

Dual Pathways Linking Trait Negative Affect to Employee Creativity

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Abstract

Previous studies have reported inconsistent findings regarding the impact of negative affectivity on employee creativity. To accurately capture the influence of negative affect in organizational environments, this research investigates the relationship between trait negative affectivity and employee creativity. This study also proposes a dual-pathway theoretical framework, encompassing both positive and negative paths of trait negative affect in an integrated model. Drawing on mood-as-input theory and conservation of resources theory, this study explores the mediating effects of (1) needs for problem reframing and (2) impression management motivation in linking the relationship between negative affect and employee creativity. A survey was conducted with 244 full-time employees working in various industries. As a result of structural equation modeling analyses, the dual pathways connecting negative affectivity to employee creativity were found to be empirically supported. According to the statistical results, negative affectivity exhibited a positive indirect effect on employee creativity via needs for problem reframing, while it had a negative indirect effect through impression management motivation. The implications and limitations of this study are discussed.

Keywords: Trait Negative Affect, Employee Creativity, Needs for Problem Reframing, Impression Management Motivation.

Introduction

Creativity represents ideas, processes, solutions, or insights that are both new and potentially useful (Luqman et al., 2021). In the workplace, creativity involves employees not only generating ideas but also explicitly sharing them, such as in discussions with coworkers or supervisors. Prior research highlights workplace creativity as a critical competitive advantage that significantly contributes to organizational success (Aldabbas et al., 2023). Employees' creative ideas can evolve into tangible outputs, such as patents, which in turn stimulate colleagues' creative thinking and foster the transfer of creativity across organizational members. The accumulated individual creativity can provoke an organization to undertake innovation, adapting itself to drastically changing contexts, and ultimately increasing chances to survive (Ahmad et al., 2022).

Despite the impactful advantages of employee creativity, prior research demonstrates that it is challenging to reinforce employee creativity because of negative profiles embedded in creativity. Creativity often originates from identifying problems and/or doubts about current organizational situations (Gielnik et al., 2012). Employees who constantly suggest creative ideas may be perceived as dissatisfied with their current job or the organization. Accordingly, creativity at work can be related to distress and perceived uncertainty among employees (Sternberg & Lubart, 1999). In navigating such challenges, affect emerges as a critical factor guiding individuals toward strategies that sustain creative endeavors.

Affect is a broad construct encompassing both trait affect and affective states (Barsade & Gibson, 2007). Affect-related experiences play an important part in organizational life. In the affect and emotion literature, it has been assumed that both positive and negative affects enable individuals to adapt well to organizational life and perform self-regulation functions (Diener et al., 2020). Our affective dispositions and emotional states help us adapt to changing situations and provide self-regulation functions to help us achieve individual and collective goals at our work. (Nesbit, 2012). Since affectivity impacts not only what people think but also how they think, it is significantly related to individuals' information search styles, information integration activities, and their capabilities to identify associations among various cues (Bachrach & Jex, 2000). Therefore, affect leads people to be involved in a psychological process which is particularly related to creativity (Amabile et al., 1996). For this reason, affect has gained much attention as a promoter of

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employee creativity in the modern workplace (Davis, 2009).

There has been substantive evidence that positive moods or affect have a positive relationship with creativity (e.g., Baas et al., 2008; Hirt et al., 2008). Most prior research suggests a robust creativity-enhancing effect of positive affect. Positive affectivity enhances creativity by expanding broad cognitive categories, thus promoting cognitive flexibility (Intasao & Hao, 2018). In sharp contrast, the implications of negative affectivity are less clear. A meta-analysis by Baas et al. (2008) indicates that negative affective states can either enhance or impair creativity. On one hand, some researchers argue that negative mood states reduce creativity in several ways: they narrow focus to a limited range of alternatives, impair memory due to distracting thoughts, and decrease the accuracy of creative performance (e.g., Lyubomirsky et al., 2005). On the other hand, Baas et al. (2008) provide a dual processing model of creativity and suggest that negative affect increases creativity mediated by enhanced persistence.

