

*THE SECOND CONFERENCE
ON
EMOTIONS
AND
ORGANIZATIONAL LIFE*

Toronto, Canada
August, 2000



CONFERENCE PROGRAM AND PAPER ABSTRACTS

Co-chairs: Neal M. Ashkanasy, Wilfred P. Zerbe, and Charmine E. J. Härtel

Local Organizer: Ian Sakinofsky

Ryerson Polytechnic University International Conference Centre
Toronto, Ontario, Canada
August 9 – 11, 2000

THE SECOND CONFERENCE ON EMOTIONS AND ORGANIZATIONAL LIFE

Toronto, Canada
August, 2000

Conference Program and Paper Abstracts

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July, 2000

Opening Session
Professor Neal M. Ashkanasy
The University of Queensland, Australia

Dear Colleagues

Welcome to the Second Conferences on Emotions and Organizational Life. I said in my welcome speech at the First Conference in 1998 that the study of emotions in organizational life was an exciting new area of research, and how right this has proven to be. This year, we again have on display a wonderful selection of papers, symposia, together with a workshop, showcasing the newest and most exciting research in this burgeoning area. The conference we held in San Diego two years ago was a resounding success, and I am sure that this year's conference in Toronto will be just as wonderful. We are on a roll, so let's keep it going.

As you well know, the book based on the 1998 Conference is now published through Quorum Publishing of Westport, Connecticut. My appreciation to publisher Eric Valentine, my co-authors Charmine Härtel and Wilf Zerbe, the many authors who contributed. Thanks also to my assistants at the University of Queensland, especially Marta Sinclair and Kim Abbey, typesetter Keith Whittam, and Westport production editor Katie Chase. We are planning a second edition of the book, based on a selection of the papers from this year's conference. Authors selected for inclusion on the second edition will be notified shortly.

Perhaps, the most outstanding indication of the success of our activities over these past four years since the Emonet group was started is the general recognition that the study of emotions in organizational settings has now achieved. This is especially the case in the last twelve months. Indeed, it is putting it mildly to say that the sudden expansion of our field has been amazing. In addition to our book, Steven Fineman has produced a second edition of *Emotion in Organizations*, and Cary Cooper and Roy Payne are editing yet another collection of papers, to be published shortly. Together with Howard Weiss and Russell Cropanzano, I am writing a book on the topic to be included in the prestigious Lawrence Erlbaum Associates Management Science Series (edited by Art Brief and Jim Walsh). There has also been a rash of journal special editions, including the *Journal of Organizational Behavior* (edited by myself and Cyn D. Fisher), published in March this year, and forthcoming issues of *Organizational Behavior and Human Decision Processes* (ed. Howard Weiss) and *Human Resource Management Review* (ed. Suzy Fox).

The fruits of our enthusiasm are also apparent in the programs of major international conferences. I recall bemoaning the lack of papers on emotions in the program of the 1998 annual meeting of the Society for Industrial and Organizational Psychology (SIOP). And in 1999, apart from a few papers on emotional labor, and a symposium on Affective Events Theory, there was nary a hint of the topic in the program. In 2000, however, a complete transformation had taken place. Papers, many authored by Emonet members, were all over the place, and there were a slew of interesting symposia on the program. A similar phenomenon has occurred at the Academy of Management meetings. I recall a

noted scholar in our field complaining that the Emotions 1998 conference was ill conceived because it deflected papers from the Academy conference. In 1999, however, there was a similar lack of sessions on emotions-related topics, parallel to what had occurred at the SIOP conference – and no Emotions conference to blame in that year. And, also just like SIOP, there has been a complete transformation this year. In just two divisions alone, there are four full sessions on the topic, and several symposia. Type in the word “emotion” in the Academy’s on-line program, and no less than 32 entries appear. All this, and nearly 40 paper and symposia submissions were submitted to the Emotions Conference. The evidence is completely contrary to my colleague’s concerns. The Emotions Conferences have not detracted from the mainstream conferences, they seem to have acted instead as a powerful catalyst.

I want to thank everyone who has supported the 2000 conference, in any capacity. Thank you chairs, reviewers, helpers, editors, and submitters. We have a great conference for this year’s conference, and none of it would have happened without your support.

