., 2020; Vijayalakshmi & Bhattacharyya, 2012). This can include mental health services, stress management programs, and other resources to help employees cope with negative emotions and prevent the spread of emotional contagion. Organizational leadership can contribute to modeling positive emotional behaviors and attitudes.

Their emotions influence their mood and human judgment. A laboratory study demonstrating the effect of this on the transmission of people's moods and its impact on the dynamics of the working group showed that emotional contagion occurs in groups (Barsade, 2002). Emotions interact more in groups and spread to all group members. A solid and attractive organizational identity develops emotional contagion, and group members more easily recognize each other's positive expressions (Walter & Bruch, 2008). The emotions of each individual in a group affect all group members. From this, one of the ways organizations manage organizational behavior is to create a favorable climate for spreading positive emotions among group members (Vijayalakshmi & Bhattacharyya, 2012; Barsade, 2002). Emotional contagion is reflected in individual attitudes from groups and impacts individual performance and organizational productivity.

The positive or negative mood of people with a high level of awareness is more susceptible to emotional contagion. On the other hand, the p-oxidative spirit has a more robust transmission effect than emotional

contagion and negative mood (Englert, 2015; Bhullar, 2012). It is essential to know the personality structures of individuals and others to manage the negative emotional states of others (Ekanayake & Weerasinghe, 2019). Therefore, one of the factors that organizational management will manage organizations is the management of corporate Emotion (Johnson, 2008). Individuals affected by high positive emotions are more susceptible to emotional contagion for positive emotions such as happiness and love.

Emotional experiences in the workplace are explained by the "theory of emotional events" (Weiss & Cropanzano, 1996; Doğan & Özdevecioğlu, 2009). The theory of emotional events draws attention to the difference between "cognitive assessments" about work and "emotional responses" to work. This model combines social, personality, and organizational psychology findings to manage emotionality, emotions, and modes in the workplace. The theory of emotional events emphasizes that measuring emotional responses is essential, rather than just cognitive assessments for predicting emotionally based behaviors (Miner & Hulin, 2000; Weiss & Cropanzano, 1996). Dynamic events are not just about the events that have happened; an event during the day assumes that it will affect the individual's behavior for the rest of the day. Based on the above literature and the theory of emotional events, the following hypothesis has been developed to be tested:

H2: The susceptibility to emotional contagion significantly affects negative mood (NDD).

Method 3

For this research, permission was obtained from the social and human sciences and human research ethics committee of Eskişehir Osmangazi University, with the decision dated 21.12.2022 and numbered 2022-20. This study's quantitative research method was preferred due to its suitability for answering the research question. The research is designed as research in cross-sectional scanning patterns from general screening models. The study data were collected with the help of the Emotional Contagion Scale and Positive and Negative Emotion Scale. The obtained data were transferred numerically to the SPSS program, and descriptive and statistical analyses were performed. SmartPLS (4.0.8.4) statistical program was used to test the research model. The mining model is shown in Figure 1.
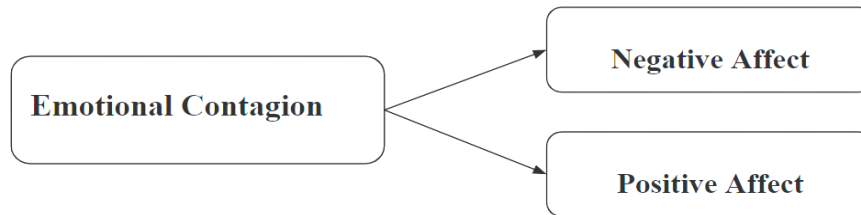

Figure 1: Research Model

Smart (PLS-SEM) program was used to analyze the data. Hair et al. (2011) recommends using the Smart PLS program to estimate the effects of dependent and independent variables. It is stated that PLS-SEM is the best approach for measuring complex and unobservable latent structures and determining direct and indirect pathways (Vinzi et al., 2010). Therefore, this approach was chosen for the study. Variance Based PLS-SEM is one of the structural equation modeling methods. When the model is run, it also gives validity and reliability values. The normal distribution is not evaluated in the analyses performed in the Smart (PLSSEM) statistical program (Wong, 2013). In PLS-SEM, the bootstrapping method is used in structural equation modeling calculations (Yıldız, 2020; Kement et al., 2021).