This study argues that the inconsistencies in the negative affect-creativity relationship arise from relatively neglecting the multi-stage nature of creativity. Most research in the affect domain emphasizes a unidimensional aspect of creativity, particularly idea generation (e.g., Nijstad & Stroebe, 2006). Creativity at this stage involves the process of generating new and useful ideas which can become a foundation for later innovative solutions (Amabile & Pratt, 2016). However, other dimensions of creativity, such as creativity performed by individuals or assessed by peers/supervisors, have received limited attention in the affect-creativity domain.

This study predicts that negative affectivity influences distinct aspects of employee creativity through different mechanisms. Distinct aspects of creativity require different types of motivation and cognitive styles (Dietrich, 2019). For instance, problem identification often requires convergent thinking to discern needs and challenges, whereas idea generation necessitates divergent thinking to explore diverse alternatives. Particularly within organizational environments, creative process involves further steps beyond recognition of a problem and generation of various ideas (Amabile & Pratt, 2016). That is, employees need to propose or present creative ideas to decision makers, which is an essential stage for employee creativity. To successfully implement creativity at this stage, individuals need to carefully select an idea that is persuasive to evaluators, and develop an effective idea selling strategy to make the idea attractive (Falchetti et al., 2024).

Following the above mentioned logic, the purpose of this study is as follows. First, this study intends to clarify the relationship between negative affectivity and creativity through a survey of full-time employees in organizational settings. Second, this study will focus on the trait affect rather than the state affect, addressing a gap in existing research. While prior studies often explore artificially induced affective states in laboratory settings (Baas et al., 2011), this study emphasizes trait affect, which has a more enduring influence in workplace contexts. Third, this study will investigate a dual path theoretical model by exploring mechanisms through which negative affectivity influences employee creativity. As a positive pathway, this study introduces "needs for problem reframing." Negative affectivity is expected to increase employees' cognitive needs to approach organizational problems from new perspectives, which reinforces their creative actions. As a negative pathway, this research presents "impression management motivation." With this path, negative affect is predicted to reduce individuals' motivational resources to engage in the work process that creates desirable social images of themselves, leading to impeding employee creativity. By excluding idea generation as the primary focus, this research seeks to construct an integrative model linking negative affect and employee creativity.

Figure 1. Illustrates The Hypothesized Framework And Research Questions.

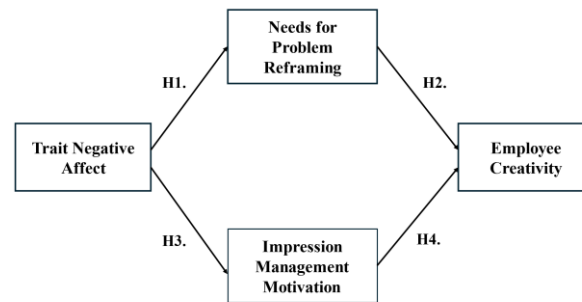


Figure 1. Research Framework with the Hypotheses

Literature Review and Hypotheses

State Affect and Trait Affect

This study assumes that the complex and often inconsistent findings on negative affect in previous studies may stem from differences in the type of affect measured. Much prior research focused on how affective states influence individuals' psychological states, cognitive mechanisms, and behavioral outcomes (George & Zhou, 2007). State affect, by its transient nature, dissipates quickly (Baas et al., 2008). The transition between positive and negative affective states has actually been shown to increase creativity (George & Zhou, 2007). Despite these findings, Baas et al (2008) found that affective states induced in laboratory settings decline rapidly and cease to exert significant effects over time.

Trait affect, in contrast, reflects a stable tendency to experience certain emotional episodes, shaping individuals' interpretations of and responses to workplace phenomena. This implies that the relationship between trait affect and creativity may be more pronounced than that of state affect. This study investigates the role of trait negative affect in fostering creativity, addressing gaps in understanding how prolonged emotional dispositions shape employee behavior.