My deepest appreciation also to Local Organizer Ian Sakinofsky. Again, I can only thank heaven that we have been blessed with someone like Ian, who has done such a wonderful job to set up the facilities for us, and run the local finances. There is really little but intrinsic reward for Ian in this job. We all owe him a great debt.

Finally, my appreciation to Kate Sherony for designing our bright Emonet logo, and for organizing the Conference tee-shirts.

Looking forward to the future, there is a lot to look forward to for our little group. I have discussed with Greg Bamber, Chair of IFSAM 2002, the possibility of piggy-backing our Third Conference onto his meeting, scheduled for July, 2000 on the Gold Coast, Queensland, Australia. Before finalizing that proposal, however, I want to establish the level of support that we can expect for a conference so far from the USA and Europe. Preliminary discussions with colleagues, however, suggest that there is general support for this idea. If you are in general agreement with this proposal, than I will confirm with Greg that we will be going ahead. And everyone can plan accordingly.

Best wishes for a successful conference,

Neal M. Ashkanasy
Conference Chair

Program Committees

My deepest appreciation to Program Chairs Charmine Härtel and Wilf Zerbe, and the members of the Australian- and Canadian-coordinated program committees.

Neal M. Ashkanasy
Conference Chair

Australian Team.

Program Chair: Charmine Härtel

Administrative Assistant: Carl Sinclair

Committee Members ...

Blake Ashforth, Neal Ashkanasy, John Basch, Maree Boyle, CynD Fisher, Julie Fitness, Suzy Fox, Theresa Glomb, Bob Jones, Peter Jordan, Susan Kruml, Kristi Lewis, Michael O'Shea, Marjukka Ollilainen, Jan Patterson, Lea Waters, Julie Wolfram-Cox, Helen Williams-Lawson, Yochi Cohen-Charash.

Canadian Team.

Program Chair: Wilf Zerbe

Administrative Assistant: Donovan Lawrence

Committee Members ...

Alicia Grandey, Dianne Layden, Lorna Doucet, Ross Mecham III, Celeste Brotheridge, Nora Reilly, Dr. Jill Francis, Anne Rosch, Ronda Callister, Sigal Barsade, Stefan Meisiek, Veronika Kisfalvi, Rob Briner, Angelo Soares.

THE SECOND CONFERENCE ON EMOTIONS AND ORGANIZATIONAL LIFE

Toronto, Canada

Program

Wednesday, August 9

Conference Reception, 7:00 pm - 9:00 pm.

Thursday, August 10.

Session 1: 9:00 am - 9:30 am.

Opening Plenary Session and Welcome: Neal M. Ashkanasy

Session 2a: 9:30 am - 10:30 am.

Emotions and Organizational Restructuring

Chair: Wilfred Zerbe

Discussant: Robert Jones

Best Paper Award

Explaining employees' responses to downsizing: An integrated model of key affective and cognitive factors

Jan Paterson

Understanding emotions during change: Some evidence from a merger

Tina Kiefer

Session 2b: 9:30 am - 10:30 am.

Decision-Making and Emotion

Chair: John Basch

Discussant: Suzy Fox

The impact of emotions on decision making in hazardous situations

Judith A. Chapman

Determinants of intuitive decision-making in management: The moderating role of affect

Marta Sinclair, Neal M. Ashkanasy, Prithviraj Chattopadhyay, and Maree V. Boyle

Session 3a: 11:00 am - 12:30 pm.

Symposium: Anger at Work: Conceptual and Methodological Extensions

Chair: Theresa Glomb

Anger episodes at work: An approach to the study of anger in organizations

Ronda Callister

Angry employees: An exploration of workplace anger triggers and employee reactions

Theresa Domaglaski

Workplace anger, aggression, and affect: Using affective events theory as an interpretive framework

Theresa Glomb and Andrew Miner

An experience sampling approach to exploring the prevalence and antecedents of anger at work

Andrew Miner, Theresa Glomb, Moshen Chan, and Charles Hulin

Session 3b: 11:00 am - 12:30 pm.