3.1. Sample

The research group comprises blue- and white-collar employees in any occupational group. Within the scope of the research, 338 employees were reached. The participation of the research group is voluntary. The demographic characteristics of the research sample are shown in Table 1.

Tablo 1: Demographics

Demographic Variables		Frequency	Percent	Demographic Variables		Frequency	Percent
Gender	Female	166	49,1	**Income**	5,000 and less	47	13,9
	Male	172	50,9		5.001-10.000	123	36,4
	Total	**338**	**100**		10.001-15.000	103	30,5
Age	30 and younger	145	42,9		15.001-20.000	45	13,3
	31-40	123	36,4		20.000 and above	18	5,3
	41-50	59	17,5		**Total**	**336**	**99,4**
	50 and older	11	3,3	**Working Year**	5 years and less	142	42,0
	Total	338	100		6-10 Years	70	20,7
Marital status	Married	183	54,1		11-15 Years	58	17,2
	Single	155	45,9		16-20 Years	30	8,9
	Total	**338**	**100**		21-25 Years	18	5,3
Education	Primary school	5	1,5		**Total**	**318**	**94,1**
	Middle school	10	3,0	**Employee type**	Blue collar	121	35,8
	High school	79	23,4		White collar	180	53,3
	Associate Degree	55	16,3		**Total**	**301**	**89,1**
	Bachelor Degree	125	37,0	**Institution Type**	Public	148	43,8
	Master's Degree	36	10,7		Private	190	56,2
	Ph.D. Degree	28	8,3		**Total**	**338**	**100**
	Total	**338**	**100**				

3.2. Data Collection and Analysis

The study sample was determined according to the simple random sampling technique, as each element in the population should have an equal chance and probability of being selected (Tutar and Erdem, 2022). The data were collected from 338 blue- and white-collar employees through an online survey. In the analysis made with structural equation modeling (SEM), a sample of 10 times the number of observed variables is considered sufficient (Tutar, 2023; Gürbüz and Şahin, 2015). The participation of the working group in the research is voluntary. The study's data were analyzed using SPSS and SmartPLS 4.0.8.4. statistical programs. The data collection tools used in the study are as follows:

Emotional Transmission Scale: The Turkish adaptation study of this scale, developed by Doherty (1997), was conducted by Akın, Uysal & Akın (2015). The scale measures the tendency to imitate five basic emotions (love, happiness, fear, anxiety, and sadness). It is a scale designed according to the Likert type of 5. The adaptation study of the scale concluded that the one-dimensional structure consisting of 15 items was valid and reliable.

Positive and Negative Emotion Scale (PANAS): The Turkish adaptation of the Positive and Negative Emotion Scale developed by Watson, Clark & Tellegen (1988) was conducted by Gençöz (2000). If the individual's positive emotion subscale score is higher than the negative emotion subscale score, the individual's subjective well-being increases. Otherwise, it means that the emotional well-being of the individual is low. The Positive and Negative Emotion scale consists of two subscales containing ten positive and ten negative emotion items named positive and negative Emotion. It is evaluated according to the 5-point Likert type.

Validity and Reliability Analyses of Scales

Before the analysis of the research model, validity and reliability studies of the structures in the research were carried out. Within the scope of validity and reliability studies, internal consistency reliability, convergent validity, and discriminant validity were evaluated. Cronbach Alpha and composite reliability coefficients were examined for internal consistency reliability. In determining the validity of the merger, the mean-variance (AVE=Average Variance Extracted) values explained by factor loads were used. $0.70 \geq$ of factor loads; Cronbach's Alpha and combined reliability coefficients were ≥ 0.70; The declared average variance value is also expected to be $0.50 \geq$ (Hair et al., 2006; Hair et al., 2014; Fornell and Larcker, 1981). In Table 2 below, the results of the internal consistency reliability and merger validity of the structures in the research are included.