Mood-as-input Theory

Mood-as-input theory proposes that individuals interpret external situations they encounter based on their emotions, moods, or affect informational signals (Schwarz & Clore, 2003). These affective signals, shaped by dispositional characteristics in this study, influence how individuals perceive and interpret situations. According to mood-as-input theory, positive affectivity constitutes a signal that the current organizational environment is secure and aligned with individual or organizational goals. Conversely, negative affectivity indicates potential issues in the environment, signaling a deviation from individual or collective objectives in the workplace. This awareness of problems motivates individuals to adjust their cognitive strategies, reorganize their efforts, and address the challenges they identify (Schwarz, 2013).

Affective cues about the organizational situation indicate the extent to which employees should stop or continue their efforts to discern creative solutions. According to mood-as-input theory, individuals use their affectivity as subtle cues when evaluating their efforts and behavioral outcomes. Negative affectivity encourages problem identification and leads to higher dissatisfaction with the status quo. Additionally, it signals that more effort and persistence are necessary to solve organizational problems (De Dreu et al., 2008). Therefore, this study hypothesizes that trait negative affectivity drives the need to reframe problems, a cognitive state that subsequently enhances employee creativity.

Conservation of Resources Theory

According to the conservation of resources theory (Hobfoll, 2002), individuals strive to protect their current resources while simultaneously acquiring new ones. Individuals' attitudinal, motivational, and behavioral

responses are thus formed based on their desire to obtain the resources lacking, maintain the ones they already possess, and increase effective resource utilization (Hobfoll, 2002).

Resources are broadly defined as entities that people attach values to (Holmgren et al., 2017). Resources come in various forms, including physical, psychological, and social—examples include social support and positive workplace relationships. A certain level of impression management is essential for a successful organizational life. Impression management strategies are useful for building or maintaining a positive self-view in the eyes of others (Sun et al., 2021). Energy and employee motivation to plan and carry out impression management strategies are also considered valuable resources in the modern workplace.

According to conservation of resources theory, individuals who face a threat to their own resources take proactive steps to preserve them. Therefore, individuals' motivation and creative behavior in their organizations are likely dependent on the degree of recognition of potential threats to their current resources (Hobfoll, 2002). Building on this framework, this study predicts that trait negative affectivity negatively impacts individuals' impression management motives. As such, the present research assumes impression management motivation as a mediating variable connecting negative affectivity to employee creativity.

Trait Negative Affect and Needs for Problem Reframing

This study assumes that trait negative affect is positively and significantly related to employee creativity, with the relationship mediated by the recognition of the need to reframe problems. The needs for problem reframing involve identifying a problem in the current situation and seeking to address it using new perspectives (Sio & Ormerod, 2009). Recognizing the need to reinterpret and reorganize a problem inherently requires breaking away from the established thought patterns and fixed cognitive frameworks to approach the issue with fresh perspectives (Wiley & Danek, 2024).

The first step in finding creative solutions or optimizing problem management begins with identifying the problem and restructuring the approach to address it (Hu et al., 2025). Individuals with negative affectivity perceive the organizational environment as uncertain, prompting a neutral recognition of the need to reduce this uncertainty. Negative affectivity serves as a signal that highlights problems in the work environment encouraging individuals to investigate, analyze, and actively engage in solving these issues (George & Zhou, 2002). Therefore, in the context of employee creativity, it is expected that dissatisfaction or uncertainty with the current situation caused by negative affectivity will lead employees to recognize the needs to solve the problematic situation, become willing to take risks, and actively intervene in the process. Thus, dissatisfaction or uncertainty stemming from negative affectivity is expected to motivate employees to take risks, recognize the need for intervention, and engage in problem-solving processes.