The Job of Emotions

Chair: Blake Ashforth

Discussant: Angelo Soares

Cyberschmoozing: Influence of virtual ingratiation on performance appraisals

Elise L. Amel and M. Lee Shannon

Emotion and the "illusory correlation" between job satisfaction and job performance

Cynthia D. Fisher and Christopher S. Noble

Anger and optimism as mediators in the relationship between leadership style, organization-based self-esteem and organizational commitment

Janet R. McColl-Kennedy and Ronald D. Anderson

Session 4a: 1:30 pm - 3:00 pm.

Workshop: Researching Emotions at Work

Rob B. Briner, Tina Kiefer, Peter Totterdell, Neil Conway, David Kreindler

This workshop will provide a forum for a practical discussion of researching emotions at work. More specific aims include to:

- provide examples of research contexts and questions
- to give participants a very brief review of current methodological approaches
- discuss the advantages and disadvantages of different methods
- encourage methodological innovation and the use of multiple methods
- examine how different methods can be used to compliment each other
- facilitate future collaboration between participants in researching emotion at work

Session 4b: 1:30 pm - 3:00 pm.

Emotions and Interaction, Diversity and Conflict

Chair: Susan Kruml Discussant: Peter Jordan

A model of emotional and motivational components of interpersonal interactions in organizations

Robert G. Jones and Andrea Rittman

A dynamic model of diversity, emotions and conflict in teams

Patricia Garcia-Prieto, Erwan Bellard, and Susan C. Schneider

The role of emotion and emotion management in destructive and productive conflict in culturally heterogenous workgroups

Oluremi B. Ayoko and Charmine E.J. Härtel

Session 5a: 3:30 pm - 5:00 pm.

Symposium: Recent Advances in the Study of Affective Events Theory

Chair: Michael O'Shea Discussant: Neal Ashkanasy

The role of events in affective events theory.

Basch, J. & Fisher, C.D

The development and validation of the work mood survey: Environmental influences on mood at work.

Staebler, C. & Daus, C.S

The mediating role of affective reactions in affective events theory.

O'Shea, M., Ashkanasy, N., Gallois, C. & Härtel, C.

Affect-attitude-behaviour links in affective events theory.

Miner, A.G. & Hunlin, C.L

Session 5b: 3:30 pm - 5:00 pm.

Learning Emotions, Emotional Learning, and Intelligence

Chair: Rueven Bar-On Discussant: Mark Kriger

Emotion work as instrumental action: A heuristic for the study of organizational learning systems

Jamie L. Callahan

Emotional intelligence: the conceptual issue

Aaron Ben-Ze'ev

Learning emotion rules in English public houses: Socialization and training

Peter Sandiford and Diane Seymour

Friday, August 11

Session 6a: 9:00 am - 11:00 am.

Emotion Work and Labour

Chair: Ronda Callister

Discussant: Lorna Doucet

Obscured variability: The distinction between emotion work and emotional labor

Jamie L. Callahan and Eric E. McCollum

Distinguishing motive through accurate perception of emotions

Michelle Chomiak, Robert G. Jones, Andrea Rittman, and Theresa Green

Emotional work and emotional contagion

Lyndall Strazdins

A conceptual examination of the causal sequences of emotion labor, emotional dissonance and emotional exhaustion: The argument for the role of contextual and provider characteristics

Charmine E. J. Härtel, Alice Hsu, and Maree Boyle

Session 6b: 9:00 am - 11:00 am.

New Measures, New Methods

Chair: Celeste Brotheridge

Discussant: Rob Briner

Studying emotions at work: The case for real-time measurement and some advice on doing it

Cynthia D. Fisher

Emotional labor re-operationalized: A new scale development

Michael J. Tews and Theresa M. Glomb

The feelings at work scale: Theoretical basis, development of the instrument, and preliminary validity testing