Table 2: Statistical Results of the Measurement Tool

Variable	Item	Factor Load	Cronbach Alfa	CR	AVE
Emotional Contagion (DB)	DB1	0,616	0,949	0,962	0,570
	DB2	0,557			
	DB3	0,847			
	DB4	0,766			
	DB5	0,411			
	DB6	0,841			
	DB7	0,765			
	DB8	0,886			
	DB9	0,947			
	DB10	0,851			
	DB11	0,860			
	DB12	0,905			
	DB13	0,800			
	DB14	0,544			
	DB15	0,443			

Positive Affect (PDD)	PDD1	0,716	0,889	0,890	0,491
	PDD10	0,658			
	PDD16	0,581			
	PDD17	0,592			
	PDD19	0,807			
	PDD3	0,740			
	PDD5	0,771			
	PDD9	0,706			
Negative Affect (NDD)	NDD11	0.542	0,850	0,980	0,238
	NDD13	-0.024			
	NDD15	0.390			
	NDD18	0.550			
	NDD2	1.196			
	NDD20	0.246			
	NDD4	0.315			
	NDD6	-0.037			
	NDD7	0.142			
	NDD8	-0.132			

When the Cronbach Alpha and CR coefficients of the measurement tool are examined, internal consistency reliability is ensured; factor loads on the emotional transmission (DB) scale between 0.411 and 0.947 and an AVE value of 0.570; On the positive mood (PDD) scale, factor loads between 0.581 and 0.807 and AVE value of 0.491 indicate merger validity. Two items (awake and inspired) with a low contribution were removed from the PDD scale. According to the downbeat mood (NDD) scale values, the union could not be achieved. The articles were deleted, and the analysis was repeated, but the validity could not be ensured.

In determining the validity of segregation, Henseler et al. The analysis results according to HTMT (Heterotrait-Monotrait Ratio) criteria recommended by (2015) are included in Table 3. When the values in the table were examined, it was determined that each structure's average variance (AVE) value was higher than the correlation of the square root with other structures. HTMT value: It is stated that 0.90 should be below 0.85 in concepts far apart in terms of content (Henseler et al., 2015). As shown in Table 3, the HTMT values are below the threshold value. According to the findings, the validity of decomposition was achieved.

Table 3: Decomposition Validity Results

| Fornell ve Larcker Criteria				HTMT Criteria			
	DB	NDD	PDD		DB	NDD	PDD
DB	0.755			DB			
NDD	0.262	0.488		NDD	0.186		
PDD	0.410	0.113	0.700	PDD	0.396	0.189	

4. Results

The research group had a high average susceptibility to emotional contagion (3,57). The average of positive moods (3.21) is higher than the opposing mood average (2.04). According to the results of correlation analysis, it was determined that there were significant positive relationships between the variables.

Table 4: Findings on Mean of Variables, Standard Deviation Values, and Correlation Analysis.

	N	Mean	Standard Deviation	DB	PDD	NDD
DB	338	3,5716	0,97	1		
PDD	338	3,2180	0,92	,356**	1	
NDD	338	2,0491	0,73	,139*	,028	1