When individuals are satisfied with their current situation, they may develop a complacent attitude, making it difficult to identify the need for reframing. In contrast, feelings of anxiety and dissatisfaction create psychological distance from the problem, enabling individuals to detach from it and consider alternative perspectives (Soderberg et al., 2015). Negative affectivity is, therefore, positively associated with recognizing the need to break free from fixed thought patterns and reframe problems. This recognition fosters proactive engagement in problem-reframing activities, supporting creativity in the workplace.

Recognizing a problem at hand will provoke an appropriate level of detachment from the problem, leading to one's needs to develop a coping strategy which can help reilluminate a new perspective on the problem. In sum, negative affectivity is expected to increase employee creativity by facilitating problem identification and encouraging awareness of problem reframing. Accordingly, this study hypothesizes:

Hypothesis 1. Negative affectivity is positively associated with needs for problem reframing.

Needs for Problem Reframing and Employee Creativity

According to componential theory of creativity (Amabile & Mueller, 2024), problem or task identification is a crucial step in the creative process. At this stage, individuals recognize a problem while also identifying the need to address it or an opportunity to undertake a new task. To engage in subsequent creative processes, employees must possess relevant expertise and access necessary information (Amabile et al., 1996).

This study aims to propose a more advanced stage of multiple dimensions of creativity by introducing needs for problem reframing. Motivation to engage with workplace challenges requires sensitivity to organizational issues and recognition of crises or opportunities. Negative affectivity fosters a critical attitude toward unresolved problems, promoting curiosity and encouraging individuals to explore solutions. Employees with trait negative affect tend to monitor their work environment continuously, enabling them to reinterpret situational cues and adapt to changing circumstances. Similarly, job crafting perspectives highlight cases where dissatisfaction leads employees to reframe their roles proactively (Buonocore et al., 2020). At this stage, employees who decide to participate in the problem-solving process actively intervene in the process by redesigning the problem. They become more motivated to actively leverage multiple experiences and perspectives to solve problems at work, such as developing new approaches to problems from new angles.

The process of finding a solution or optimization is triggered by reframing the challenge or crisis from a new perspective. When individuals recognize the need to reframe a problem they are facing, they attempt to reanalyze the problem from a new perspective or a different thinking pattern. This reframing process reduces reliance on existing strategies, creating room for innovative thinking and fostering creative solutions (George, 2007). The willingness to recognize, reinterpret, and solve problems can be expressed through risk-taking behavior (Harada, 2021), which often provides opportunities for innovative employee behaviors.

Recognizing the need to reframe a problem also activates previously overlooked knowledge, which can be integrated into developing innovative solutions. Reframing allows employees to distance themselves psychologically from the problem, enabling them to generate new and unbiased ideas (Shin & Grant, 2021). By reframing their problems, employees are better equipped to propose unbiased ideas and creative solutions (Zhu et al., 2020). In sum, by realizing needs for problem reframing, employees are more likely to engage in the problem-solving process.

Hypothesis 2. *Needs for problem reframing is positively associated with employee creativity.*

Trait Negative Affect and Impression Management Motivation

Impression management motivation represents individuals' tendency to influence their image on others (Rosenfeld, 1997). People generally strive to present themselves positively, making impression management a vital strategy for navigating organizational life successfully (Brender-Ilan & Reizer, 2021). Employees with high impression management motivation are more likely to actively engage in behaviors deemed desirable by their organizations, even if those actions do not match their beliefs or work values (Lee et al., 2020).

However, an individual's capacity for impression management depends on the resources they possess. According to conservation of resources theory, individuals with limited resources are more sensitive to resource loss and less capable of acquiring additional resources (Hobfoll, 2002). Since impression management involves social interactions and interpersonal skills, individuals often anticipate resource depletion when engaging in such strategies. People with high negative affectivity, who generally perceive their environment more negatively (Watson et al., 1988), are particularly sensitive to resource loss. Consequently, they are less inclined to invest resources in impression management efforts to preserve their psychological and relational resources.

