

*The Fourth Conference  
on Emotions and  
Organizational Life*

**London, U.K.**

**June, 2004**



**Conference Program and Paper Abstracts**

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

**Local Organizers: Rob Briner and Sarah Owens**

Birkbeck College  
Univeristy of London, England, U.K.  
June 27 – 29, 2004

# **THE FOURTH CONFERENCE ON EMOTIONS AND ORGANIZATIONAL LIFE**

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June 27- 29, 2004**

**Conference Program and Paper Abstracts**

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Neal M. Ashkanasy, Wilfred P. Zerbe, Charmine E. J. Härtel  
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June 2004

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

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Dear Colleagues

Welcome to the Fourth Conference on Emotions and Organizational Life. Once more, I am able to reiterate that the study of emotions in organizational life continues to be an exciting area of research. As in the previous conferences in this Series, the program includes a wonderful selection of papers showcasing the newest and most exciting research in this burgeoning area. This is the first of this conference series to be in Europe, and offers an opportunity for scholars and practitioners who live in this region to participate. The first conferences, held in San Diego, USA, Toronto, Canada, and the Gold Coast, Australia, were outstandingly successful, and I anticipate that the present conference will be just as good.

I am pleased to announce that the book based on the 2002 Gold Coast Conference, *Emotions in Organizational Behavior* is shortly to be published by the prestigious publishing house, Lawrence Erlbaum and Associates of Mahwah, New Jersey. My appreciation to publisher Ms. Anne Duffy, lead co-editor, Charmine Härtel, co-editor Wilf Zerbe, the many authors who contributed. This is the third in our book series, following *Emotions in the Workplace: Theory, Practice, and Research* (2000, Quorum), and *Managing Emotions in the Workplace* (2002, M.E. Sharpe). At this point in time we are negotiating with publishers for the fourth and subsequent editions.

In each introduction to these conferences I have noted the progression of developments in the field of emotions in organizational settings, and this time is no exception. Since the flurry of books in 2000 to 2002, the field has come to be recognized as a part of mainstream research in organizations. Inclusion of substantial sections in OB textbooks such as Robbins and Luthans attests to this. Only a couple of years ago, I was expressing disappointment that the SIOP conference seemed to be out of step in this regard. Well, not any more. Anyone who searched the 2004 SIOP program for "emotion" or "affect" would have immediately notes that these topics are now amply represented across the whole program.

I want to thank everyone who has supported the 2004 conference in any capacity. Thank you chairs, reviewers, discussants, helpers, editors, research assistants, organizers, and submitters. We have a great conference for this year's conference, and none of it would have happened without your support. Thanks especially to RAs Victor Liang (Duke University) and Debra Panipucci (Deakin University).

I thank especially Local Organizers Rob Briner and Saran Owens. Once again, we have been blessed with an efficient team, who have set up all the wonderful the facilities for us, and run the local finances. There is really little but intrinsic reward for Rob and Sarah in this job. We all owe them a great debt.

Finally, I want to express my appreciation to those of you who have supported this London conference. This is the second conference in this series to be run outside of North America. I believe that the quantity (46, a record) and the quality of the papers submitted, together with the excellent attendance, have demonstrated that the risk was worth taking. The next conference will be in the USA, in association with the 2006 Academy of Management conference in Atlanta.

Best wishes for a successful conference,



Neal M. Ashkanasy  
Co-conference Chair

## Program Committees

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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  
Co-conference Chair

*Program Co-Chairs:* ..... Neal M. Ashkanasy, Charmine E. J. Härtel and Wilfred J. Zerbe

*Administrative Assistants:* ..... Victor Liang (Duke University)

*Committee Members ...*

Alia Al-Serkal, Hillary Anger-Elfenbein, Claire Ashton-James, Yvonne Athanasaw, Remi Ayoko , Julie Baker, Lisa Beesley, Rebekah Bennett, Geetu Bharwaney, Joyce Bono, Celeste Brotheridge, Maree Boyle, Ethel Brundin, John C. Byrne, Yochi Cohen-Charash, Shane Connelly, Norma Davies, Marie Dasborough, Catherine Daus, James Diefendorff, Lorna Doucet, Venessa Druskatt, Dorthe Eide, Gerard Finnemore, Yuka Fujimoto, Deanna Geddes, Don Gibson, Markus Groth, Sally Hall-Thompson, Anne Herman, Olivier Herrbach, Elaine Hollensbe, Alice Hsu, Ron Humphrey, Eisenberg Jacob, Bob Jones, Peter Jordan, Tammy Kostecki-Dillon, Janet Kellett, Gail Kinman, Susan Kruml, John Lamuch, Yongmei Liu, Annabelle Mark, Marty Mattare, Stefan Meisiek, Stéphane Moriou, Jane Murray, Apolonia (Pauline) Niemiowski, Ben Palmer, Ann Parkinson, Ken Parry, Neeta Patil-Adhau, Anthony Pescosolido, Fleur Piper, Michelle Pizer, Mauricio Puerta, Roni Reiter-Palmon, Erin Remi, Erin Richard, Anna L. Rosche, Arie Shirom, Micheal Stratton, Terry Waters-Marsh, Peter Totterdell, Sue Vickers-Thompson, Xin Yao, and Vanda Zammuner.