Testing the Research Model

Model fit values were examined in the Smart PLS-SEM statistical program. Smart PLS program for model fit, Standardized Root Mean Square Residual SRMR, The Squared Euclidean distance (d_ULS), Geodesic Distance (d_G), Chi-Square, and Normed Fit Index. It reports (Normed Fit Index -NFI) values (Yılmaz & Kinaş, 2020). For the model to have an acceptable fit, the SRMR value must be less than 0.10. The SRMR value of the model is calculated as 0.087. d_ULS fit value was calculated as 2.102, and d_G fit value as 0.753 (p >0.05). The chi-square value was 1.392. This value below three is considered sufficient for model fit (Yıldız, 2020). The NFI value is expected to take values between 0 and 1. NFI's value close to 1 indicates that the model fits well. NFI for the model in the study was calculated as 0.755. The structural equation model created to test the hypotheses of the research is shown in Figure 2.
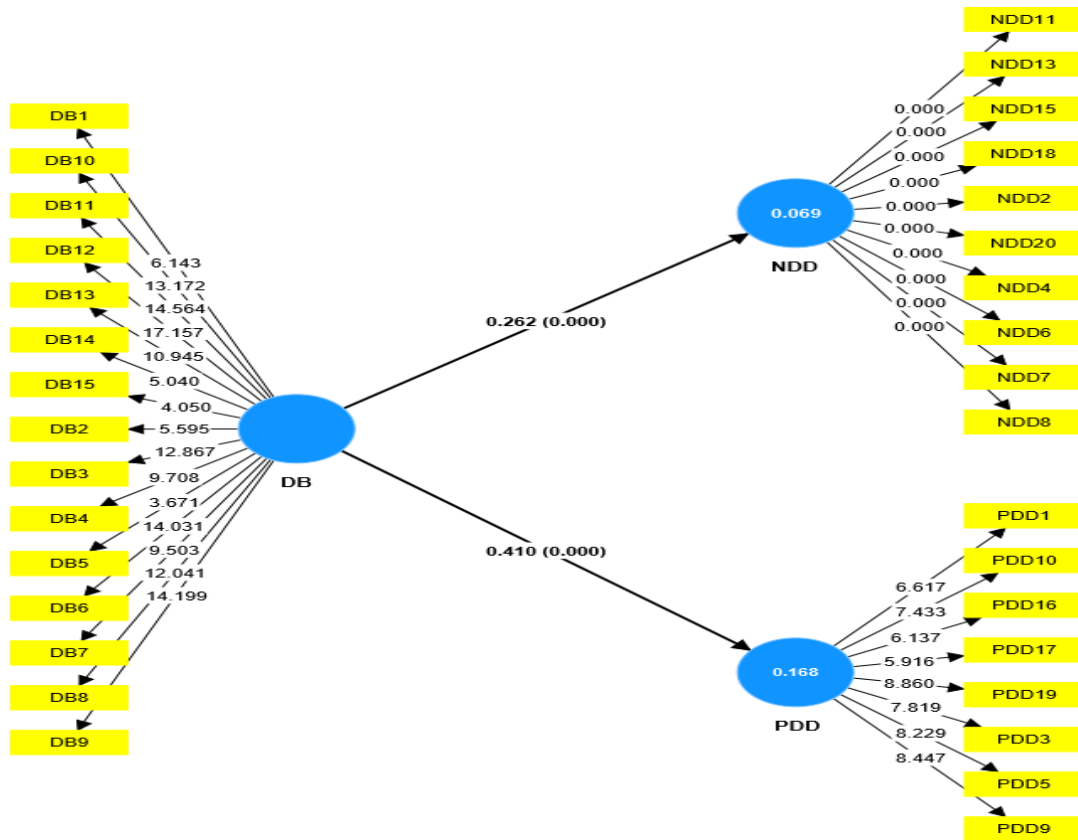
Figure 2: Structural Equation Model (PLS-SEM)

Partial least squares path analysis (PLS-SEM) was used to analyze the research model. Regarding the research model, the PLS algorithm for calculating linearity, path coefficients, R2, and effect size (f2) was also run to estimate the prediction power (Q2). T-values were calculated by taking 5000 subsamples from the sample by bootstrapping to evaluate the significance of PLS road coefficients. R2, f2, Q2, and VIF values related to the research results are presented in Table 5.