Jill Francis and Henry Jackson

Development of the hassles and uplifts at work scale

John Basch

Session 7: 11:30 am - 12:00 am

Closing Plenary Session

Symposium Abstract

Anger at Work: Conceptual and Methodological Extensions

Glomb, Theresa M., Industrial Relations Center, University of Minnesota
3-122 Carlson School of Management
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This symposium/workshop explores multiple ways of examining anger at work, its characteristics, antecedents, and outcomes. Collectively, these papers contribute to the substantive literature on anger at work while simultaneously illustrating the advantages of a variety of methodological approaches. The papers are unique in that they examine anger and aggression, its frequent behavioral counterpart, with an event based approach emphasizing specific angry or aggressive episodes, rather than investigating anger and aggression in the aggregate. In so doing, these papers demonstrate the advantages provided by alternative, more specific, approaches to examining anger. The papers demonstrate that a variety of organizational, job-related, and individual difference variables are relevant to the phenomena of organizational anger and aggression. The papers demonstrate the far-reaching negative effects of anger and aggression. This symposium/workshop also illustrates how considering anger and aggression broadly to include “garden variety” instances of the phenomena has distinct advantages

Along with the unique substantive contributions to research on the phenomena of anger at work, the papers all take unique methodological approaches (e.g., qualitative approaches, experience sample via Palm Pilot computers, specific incident, survey methodology). These papers illustrate the ways in which different methodologies inform different questions about the operation of emotions in organizations. It is our intention to discuss the substantive and methodological aspects of these papers with the explicit goal of stimulating a discussion about the research needs in the area of workplace anger and the ways in which the broader investigation of emotions in organizations can inform research on anger.

Symposium Abstract

Recent Advances in the Study of Affective Events Theory

O'Shea, M. Department of Psychology
The University of Queensland
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A leading theory that incorporates affective reactions into a model explaining the development of workplace attitudes and behaviours is affective events theory (Weiss & Cropanzano, 1996). Affective events theory (AET) hypothesises that the relationship between the work environment and workplace attitudes and behaviours is mediated by affective events and affective reactions to those events.

It is the purpose of this symposium, consisting of four presentations, to report on the latest research being done both in the United States and Australia in testing and applying affective events theory. The four studies to be presented at this symposium each intensively test one specific hypothesis relating to a part of the entire AET model. In total, the four papers when considered together provide the most extensive test of affective events theory to date.

Basch and Fisher report their research developing measures of work events (the workplace hassles and uplifts scale). This is eagerly awaited as it should fill a void in both the original description of affective events theory and in earlier studies testing AET.

Staebler and Daus report on the Work Mood Survey developed to measure mood at work and identifying the various environmental factors that contribute to mood at work.

The presentation by **O'Shea, Ashkanasy, Gallois and Härtel** reports on two studies testing the hypothesis arising from the AET model that affective reactions mediate the relationship between affective events and job attitudes and behaviours.

The presentation by **Miner and Hulin** reports their study testing the hypothesis, contained within AET, that affective reactions directly predict affect-driven behaviours whereas judgment-driven behaviours are mediated by work attitudes such as job satisfaction. Their results suggest that in this area the AET model needs modifying or extending in order to better explain the relationship between emotions, work attitudes and behaviours.

Neil Ashkanasy will be the discussant for the above presentations, followed by what we hope is a highly stimulating discussion involving the **audience**. You are most welcome to come and, if you wish, contribute to the discussion.

Workshop Abstract

Researching Emotions at Work

Briner, Rob B., Department of Organizational Psychology, Birkbeck College, University of London, Malet Street, London WC1E 7HX, England
E-mail: r.briner@bbk.ac.uk

The general aim of the workshop is to provide a forum for a practical discussion of researching emotions at work. More specific aims are to provide examples of research contexts and questions, to discuss the advantages and disadvantages of different methods, encourage methodological innovation and the use of multiple methods, and to facilitate future collaboration between participants in researching emotion at work. The workshop will consist of a range of activities including short presentations, discussions, and small group work will be used to meet the above aims. Participants will be provide a very brief summary of their research along with one or two of the most pressing methodological issues they have encountered in their research.

Such questions could cover issues such as: the influence of actually assessing emotions on emotional processes; ways in which the dynamic processes of emotion can be captured and examined; accuracy of recall of emotion and biases; differences between emotions used in narratives and felt emotions; ways of assessing intra-group and inter-personal emotional influences (e.g., contagion); the utility and analysis of introspection as a methodological technique.