# THE FOURTH CONFERENCE ON EMOTIONS AND ORGANIZATIONAL LIFE

London, U.K.

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## Program

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PLEASE NOTE THAT ALL SESSIONS - WITH THE EXCEPTION OF THE CONFERENCE DINNER ON MONDAY EVENING - ARE TO BE HELD IN BIRKBECK MAIN BUILDING ON MALET STREET

**Sunday, June 27, 2:00 pm – 5:00 pm.**

Ph.D. Student Research Workshop (By invitation only)  
*Room 541*

**Sunday, June 27, 6:30 pm – 8:30 pm.**

Conference Reception  
*Senior Common Room*

**Monday, June 28.**

Session 1: 8:30 am – 9:00 am.

**Opening Plenary Session**

*B34*

Chair: Neal Ashkanasy, University of Queensland

Session 2a: 9:00 am – 10:30 am.

**Emotions at Work: Loneliness, Creativity, Cynicism and Jouissance**

*B34*

Chair: Wilfred J. Zerbe, University of Calgary

Sarah. L Wright, University of Canterbury

*Organisational Climate, Social Support and Loneliness in the Workplace*

***Winner of Conference Best Paper Award***

Jacob Eisenberg, University College Dublin, Keith James, Colorado State University

*Workplace Affect and Workplace Creativity: A Review and a Model Integrating*

*Mediators and Moderators*

Olivier Herrbach, Universite des Sciences Sociales, Katarzyna Kosmala MacLulich,  
Heriot-Watt University  
*Affective Identity-Work as Organizational Control: On Cynicism and Jouissance in Audit  
Firms*

Discussant: Ethel Brundin, Jonkoping International Business School

Session 2b: 9:00 am – 10:30 am.

**Hierarchy and Anger**

B33

Chair: Charmine Härtel, Deakin University

Fleur Piper, Auckland University of Technology, Nanette Monin, Massey University  
*Like Moths Against the Glass: The Emotional Experience of Workers Responding to  
Supervisor Handling of a Critical Incident*

Chris Poulson, Cal Poly Pomona, Joseph Duncan, Cal Poly Pomona, Michelle Massie,  
Laguna Beach Unified School District  
*I Am Not What I Am – Destructive Emotions in an Organizational Hierarchy: The Case  
of Othello and Iago*

Donald E. Gibson, Fairfield University, Maurice Schweitzer, University of Pennsylvania,  
Ronda Callister, Utah State University, Barbara Gray, Pennsylvania State University  
*The Influence of Anger Expressions on Outcomes in Organizations*

Discussant: Charmine Härtel, Deakin University

10:30 – 11:00

**Break**

B13/14

Session 3a: 11:00 am – 12:30 am.

**Symposium: Feeling Our Way: Critical Approaches to the Developing Field of  
Emotion in Organizations**

B34

Chair: Tina Kiefer, University of British Columbia

Anat Rafaeli, Technion - Israel Institute of Technology  
*The Emotional Complexity of Organizations*

Caroline Moore, Cranfield University, and Veronica Hope-Hailey, Cranfield University  
*Researching emotion at work - dabbling some colour on to the emotional canvass*

Andrew Sturdy, Imperial College London  
*Methodological and Theoretical Issues in Emotion Research and Organisational Studies*

Stephen Fineman, University of Bath  
*On being less-positive about the positive*

Discussant: Rob B. Briner, University of London

Session 3b: 11:00 am – 12:30 am.

**Care and Emotions**

B33

Chair: Annabelle Mark, Middlesex University

Annabelle Mark, Middlesex University  
*Emotional Affects – Developing Understanding of Healthcare Organization*

Patricia Lewis, Brunel University  
*Suppression or Expression: An Exploration of Emotion Management in a Special Care Baby Unit*

Dorothy Eide, Bodø Graduate School of Business, Norway  
*Care In Organizations: A Conceptual Lens to Study Emotions and Capability*

Discussant: Maree V. Boyle, Griffith University

12:30 – 1:30

**Lunch**

B13/B14

Session 4a: 1:30 pm – 3:00 pm.