In organizational settings, employees displaying high levels of negative affectivity often struggle to establish positive impressions or form strong social relationships with colleagues (Shackman et al., 2016). Negative

affectivity depletes psychological resources, such as energy and emotional stability, increasing vulnerability to emotional exhaustion. This resource scarcity diminishes the motivation to engage in impression management, making it challenging to maintain desirable workplace behaviors. Based on these insights, the study proposes the following hypothesis:

Hypothesis 3. *Negative affectivity is negatively associated with impression management motivation.*

Impression Management Motivation and Employee Creativity

Impression management involves deliberate efforts to create a favorable image in the eyes of others. Implementing impression management strategies to establish a positive self-image is an important factor that affects employees' overall motivation and behavior (Bourdage et al., 2020). Employees with strong impression management motivation actively engage in behaviors designed to shape how they are perceived by others. By immersing themselves in these efforts, they are more likely to take actions that enhance their image, showcasing their value to organizational members (Xu et al., 2022).

Successful impression management requires identifying strategies that enable employees to be viewed positively by colleagues, supervisors, and the organization (Harris et al., 2007). Creativity is one such strategy, as proposing innovative ideas or solutions often results in favorable evaluations from peers and leaders (Ahmad et al., 2022). Employees motivated by impression management are likely to invest effort in generating and presenting creative ideas to enhance their professional reputation.

Further, employees with high impression management motivation are likely to possess knowledge and information on which strategies are more advantageous and effective for their image (Chen et al., 2024). While prior research on creativity has predominantly focused on the initial brainstorming or idea generation stage, creativity in organizational environments extends beyond this phase. Once ideas are generated, employees must select those that are feasible and persuasive to evaluators, demonstrating a strategic approach to presenting their creativity (Falchetti et al., 2022).

In the later stage of creativity, individuals actively present and propose their ideas to evaluators emphasizing the sequential nature of the creative process. This further implies that distinct aspects of creativity are shaped by varying mechanisms and strategies (Amabile et al., 1996). Employees with motivation for impression management invest significant effort in refining their tone, attitude, and presentation delivery to ensure their ideas are perceived favorably by their evaluators. Therefore, this study proposes the following:

Hypothesis 4. *Impression management motivation is positively associated with employee creativity.*

Methods

Data Collection Process and Sample

Data for this study were collected through a survey of full-time employees working in various industries in Korea. Human resources managers from various organizations were approached for cooperation, and they encouraged their employees to participate in the survey. Before participation, respondents were informed about the voluntary nature of the survey, their right to withdraw at any time, and the confidentiality and anonymity of their responses. After excluding insincere or incomplete responses, the final sample included 244 responses.

Key study variables—trait negative affectivity, needs for problem reframing, impression management motivation, and employee creativity—were measured using a 7-point Likert scale (1 = "very inaccurate" to 7 = "very accurate"). The questionnaire was originally written in English, translated into Korean, and back-translated to ensure accuracy. Trait negative affectivity was measured with five items adapted from the scales suggested by Watson et al. (1988). Needs for problem reframing was measured with three items modified and adapted from the suggestions made by Shin and Grant (2021). Impression management

motivation was measured with five items modified and adapted from Bolino and Turnley (1999). Employee creativity was measured with five items adapted from the scales developed by George and Zhou (2001). Demographic variables, including gender and age, were also collected.

The average age of participants was 33.29 years (SD = 10.64), with 56.30% identifying as male. In this study, gender was recorded as 0 for women and 1 for men. Participants represented diverse industries, including finance and insurance, education, manufacturing, and customer service. Table 1 demonstrates descriptive statistics including means and standard deviations, intercorrelations, and Cronbach's alpha of the main study variables.