The structure of the Workshop:

- 1) Introduction: What emotions are experienced at work?
 - 2) Discussion of the current research questions and types of methods deployed
 - 3) Small groups given scenarios or case studies (stemming from the participants as well as from the workshop leaders) and asked to develop research questions and methodologies for addressing them
 - 4) Discussion of strengths and weaknesses of the designs and methods proposed by the groups
 - 5) Concluding remarks summarizing the main methodological issues in exploring emotion at work.
-

Papers in Thematic or Individual Sessions

(Presented in author alphabetical order)

Cyberschmoozing influence of virtual ingratiation on performance appraisals

Amel, Elise L. and Shannon, M. Lee
University of St. Thomas, Department of Psychology #4096
2115 Summit Avenue, St. Paul, MN 55105
Elamel@stthomas.edu

We investigated the influence of ingratiation in computer interactions, relating subordinates' communication tactics to evaluator affect and subsequent performance appraisal results. Participants with management or supervisory experience communicated via e-mail with confederate subordinates in one of three conditions: neutral, ingratiation or negative. Subordinate communication tactics were significantly related to supervisor affect, performance ratings, and raise estimates.

The role of emotion and emotion management in destructive and productive conflict in culturally heterogeneous workgroups

Ayoko, Oluremi B. and Härtel, Charmine E. J.
Graduate School of Management, University of Queensland, Brisbane Q 4072, Australia
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Of the major challenges facing organizations in the 21st century, is the management of culturally heterogeneous workgroups (CHWs). Although the diversity literature suggests that diverse workgroups can be more innovative and better problems solvers than homogeneous groups, it also acknowledges that the diverse workgroups often fail to achieve this potential because of task and emotional conflict. This kind of conflict that are generated in CHWs and leader and member responses to them lack thorough documentation in the literature. In this paper, we examine the emotions experienced with conflict in diverse workgroups and the ways in which group members and leaders respond to conflict-related emotions.

Development of the hassles and uplifts at work scale

Basch, John

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The purpose of this study was to explore what organizational events generate affective reactions at work. Two versions the Hassles and Uplifts at Work (HUW) scale were constructed. A longer version was developed to measure hassles and uplifts at the summary or retrospective level. A shorter version was also developed to measure hassles and uplifts at the daily level based on the argument that daily reports should be less contaminated by memory biases than are retrospective measures. Based on similarities of theme, previous research and the author's judgement five clusters of hassles and five clusters of uplifts were constructed from the item pool. Emotional intensities for each sub-scale were computed to show differences between categories of positive and negative affect generating events at work. Method of how the scales should be computed is demonstrated and recommendations are made for future use of the two versions of the hassles and uplifts instruments.

Emotional intelligence: The conceptual issue

Ben-Ze'ev, Aaron

The Center for Interdisciplinary Research on Emotions

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I consider intelligence to be our ability to function in an optimal manner in complex situations. Emotional intelligence is an intelligence in which the emotional system plays a major role. I will first clarify the notions of "rationality" and "intelligence" and suggest that these notions be used in a normative sense only, when referring to optimal functioning; the question of which type of system can function in this way is a separate, descriptive issue. I will then describe the different psychological mechanisms and logic underlying the emotional and intellectual systems, and will demonstrate that emotional, and not merely intellectual reasoning, is an integral part of human intelligence. Finally, I will describe the psychological notion of "emotional intelligence." (For further discussions, see A. Ben-Ze'ev, *The Subtlety of Emotions*, MIT Press, 2000.)

Emotion work as instrumental action:
A heuristic for the study of organizational learning system

Callahan, Jamie L. and McCollum, Eric E.
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Callahan@vt.edu

Emotion work is a phenomenon in which individuals manage emotions to meet social guidelines. When performed for organizational purposes, emotion work represents a meso-phenomenon offering a “distributed” view of organizational level phenomena. This paper proposes that the association of emotion work and Parsons’ social systems theory creates a heuristic for viewing organizational learning using the Dynamic Organizational Learning Systems Model (Schwandt & Marquardt, 2000). The paper concludes with propositions that stem from the use of emotion work as a heuristic to view organizational learning processes and recommendations for further exploratory studies of emotion work and other organizational level phenomena based on Parsonian theory.