**Emotions in Change**

B34

Chair: Wilfred J. Zerbe, University of Calgary

Jonathan A. Matheny, Auckland University of Technology, Roy Smollan, Auckland University of Technology  
*Taking Change to Heart: Exploring Emotions Experienced Through Change Events*

Tina Kiefer, University of British Columbia  
*Why is Ongoing Organizational Change Emotional? A Model for Understanding Antecedents and Consequences of Negative Emotions*

W. Timothy Coombs, Eastern Illinois University, Sherry J. Holladay, Eastern Illinois University

*Exploratory Study of Stakeholder Emotions: Affect and Crises*

Discussant: Vanessa Druskat, University of New Hampshire

Session 4b: 1:30 pm – 3:00 pm.

**Events, Space and Emotion**

B33

Chair: Neal M. Ashkanasy, University of Queensland

Claire E. Ashton James, University of New South Wales, Neal M. Ashkanasy, University of Queensland

*What Lies Beneath? A Deconstructive Analysis of Affective Events Theory*

Micheal T. Stratton, University at Albany

*An Affective Events Theory-based Conceptual Model of Emotional Ambivalence in the Context of Personal Web-Usage Monitoring*

Maree V. Boyle, Griffith University

*An Exploration of the Emotion-Space Nexus in Organizations*

Discussant: Annabelle Mark, Middlesex University

3:00 – 3:30

**Break**

B13/14

Session 5a: 3:30 pm – 5:00 pm.

**Emotions in Relations**

B34

Chair: Charmine Härtel, Deakin University

Michelle Pizer, Deakin University, Charmine Härtel, Deakin University

*Developing a Framework for Understanding the Emotional Dimension of Organizational Culture*

Vanessa U. Druskat, University of New Hampshire, Anthony T. Pescosolido, University of New Hampshire

*The Impact of Emergent Leader Emotionally Competent Behavior on Team Trust, Communication, Engagement and Effectiveness*

Herman H.M. Tse, University of Queensland, Marie T. Dasborough, University of Queensland, Neal M. Ashkanasy, University of Queensland

*The Role of Affect, Fairness and Social Perception in Team Member Exchange*

Discussant: Elaine Hollensbe, University of Cincinnati

Session 5b: 3:30 pm – 5:00 pm.

**Emotions Across Cultures**

B33

Chair: Wilfred J. Zerbe, University of Calgary

Céleste M. Brotheridge, University of Regina, Ian Taylor, London University  
*Cultural Differences in Emotional Labour in Flight Attendants*

Michael S. Cole, University of St. Gallen, Heike Bruch, University of St. Gallen, Bernd Vogel, University of St. Gallen  
*Multigroup Confirmatory Factor Analysis of the Measurement Invariance of the Job-Related Affective Well-being Scale: A Cross-Cultural Analysis*

Anat Rafaeli, Technion – Israel Institute of Technology, Taly Fiegenbaum, Technion – Israel Institute of Technology, Maw-Der Foo, National University of Singapore, Hwee-Hoon Tan, National University of Singapore  
*May the Angry Man Win? A Cross-Cultural Comparison of the Relationship Between Anger, Guilt, and Promotion Decisions*

Discussant: Ann Parkinson, Henley Management College

**Conference Dinner: 7:00 pm – 10:00 pm.**

*Buffet cruise on the Thames. Our boat - the Eltham - departs promptly at 7:00pm from Embankment Pier just outside Embankment Underground Station. Further details will be provided. The boat will return to the same pier at 10:00pm.*

**Tuesday, June 29.**

Session 6a: 8:30 am – 10:00 am.

**Emotions and Service Work**

B34

Chair: Wilfred J. Zerbe, University of Calgary

David J. Holman, University of Sheffield, Peter Totterdell, University of Sheffield,  
Steven G. Rogelberg, University of North Carolina at Charlotte  
*A Daily Diary Study of Goal Striving: The Relationship Between Goal Distance, Goal Velocity, Affect, Expectancies and Effort*

Andrea Fischbach, Georg-August-University, Göttingen, Katrin Mayer-Gomes,  
University of California, San Diego, Dieter Zapf, Goethe-University, Frankfurt/Main  
*Emotion Work Across Cultures*

Markus Groth, University of New South Wales and University of Sydney, Thorsten Hennig-Thurau, Bauhaus-University of Weimar, Gianfranco Walsh, Strathclyde University  
*A Conceptual Model of the Effects of Emotional Labor Strategies on Customer Outcomes*

Discussant: Michelle Pizer, Deakin University,

Session 6b: 8:30 am – 10:00 am.