Table 5: Mining Model Coefficients (Total Impact)

DB -> PDD	VIF	R^2	f^2	Q^2	Standardized β	T Value	P
DB -> PDD	1,000	0,166	0,203	0,131	0,410	7,361	0,000
DB -> NDD	1,000	0,066	0,074	0,045	0,262	0,000	0,000

When the VIF (Variance Inflation Factor) values between the variables are examined, the fact that the values are below the threshold value (5) shows that there is no linearity problem between the variables (Hair et al., 2014). When the R2 values obtained from the model are examined, emotional contagion predicts positive mood status by 16%; The effect size coefficient (f2) of 0.16 indicates a moderate effect size. Since the Q2 values in the table are more significant than zero, it is understood that the research model can predict positive and negative moods. When the significance of the variables in the research model is examined, the effect of emotional contagion on positive attitude is significant (β=-0.410; p<0.01), and the t value confirms this. However, although it explains negative mood at a rate of 6%, and this effect is significant, it is not substantial in terms of t value (β=-0.262; p<0.01).

5. Discussion and Conclusion

Research findings suggest that managing *emotional contagion* and mood promotes a positive work environment and improves employee well-being. Organizations need to create an emotional climate that benefits everyone by fostering emotional intelligence, creating a positive work environment, addressing workplace stressors, providing resources and support to employees, and modeling positive behaviors and attitudes (Barsade, 2002; Barsade et al., 2018; Neves et al., 2018; Gallup, 2021). When the variables and findings of the research are considered together, it is understood that it is essential to encourage *effective communication* to manage emotional contagion and mood in organizations. It could be argued that effective communication can help prevent misunderstandings and conflicts that can lead to negative emotions and emotional contagion. By actively listening to co-workers and employees, managers and leaders can better understand their concerns and respond appropriately, which can help prevent the spread of negative emotions. Regarding emotional contagion, it is understood that it is essential to foster a culture of *empathy* in the workplace (Luckhurst et al., 2017; Frisby, 2019). By encouraging empathy, it can be expected that employees will be more likely to understand their co-workers' perspectives and feelings.

Managing emotional contagion and mood in organizations requires a comprehensive approach addressing various factors contributing to negative emotions and dynamic transmission. *Organizations can create a culture that fosters positive emotional states and improves employee well-being by promoting effective communication, empathy, emotional intelligence, and a positive work environment*. When individuals are exposed to the emotions of others, they can become infected with these feelings, which can lead to a change in their mood. This can contribute to the development of emotional disorders such as anxiety and depression and affect job performance, motivation, and overall well-being. However, emotional contagion can also be positive, and when individuals encounter positive emotions and behaviors in the workplace, a more positive mood may be involved (Owens et al., 2018; Tsaur & Ku, 2019; Salminen et al., 2021). The research findings show that effective management of emotional contagion and mood in organizations requires a thorough analysis of the factors that can cause dynamic transmission. This should include extensive work for developing emotional intelligence, creating a positive *work environment, addressing workplace stressors, providing resources and support to employees, modeling positive behaviors and attitudes, fostering effective communication, creating a culture that promotes positive emotional states,* and developing empathy.

This study investigated the potential of emotional contagion to eliminate emotional states in organizations. Research findings suggest that susceptibility to emotional contagion influences positive mood; It was concluded that there was no effect on negative attitude. According to the findings, H_1 was accepted; however, the H_2 hypothesis was rejected. The research results are in parallel with the research results in the literature. There is a relationship between mood and emotional transmission; that is, being in a happy mood increases the likelihood that a person will catch up with the emotions of others. People with a more positive mindset have an impact tendency to capture and feel other people's feelings (Arakawa, 2012; Englert, 2015). In a Doherty (1998) study, participants tried to process happy pictures rather than sad ones after exposure to happiness. Positive Emotion evokes a feeling of satisfaction, and negative emotionality evokes a sense of dissatisfaction. The leader's positive mood at work increases followers' susceptibility to emotional contagion (Cropanzano et al., 2003; Özdevicioğlu, 2004; Johnson, 2008). It was found that there was a significant simultaneous relationship between people's moods and the collective mood of other members of the work teams. A predisposition to positive emotional transmission, such as happiness, is linked to a greater chance of success in the workplace, social and romantic relationships, and mental health (Totterdell et al., 1998; Lyubomirsky et al., 2005; Soyumert, 2021). While most studies found an association between variables, the study did not find a relationship between emotional contagion and positive and negative mood.