Obscured variability:
The distinction between emotion work and emotional labor

Callahan, Jamie L.
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The terms emotion work and emotional labor have frequently been used interchangeably in organizational studies. This paper traces the use of the two constructs in key literature in the past two decades and argues that the Marxian roots of Hochschild’s theory provide a clear distinction between the terms emotion work and emotional labor that is not always evident in the literature. The authors use the term emotion management as the broader definition that includes both emotion work, which has use value, and emotional labor, which has exchange value. To demonstrate the importance of the distinction in practical applications, the paper offers interventions drawn from both organizational studies and marriage and family therapy that can be applied dysfunction associated with both emotion work and emotional labor.

Distinguishing motive through accurate perception of emotions

Chomiak, Michelle, , Jones, Robert G., Rittman, Andrea, and Green, Theresa
Southwest Missouri State University, Springfield, MO 65804
robertjones@mail.smsu.edu

The hypothesis that people can accurately perceive motive through emotive expression is given a preliminary test in this study. Naïve observers viewed target subjects performing a “tower building” task under motivating and ordinary conditions. Observers ranked targets in terms of motivation, ticked emotions displayed, and provided personality ratings of the four targets. Motive rankings matched target motive conditions exceptionally well. Emotion checklist and personality ratings are still being analyzed. Discussion will center on the question of whether emotive and motive perception is a trainable human ability.

The impact of emotions on decision making in hazardous situations

Chapman, Judith Ann
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Until recently, emotions were given little attention in the management literature, including the work on decision making. This paper argues that emotions affect decision making because they can no longer be treated as separate from other cognitive factors and because specific emotions and mood states affect judgment, motivation and the way in which people approach decision-making situations. The differences between decision making in natural and laboratory settings are discussed, with particular emphasis on situations, which are hazardous. While little actual research has been conducted into hazardous settings, it was possible to draw out some applications and tentative conclusions from the literature, based on studies of environment, mood states, stress, anxiety and factors inducing risk. The paper argues that it is difficult to avoid the disturbing possibility that in general, decision making in hazardous contexts may be impaired in comparison with decision making in other situations. The paper concludes with the view that research into decision making in hazardous situations is warranted.

Studying emotions at work:
The case for real-time measurement and some advice on doing it

Fisher, Cynthia D.
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This paper will explore the drawbacks of typical retrospective and between-person approaches to measuring and studying emotional experiences at work. A number of alternate approaches will be discussed. Finally, issues associated with the use of Experience Sampling Methodology (ESM) to obtain real time measures will be described. Issues include study design, recruitment and retention of subjects across multiple reporting periods, signaling subjects for responses, and survey design. An ESM study undertaken by the author will be used as an example.

Emotion and the “illusory correlation” between job satisfaction and job
performance

Fisher, Cynthia D. and Nobel, Christopher S.
School of Business, Bond University, Gold Coast, QLD 4229, Australia
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This paper addresses a persistent riddle in organizational behavior: Why managers (and others) believe that job satisfaction and job performance are strongly correlated across people when decades of empirical evidence shows that they are not. Several explanations for this “illusory correlation” are discussed. Data from an experience sampling study of momentary mood, positive and negative emotions, task satisfaction, and self perceived task performance show that most individuals experience more positive affect than usual for them when they are performing better than usual for them, and less positive affect when they are performing worse than usual for them. The illusory relationship between satisfaction and performance is not illusory if assessed at the momentary and within person level rather than the overall and between person’s level. Managers are probably generalizing from their own internal experiences of co-variation between affect and performance over time when they erroneously conclude that an equally strong relationship exists at the between persons level.

The Feelings at Work scale: Theoretical basis, development of the instrument, and preliminary validity testing

Francis, Jill and Jackson, Henry
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This paper reports the development of the Feelings at Work Scale, a new self-report measure of emotions experienced in the workplace. Based on Dahl's (1991) theory of emotion, the instrument assesses eight emotion categories, including both interpersonal and intrapsychic emotions. In Study 1, principal components analysis of self-reported feelings of university employees ($n = 275$) yielded eight factors that converged well with the eight theoretically driven categories. The validity of the eight subscales was assessed in Study 2 ($n = 99$), by testing hypotheses derived from self-discrepancy theory (SDT). Actual-ideal discrepancies from participants' own perspective were uniquely related to emotion subscales precisely in the manner predicted by SDT. In contrast, actual-ought discrepancies from the work supervisors' perspective were uniquely related to a wider range of emotions, including interpersonal emotion categories. These results support the validity of the new measure and the merit of assessing a wide range of emotions experienced at work.