**Emotional Intelligence**

B33

Chair: Neal M. Ashkanasy, University of Queensland

Laura Guillén Ramo, Escuela Superior de Administración y Dirección de Empresas (ESADE)

*Emotional Intelligence: An Integrated Approach*

Anne M.H. Christie, Griffith University, Peter J. Jordan, Griffith University

*Assessing Constructs of Emotional Intelligence: The Case Against Motivation*

Jane P. Murray, Griffith University, Peter J. Jordan, Griffith University, Neal M. Ashkanasy, University of Queensland

*The Link Between Emotional Intelligence and Work Skills: Identification of Training Interventions*

Discussant: Sue Vickers-Thompson, Open University

10:00 – 10:30

**Break**

B13/14

Session 7: 10:30 – 12:30

B34

**Research Incubator and Closing Plenary**

Moderators:

Neal M. Ashkanasy (University of Queensland)  
Wilfred J. J. Zerbe (University of Calgary) and  
Charmine E. J. Härtel (Deakin University)

- Discussion of participant research ideas and projects.
- Report outs by tables.
- Full Group discussion.
- Plenary and Summary.

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Symposium Abstract

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**Feeling Our Way: Critical Approaches to the Developing Field of Emotion in  
Organizations**

Co-chairs:-

Rob B. Briner, *University of London*,  
and  
Tina Kiefer, *University of British Columbia*

[r.briner@bbk.ac.uk](mailto:r.briner@bbk.ac.uk)

Participants:-

Anat Rafaeli, *Technion - Israel Institute of Technology*  
Caroline Moore and Veronica Hope-Hailey, *Cranfield University*  
Andrew Sturdy, *Imperial College London*  
and  
Stephen Fineman, *University of Bath*.

Discussant:-

Rob B. Briner, *University of London*.

**ABSTRACT:** The purpose of this symposium is to provide a forum for a discussion of critical approaches to the field of emotion and organization. As the field is now relatively well-established, it seems like an appropriate time to stand back from this fast-expanding body of work to consider some fundamental questions about its development and the directions in which the field is moving. The symposium brings together four organizational scholars, who each critique the field from a different perspective, aiming to stimulate debate about the way we think about emotions in organizations.

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Papers in Thematic or Individual Sessions  
(Presented in author alphabetical order)

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Claire E. Ashton James, *University of New South Wales*  
and  
Neal M. Ashkanasy, *The University of Queensland*

### **What Lies Beneath? A Deconstructive Analysis of Affective Events Theory**

[Ashton@psy.unsw.edu.au](mailto:Ashton@psy.unsw.edu.au)

**ABSTRACT:** Since its publication in 1996, Affective Events Theory has come to be regarded as the seminal explanation of the role that affect plays in shaping the attitudes and behaviors of employees in the workplace. We argue that the AET model is nonetheless deficient in that it fails to elucidate the basic process of affect that underlie cognition and behavior. As a consequence, the model leaves us with paradoxical explanations of phenomena. In this essay, we introduce two models of affect, the Affect Regulation Model (ARM) and the Affect Infusion Model (AIM). We describe each model in detail and describe its application in workplace settings. The ARM explains the processes of affect regulation in terms of four stages. Stages 1 and 2 comprise perception and assimilation of emotion, and constitute the process of affect appraisal. Stages 3 and 4 are understanding and management of emotions, and describe the processes involved in coping with emotion. The AIM provides an explanation of the profound effect that affect can have in decision-making processes. In this instance, affect is seen to ‘infuse’ decision-making, with effects depending on the nature of the decision. The AIM identifies three categories of processing: direct access, motivated, heuristic, and substantive. We provide examples of the AIM in workplace settings, and conclude that, like the ARM, the model represents one explanation for the powerful effect of affect in workplace settings.