Studies on emotional contagion and organizational psychology have determined a significant relationship between organizational commitment and emotional contagion (Barsade, 2002; Sezer, 2023). Another study observed that emotional contagion in healthcare workers contributed to increasing positive emotions and decreasing the perception of burnout. It has been observed that high perception of negative emotions increases burnout (Gültepe, 2023). Another study conducted on hotel employees determined that high levels of emotional contagion lead to higher burnout, reducing collective commitment (Jung & Yoon, 2019). In a study conducted by Aksoy (2019), it was determined that employees are affected by each other's emotions, which positively impacts their ability to demonstrate job crafting at the relational, task, and cognitive levels. In another study, it was determined that there was a relationship between the emotional contagion of employees and their motivation (Limon, 2019). Dal's study (2023) found a significant and positive relationship between emotional contagion and extrinsic motivation variables and job satisfaction. Another study determined the positive and significant effects of emotional contagion, trust in the manager, and organizational commitment to unethical behavior for the organization's benefit (Gürsoy et al., 2021). In social networks, it has been revealed that the information created by users who have become content producers also contains emotions, and users in close networks affect each other by showing similar emotional patterns (Kurt, 2021). It shows that individuals with high levels of positive emotional contagion are more accepting of positive emotions from the authentic leader and increase their superficial efforts. Sensitivity to positive emotions has shown that there is a relationship between followers' leadership perceptions and their emotional labor (Armutçu, 2023). All these findings indicate that emotions are experienced not individually but as a community, transcending the individual in a particular social interaction environment.

Limitations: In this study, the susceptibility to emotional contagion was examined in terms of two dimensions of emotional state. However, the scale validity of the negative mood dimension could not be achieved. According to the data in the literature, the explained variance of the mood scale is generally low. Nevertheless, in this study, the predictive effect of negative Emotion was analyzed, and according to the analysis results, although emotional contagion affected negative mood, this result was not statistically significant. The weakness of this study is that the effect of susceptibility to emotional contagion on negative attitudes cannot be explained. This research concluded that emotional contagion influences positive mood, but this result does not answer the question of which emotions are contagious. Work can be done on the redevelopment of the scale.

Recommendations: In the following research, considering that employees' emotions can be different in all organizations, the study on the differentiations in the variables within the scope of the analysis according to occupational groups can be repeated. Some studies indicate that the leader's positive emotional states affect employees. Emotion transfer improves follower performance quality (Totterdell et al., 1998). By instilling desirable emotional states (positive or negative, depending on the requirements of the task and organizational context) into groups, leaders can attract members to themselves (Sy & Choi, 2013). In this context, it is recommended to examine the relationship between the leaders' emotional states and the employees' emotional states.

As a result, in today's fast-paced and competitive business world, it is becoming increasingly important for organizations to recognize and address the impact of emotional contagion on the emotional states of their employees. While it is impossible to eliminate the risk of emotional contagion in the workplace, taking a proactive approach to managing emotions and fostering positive emotional states is possible. To do this, organizations can create a culture that supports employee well-being and encourages success and growth. This requires leaders and managers to prioritize emotional intelligence, effective communication, empathy, and a positive work environment. By creating an environment that encourages these qualities, organizations can reduce the risk of adverse emotional contagion and foster positive emotional states that contribute to a productive and satisfying work environment. It is also acceptable that emotional contagion and mood are not limited to the workplace but can also affect other areas of an individual's life, such as personal relationships and mental health. Therefore, addressing emotional contagion and fostering positive emotional states can have far-reaching benefits beyond the workplace. While it is impossible to eliminate the risk of emotions contaminating ultimately, organizations that take a proactive approach to managing emotions and fostering positive emotional states can create a culture that supports employee well-being and improves and contributes to job performance and productivity. Organizations can improve job performance and productivity by creating a positive work environment that promotes emotional well-being, reduces the risk of emotional disorders such as anxiety and depression, and supports overall success and growth. Organizations must prioritize emotional intelligence, effective communication, empathy, and a positive work environment to manage emotional contagion effectively and foster positive emotional states.

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