A conceptual examination of the causal sequences of emotions labor, emotional dissonance and emotional exhaustion: The arguments for the role of contextual and provider characteristics

Härtel, Charmine, E. J., Hsu, A., and Boyle, Maree
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In response to the increasing interest regarding the emotional consequences facing service providers who perform emotion labor as part of their service roles, this paper provides a conceptual examination of the causal sequences of emotion labor, emotional dissonance and emotional exhaustion (the EEE sequence). Specifically, we propose a theoretical model that examines the emotional experience, performance outcomes and turnover intentions of service providers in a holistic fashion by incorporating Affective Events Theory to integrate the concept of daily hassles and uplifts with the EEE sequence. In addition, the organizational factors of cultural orientation to emotions and workgroup emotional climate, and the individual factors of provider dissonance tolerance, hassle tolerance and uplifts reactivity are introduced and depicted as influencing the EEE sequence. Implications for theory, practice and future research are discussed.

A model of emotional and motivational components of interpersonal interactions in organizations

Jones, Robert G. and Rittman, Andrea

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A perspective derived from basic psychological research and theory on emotion, motivation, and social cognition is developed to describe and explain emotional and motivational aspects of interactions in organizations. The Motivation and the Experience and Display of Emotion (MEDE) model blends taxonomic content categories with process analysis (i.e. description of expected events in encounters). This blending illustrates how stable categories (e.g. attributions) may be used only at critical moments in event processes (e.g. when a problem is identified). Tenets of the theory include 1) emotions serve an external signaling function for motive, 2) motives fall into approach and avoidance categories, 3) motives are constructed by actors and perceivers using a combination of emotional signals and situational characteristics, 4) active and passive emotional signals are a pivotal basis of responses by perceivers, and 5) these responses may profoundly influence the outcomes of encounters. Propositions and implications are derived. Continuing interest in socio-emotional organizational behavior (SOB) has bred a group of perspectives aimed at putting these behaviors into a meaningful context (Rafaeli & Sutton, 1987; Wharton & Erickson, 1993; Ashforth & Humphrey, 1993; Morris & Feldman, 1996). This work has enhanced our understanding of important outcomes and predictors of these encounters, but the procedural dynamics of SOBs are not well-informed by existing psychological theory. We suspect that using these theories to explain emotional and motivational dynamics of interactions in organizations holds promise for improving practice.

Anger and optimism as mediators in the relationship between leadership style, organization-based self-esteem and organizational commitment

Kennedy-McColl, Janet and Anderson, Ronald D.

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Australia

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Workers, through their interactions with leaders and fellow workers are exposed to situations that produce both positive and negative emotions, and these can potentially influence attitudes and behaviors. Transformational leadership style is widely claimed to be more effective than the other leadership styles, and transformational leaders tend to be described in more positive terms by subordinates. Transformational leaders are recognized as using emotion to communicate their vision and to elicit responses from their subordinates. This study investigated whether two emotions common in the

workplace – optimism and anger – may be viewed as consequences of leadership and antecedents of organization-based self-esteem and organizational commitment. Specifically, optimism and anger were found to play key roles in the relationship between transformational leadership style, organization-based self-esteem and organizational commitment. The effects of leadership on self-esteem are fully mediated by both optimism and anger to self-esteem. The effects of optimism and anger on organizational commitment being mediated by self-esteem were supported only for anger. Optimism was found to have both a direct and indirect effect on organizational commitment.

Understanding emotions during change: Some evidence from a merger

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Guisanstrasse 11, 9010 St. Gallen, Switzerland
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The aim of this paper is to explore what people get emotional about during organizational change and how these emotions can be understood. Organizational changes are very emotive events. Most models of change view emotions merely as human frailty or cause for interference. Within the context of emotion theories, however, more helpful notions can be developed. These theoretical developments are exemplified by the results of an explorative study on the emotional experience of a large merger.