Table 1. Descriptives Statistics, Correlations, and Cronbach's Alphas

Variables	M	SD	1	2	3	4
1. Trait Negative Affect	3.12	1.19	$\alpha = .75$			
2. Needs for Problem Reframing	5.01	1.22	.18**	$\alpha = .79$		
3. Impression Management Motivation	4.16	1.69	-.44***	-.09	$\alpha = .92$	
4. Employee Creativity	4.41	1.05	-.004	.20**	.16*	$\alpha = .80$

Note. N = 244. * $p < .05$; ** $p < .01$; *** $p < .001$

Results

Prior to hypothesis testing, a series of confirmatory factor analyses were conducted to check the validity of the main study variables. With the original four-factor model, the factor analysis results demonstrated an acceptable fit ($\chi^2 = 278.27$ (df = 129), $p < .001$, CFI = .91, IFI = .92, RMSEA = .069). Additionally, all composite validity values were higher than .76, which shows a reasonable level of convergent validity and discriminant validity of the main study variables. Table 2 presents the results of the validity of the main research variables.

Table 2. Validity of the Variables

Factors and Items	Factor Loadings	AVE	CR
Factor 1: Trait Negative Affect			
TNA1	.756		
TNA2	.759	.403	.763
TNA3	.373		
TNA4	.634		
TNA5	.573		
Factor 2: Needs for Problem Reframing			
NPR1	.587	.584	.804
NPR2	.836		
NPR3	.842		
Factor 3: Impression Management Motivation			
IMM1	.774	.687	.916

IMM2	.933		
IMM3	.770		
IMM4	.869		
IMM5	.786		
Factor 4: Employee Creativity			
ECR1	.666		
ECR2	.818	.452	.800
ECR3	.720		
ECR4	.476		
ECR5	.634		

Note. AVE = average variance extracted; CR = composite reliability.

Because the above-mentioned tests confirmed the appropriate level of reliability and validity of the main constructs in this study, as a next step, hypotheses testing was conducted with Structural Equation Modeling. As a result, the hypotheses 1, 2, 3, and 4 were all supported. The structural equation modeling results presented a reasonable fit to the data ($\chi^2 = 279.01$ (df = 131), $p < .001$, CFI = .915, IFI = .92, RMSEA = .068). Table 3 summarizes the findings. Positive and significant relationships between trait negative affectivity and needs for problem reframing were found ($\beta = .235$, $p = .007$), supporting Hypothesis 1. The relationships between needs for problem reframing and employee creativity were also positive and significant ($\beta = .254$, $p = .002$), thus supporting Hypothesis 2. As expected, trait negative affect showed a significant and negative relationship with impression management motivation ($\beta = -.490$, $p < .001$). Hence, Hypothesis 3 was supported. Lastly, the relationships between impression management motivation and employee creativity were positive and statistically significant ($\beta = .228$, $p = .002$), supporting Hypothesis 4.

Table 3. Structural Equation Modeling Results

Hypothesized Paths	Direction	Estimates ^a
H1: Negative Affect → Needs for Problem Reframing	+	.235**
H2: Needs for Problem Reframing → Employee Creativity	+	.254**
H3: Negative Affect → Impression Management Motivation	–	-.490***
H4: Impression Management Motivation → Employee Creativity	+	.228**

Note. ^a Standardized coefficients; ** $p < .01$; *** $p < .001$

Additionally, to test the indirect effects of negative affect on employee creativity through needs for problem reframing and impression management motivation, a bootstrapping procedure was performed based on 5000 subsamples with 95% confidence intervals. The results demonstrated the significant mediating effects for both problem reframing and impression management motivation, connecting trait negative affectivity to employee creativity ($b = .03$, $SE = .01$ [.0054, .0620]; $b = -.08$, $SE = .03$, [-.1390, -.0125], respectively).

Discussion

This study adopted an integrated approach to examine the impact of trait negative affectivity on employee creativity within organizational settings. By proposing a dual-pathway model, it explored both positive and

negative mechanisms linking negative affectivity to creativity. The empirical findings, based on Structural Equation Modeling analyses of survey responses from full-time employees, confirmed that the relationships between negative affectivity and employee creativity is not unidimensional. In specific, needs for problem reframing demonstrated a positive mediating effect, enhancing creativity, while impression management motivation had a negative mediating effect, hindering creativity.

