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研究課題名（和文）Subjective well-being management in organizations: How to nurture, share and leverage positive emotions in the workplace

研究課題名（英文）Subjective well-being management in organizations: How to nurture, share and leverage positive emotions in the workplace

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研究成果の概要（和文）：このプロジェクトは、企業が従業員間でポジティブな感情の共有を促進し、職場の主観的な幸福感を促進する要因と方法を調べた。これは、社会・経済の環境が加速的に変化している中、企業にとってますます重要な課題となっている。さらに、本研究は国の文化の影響を調べるため、日本とフランスの両国において、質的および量的な研究を実施した。

研究成果の学術的意義や社会的意義

Emotional contagion in both the Japanese and French workplace was found to be primarily influenced by the level of familiarity, and to a lesser extent group climate.

研究成果の概要（英文）：This research investigates how companies can nurture the sharing of positive emotions among employees to promote workplace subjective well-being, an increasingly important issue in today's environment of accelerating change. Furthermore, the study investigates the influence of national culture with qualitative and quantitative studies in both Japan and France.

研究分野：Employee's subjective well-being

キーワード：emotional contagion subjective well-being workplace

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1 . 研究開始当初の背景

Prior to this research, the researchers working on this grant-in-aid project had completed a previous grant-in-aid project that investigated the factors that promote **employees'** subjective well-being, and the impact of subjective well-being on performance. To understand the effect of national culture on subjective well-being and job performance both qualitative and quantitative analyses (interviews and structural equation modelling), were done in Japan and France. We established that corporate virtue positively affects subjective well-being and job performance for both groups. However, these two groups were found to have different conceptualizations of organizational virtuousness, suggesting cultural effects on subjective well-being.

We observed a partial mediation effect of subjective well-being on the relationship between organizational virtuousness and job performance for Japanese workers only. This indicates that in Japan subjective well-being is comparatively more important since it complements organizational virtuousness to positively affect job performance. For Japanese employees, we found self-accomplishment and relatedness displayed the strongest mediating influences between job task characteristics and well-being. For the French respondents, organizational virtuousness was positively associated with job performance similarly to the Japanese sample, while subjective well-being did not directly affect job performance.

Accordingly, in a diffuse **society such as Japan, job performance tends to be more affected by one's** overall sense of well-being. Furthermore, **"In collectivist cultures, people are interdependent within their in-groups, give priority to the goals of their in-groups, shape their behavior primarily on the basis of in-group norms, and behave in a communal way,"** whereas in individualist societies, **personal goals are given priority over those of the group** (Triandis, 2001, p. 909). In group-oriented cultures such as that of Japan, the community and the firm have therefore an influence on **their member's well-being** (Stone-Romero and Stone, 2002).

Considering the anxiety caused by the ever-accelerating pace of social and economic change, understanding employees' well-being is an increasingly important topic. To further understand the factors that affect subjective well-being and the influence of national culture, the researchers proposed this JSPS Grant-in-Aid **project, "Subjective well-being management in organizations: How to nurture, share and leverage positive emotions in the workplace."**

2 . 研究の目的

This research, titled **"A Comparative Study on Subjective well-being management in organizations: How to nurture, share and leverage positive emotions in the workplace"** (企業におけるウェルビーイング・マネジメントの比較研究：ポジティブ感情の波及効果の促進・活用) aims to investigate whether subjective well-being at work, sometimes colloquially referred to as happiness, can be shared and if so, how firms can support their employees in transferring this positive emotional state to others to achieve higher job performance. Studies in the fields of psychology have shown that positive emotion is shared socially and will impact the surrounding general emotional climate, group cohesion and solidarity, and group collective memory (Rime, 2007).

This research proposal builds on the research conducted previously by the applicants with the grant (Scientific Research Category (C) #17K03920), and will qualitatively and quantitatively examine whether and how subjective well-being can be cultivated, shared and increased by and within organizations across national borders. In the context of globalization, it will also assess the impact of subjective well-being on firm performance contingent to specific countries. The results will help identify how enhancing subjective well-being can help firms attract and retain employees, and ultimately increase creativity and job productivity.

3 . 研究の方法

In order to answer these questions, we conducted both in-depth qualitative and quantitative study of employees in in Japan and France, after an exhaustive review of literature on subjective-well-being in the workplace and emotional contagion.