Explaining employees' responses to downsizing: An integrated model of key affective and cognitive factors

Paterson, Janice M.
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The organizational change literature offers recommendations about how to manage change to reduce employee resistance and avoid the potentially negative effects of downsizing. This literature suggests that change program characteristics that feature effective communication and change management procedures can increase acceptance of change and have other beneficial outcomes. There is, however, little agreement on the mechanisms that explain these effects. One popular explanation focuses on the role of emotions by proposing that communication about the change and procedures to implement it reduces resistance by reducing anxiety. In contrast, the justice framework proposed by Cobb, Wooten and Folger (1995) emphasizes the role of cognitions by suggesting that the communication and procedural aspects of change programs reduce resistance by increasing the perceived fairness of the change. This paper brings these two explanations together into a single theoretical framework. Specifically, the paper

develops a model that integrates emotional and cognitive factors to explain the effects of change program characteristics on employees' responses to large-scale change.

A dynamic model of diversity, emotions and conflict in teams

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Based on an interdisciplinary approach we propose a theoretical model of diversity in work teams. Previously, diversity in teams has been defined in terms of the nominal categories into which team members fall. The core argument of our model is a subjective experience that can be captured via the social identity groups to which members feel to belong. Furthermore, the model explains how team members salient social identities influences appraisals of issues, which in turn influence emotion and conflict. Based on the results of an exploratory study on cross-functional teams, we offer proposition concerning the relationship between social identities, emotion and conflict. Finally, we discuss implications for future research and management practice.

Learning emotion rules in English public houses: Socialization and training

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This paper reports some of the early findings of an ongoing research project investigating how emotional labor is learned by service staff in English public houses. We conducted an ethnographic study of a single chain of public houses. The company operates a relatively low level of branding resulting in a considerable variety of different types of units and clienteles. Rules for performing emotional labor are passed on to employees through a variety of different means, including formal training and socialization, both in and out of the workplace. Likewise, a wide range of individuals appear to take part in such learning, ranging from colleagues, management and customers. The pub chain offers little formal training in customer care, and has not developed explicit rules for emotion management and display. In the paper we discuss how new staff are socialized into the organization, focusing on how implicit emotion rules are communicated by the various actors and how emotion rules are regulated within the pubs studied. The importance of informal social control mechanisms is highlighted, showing how social acceptance and support among colleagues are particularly strong methods of socialization.

Determinants of intuitive decision-making in management: the moderating role of affect

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In this paper, we propose a model of managerial intuitive decision-making based on problem characteristics, decision attributes, environmental factors, and individual factors. We propose also that affect moderates the intuitive decision-making process. Based on Affect Infusion Theory (AIM), we suggest three interaction scenarios between the determinants of intuitive decision-making and affect: moderate mood, high-intensity emotions, and affective feelings. We propose that positive mood encourages the use of intuition while negative mood discourages it. We also posit that high-intensity emotions serve as a conduit to intuitive processing, but only if the decision-maker focuses on the decision outcome. Conversely, we propose that high-intensity emotions can act as a barrier to intuition if the decision-maker focuses on the emotion itself. Lastly, we speculate that managers will be more likely to use intuition in subsequent decisions if they receive affective confirmation as a result of their earlier use of intuitive decision-making.

Emotional work and emotional contagion

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Emotional work is unique and skilled work – it involves handling emotions and social relationships and its product is the change of feeling in others. Data from a health care organization ($n=261$), sampling manager, workmate and service role emotional work, indicates that when people do emotional work they ‘catch’ emotions from others (Hatfield, Cacioppo, & Rapson, 1994). Handling positive emotions in others improves wellbeing. Handling negative emotions in others relates to a wide range of psychological health problems and the more people do the greater the health impact.

Emotional labor re-operationalized: A new scale development

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Despite increased research attention within the last decade, the emotional labor construct remains without a clearly defined, largely agreed upon definition and operationalization. The purpose of this study was to develop and validate a conceptually grounded, psychometrically sound instrument for the measurement of emotional labor, with a particular emphasis on the experience of discrete emotions—the Discreet Emotions Emotional Labor Scale (DEELS). Preliminary findings suggest both convergent and divergent validity with Morris and Feldman’s (1997) and Brotheridge and Lee’s (1998) emotional labor scales. Results also suggest strong predictive validity for the DEELS in the prediction of emotional exhaustion.