Theoretical Implications

This study offers several theoretical contributions. First, it addresses the sparse and inconsistent evidence on the impact of negative affectivity on employee creativity. Previous research has focused on the effects on affective states in controlled laboratory settings. While experimental and field studies often yield compatible results (Coppock & Green, 2015), state affect is short-lived, making it less applicable to real-world organizational contexts. By examining trait affectivity, which has a more enduring influence, this study advances a comprehensive understanding of how negative affectivity influences employee creativity in workplace settings.

Second, this study demonstrates that negative affectivity does not exert a unidirectional influence on creativity, but instead has both positive and negative effects. This nuanced approach contributes to a deeper understanding of the mechanism through which negative affectivity shapes creativity and offers new perspectives on creativity research. In particular, this study suggests that negative affectivity evokes individuals' awareness of a problem in the organizations they belong to, prompting cognitive states that emphasize the need to reevaluate and reframe problems from fresh perspectives. While prior research has largely focused on the impact of affects and emotions on idea generation (e.g., Sozo & Ogliari, 2019), this study highlights the positive influence of negative affectivity on other stages of the creative process. By applying mood-as-input theory, the study shows how negative affectivity serves as a situational signal, enabling employees to reframe problems and generate creative solutions through this cognitive mechanism.

Additionally, this study highlights impression management motivation as another mediating variable in the affect-creativity relationship. Existing studies have predominantly focused on the relatively early stages when discussing creativity, which suggests that negative affectivity impedes creative ideas by hindering divergent thinking (Davis, 2009). However, this study suggests that employee creativity includes the subsequent processes beyond the idea generation stage. In the workplace, employees are expected to suggest creative ideas and persuade decision-makers to implement such ideas. In particular, this study suggests that impression management strategies that create a positive image in the eyes of evaluators can be effective in pitching employees' creativity at this stage. Based on conservation of resources theory, this study found that negative affectivity depletes individuals' motivational and relational resources, thereby reducing individuals' impression management motivation. With these findings, this study offers a more holistic understanding of how negative affectivity influences the later stages of creativity. Furthermore, it expands and strengthens the creativity literature by addressing more diverse aspects of the creative process beyond idea generation.

Managerial and Practical Implications

This study provides several practical insights for individuals and organizations. At the individual level, employees with high levels of negative affectivity can still develop and implement innovative solutions, provided they regulate their emotions effectively to avoid burnout and emotional exhaustion. Organizational members should assess their dispositional affectivity objectively and work on enhancing their emotional regulation skills. Additionally, individuals with high negative affectivity should focus on improving their social relationships with colleagues to foster a more supportive work environment.

At the organizational level, managers should recognize the potential of employees with high negative affectivity to solve problems from unique perspectives. Providing institutional support can help these employees channel their negative affectivity into productive behaviors. For instance, organizations can design training programs that encourage employees to express their negative or critical emotions constructively. Such programs can help transform negative feelings into opportunities for problem-solving

and innovation. Moreover, fostering open communication and creating systems that support collaboration can enable employees to respond effectively to challenging work conditions associated with negative affectivity.

Limitations and Future Research

The limitations of this study are as follows. While data were collected from full-time employees in organizational settings, the cross-sectional design limits the ability to generalize findings or infer causality between variables from the empirical results in this study. Future research should attempt longitudinal follow-up surveys or experiments to test for causal relationships between variables over time and to measure the long-term effects of trait affectivity. Additionally, all data were collected from a single source and all variables relied on self-reported measures. Despite assurances of anonymity, common method bias may have influenced the research conclusions. Therefore, future studies could address this limitation by using multi-source designs, such as peer or supervisor evaluations, to enhance the reliability of findings.

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