This research uses vignettes, or scenarios, a research method commonly found in social science research, particularly in qualitative and mixed-methods studies (Riessman, 2008). Vignettes are short, fictional stories or descriptions of hypothetical scenarios that are presented to research participants for the purpose of eliciting their opinions, attitudes, beliefs, or behavioral intentions. These scenarios are designed to resemble real-life situations relevant to the research topic under investigation (Skilling, Stylianides, 2020). **Vignettes allow researchers to explore participants' attitudes, beliefs, and perceptions** about complex or sensitive topics in a controlled setting. By presenting hypothetical scenarios, researchers can assess how individuals might respond in certain situations without the influence of social desirability bias (Barter and Renold, 1999).

Research on Japanese sample

The data was gathered exclusively among 1,500 permanent employees in Japan in February 2022 through a large marketing research firm. In addition to basic demographic questions (gender, age, education), **the questionnaire included items inquiring into the respondent's situation at their present company** (industry, company size, number of subordinates). The sample consists of equal numbers of men and women, with sizable groups of different age ranges and a majority of university-educated respondents (56%). Most have subordinates (66%), working in services (tertiary industry) (66%), and in companies with over 500 employees (45%).

Research on French sample

Data collection took place in February 2023, targeting 1,500 permanent employees in France, facilitated by a prominent marketing research firm. The survey included basic demographic questions as well as inquiries about the respondents' current employment situation (industry, company size, number of subordinates). The sample was balanced in terms of gender and included significant age diversity, with the majority being university-educated (68%). Additionally, most respondents had subordinates (71%), were employed in the services sector (71%), and worked in companies with 500 or more employees (37%).

4 . 研究成果

Findings from Japanese sample

1. Emotional contagion among Japanese employees was found to be predicated mostly on familiarity and, to a lesser degree, on susceptibility of the receiver to happiness and sadness for both personal and professional events. This indicates that emotional contagion depends first on the relationship between the sender and the receiver and second on the personality of the receiver.
2. Empathy was construed as a dichotomous variable divided between high empathy and low empathy, around questions related to having empathy or a lack thereof, respectively.
3. Susceptibility to emotional contagion was understood by our Japanese sample as a two-factor construct of susceptibility to sadness and happiness, on the one hand, and of susceptibility to anger and fear on the other hand, rather than distinct susceptibilities to four different emotions. This divergence may be attributed to the cultural context of the study. Uchida (2010) states that the **Japanese concept of happiness is “more likely to include negative and non-positive features”** as well, and that happiness is viewed as cyclic in nature and can lead to social disruption. Accordingly, the Japanese respondents in this study viewed happiness and sadness on a spectrum rather than as two distinct factors.

Findings from French sample

1. Familiarity between colleagues consistently emerged as the strongest predictor of emotional contagion across all scenarios. This suggests that closer interpersonal relationships within the workplace leads to higher emotional crossover.
2. Empathy was notably significant in scenarios involving negative emotions, enhancing emotional resonance in distressing contexts. **This finding aligns with prior research highlighting empathy’s role** in understanding and reacting to others' distress (Davis, 1983). In the French work culture, which has a strong norm of supporting each other during tough times, empathy plays a critical role in managing workplace emotions (Rojot, 2001).
3. There was significant impact of emotional susceptibility. This trait, especially pronounced for positive emotions, resonates with the cultural disposition towards high affectivity in France, where expressiveness in both professional and personal contexts is common. This cultural emphasis on emotional openness facilitates susceptibility and reinforces the importance of empathy in fostering supportive workplace relationships (Hofstede, 2001).
4. A positive group climate was found to be crucial in fostering emotional contagion, suggesting that supportive and engaging environments enhance the transmission of emotions. In the French business context, known for its high uncertainty avoidance and hierarchical structure, these cultural features might necessitate stronger relational ties and supportive interactions, which facilitate emotional contagion (Hofstede, 2001).

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2. 論文標題 Antecedents of Subjective Well-Being at Work - The Case of French Permanent Employees	5. 発行年 2024年
3. 雑誌名 Evidence-based HRM: a Global Forum for Empirical Scholarship,	6. 最初と最後の頁 in print
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〔産業財産権〕

〔その他〕

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6. 研究組織

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7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8 . 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関
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