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Maree V. Boyle, *Griffith University*

### **An Exploration of the Emotion-Space Nexus in Organizations**

[m.boyle@business.uq.edu.au](mailto:m.boyle@business.uq.edu.au)

**ABSTRACT:** This paper provides a preliminary overview of the manifestation of the emotion-space nexus within organizations. While the existence of a nexus between organizational space and organizational emotionality has been implicitly indicated in some of the emotions literature, a deeper understanding of the connections between the two is required. This paper first conceptualizes the emotion-space nexus through a discussion of two current approaches to emotion and space – the use of emotional regions

and the existence of emotional geographies. This study is based on a qualitative thematic analysis of 70 in-depth interviews with a variety of managers and employers from private, public and not-for-profit organizations. From this analysis emerged three organizational contexts where emotion-space nexus “flashpoints” can occur - Spatial arrangements that are designed to control the emotional component of organizational relations; multifunctional organizational geographies such as home-based or collocated businesses; and organizations under-going re-creation of organizational space, such as those that are re-locating. The preliminary findings indicate that most businesses heavily underestimate the impact the emotion-space nexus has as both an intended control mechanism and as a facilitator of unintended behavioral consequences. The findings also indicate that an awareness of the emotion-space nexus is vital particularly during times of transition and change. Implications for practice and future research are also discussed.

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Céleste M. Brotheridge, *University of Regina*  
and  
Ian Taylor, *London University*

### **Cultural Differences in Emotional Labour in Flight Attendants**

[celeste.brotheridge@uregina.ca](mailto:celeste.brotheridge@uregina.ca)

**ABSTRACT:** This exploratory study examines cross-cultural differences in the emotional labour performed by 158 flight attendants working in a multi-cultural setting. There appear to be cultural variations in how workers perform emotional labour, notably deep acting and the hiding feelings dimension of surface acting but not the faking emotions dimension of surface acting. These variations persisted regardless of the approach that was employed to measure culture. They were found in analyses that compared countries, groups of countries based on their individualism-collectivism classification, and the cultural values held by individuals. Although the values held by members of a culture appeared to be inconsistent with their particular country’s individualism-collectivism classification, taken together, the results generally suggest that collectivism (vertical and horizontal) is associated with deep acting.

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Anne M.H. Christie, *Griffith University*  
and  
Peter J. Jordan, *Griffith University*

### **Assessing Constructs of Emotional Intelligence: The Case Against Motivation**

[Peter.Jordan@Griffith.edu.au](mailto:Peter.Jordan@Griffith.edu.au)

**ABSTRACT:** In this paper we seek to contribute to the current debate regarding the factors that contribute to the emotional intelligence construct. Although some authors argue that emotional intelligence comprises a number of emotional competencies one of which is self-motivation (Goleman, 1995), others consider that emotional intelligence

consists of a number of abilities that link emotions to cognition (Mayer & Salovey, 1997). This latter view does not include motivation as a factor but acknowledges it as a separate yet related function. To test these two differing contentions we conducted an empirical study in which a sample of 113 individuals completed measures of emotional intelligence, life satisfaction, job satisfaction and motivation. The research findings support Mayer and Salovey (1997) conceptualisation of emotional intelligence and indicate that motivation is a related factor rather than a component part of the construct.

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Michael S. Cole, *University of St. Gallen*  
Heike Bruch, *University of St. Gallen*  
and  
Bernd Vogel, *University of St. Gallen*

**Multigroup Confirmatory Factor Analysis of the Measurement Invariance of the Job-related Affective Well-being Scale: A Cross-Cultural Analysis**

[Michael.Cole@unisg.ch](mailto:Michael.Cole@unisg.ch)

ABSTRACT: Employing data on 16,288 employees from five diverse cultural groups (American, Australian, Indian, Japanese, and Swedish), the authors used multigroup confirmatory factor analysis to test the measurement invariance of the Job-related Affective Well-being Scale (JAWS; Van Katwyk, Fox, Spector, & Kelloway, 2000). Partial metric and scalar invariance was found across the American, Australian, and Swedish employees, indicating similar frames of reference were evoked when completing the JAWS. The hypothesized model exhibited a poor fit with the Indian and Japanese samples. Based on exploratory analyses, an alternative model comprised of three-factors provided an adequate fit to Indian and Japanese data. Based on the findings, it was concluded that cultural differences influence both valence and arousal focused affect. Implications for the cross-cultural study of affect are discussed.

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W. Timothy Coombs, *Eastern Illinois University*  
and  
Sherry J. Holladay, *Eastern Illinois University*

**Exploratory Study of Stakeholder Emotions: Affect and Crises**

[cfwte@eiu.edu](mailto:cfwte@eiu.edu)

ABSTRACT: This paper reports on an exploratory study to integrate emotions into the study of post crisis communication. Using the discussion of affect in Attribution Theory, the research integrates emotion into Situational Crisis Communication Theory (SCCT), one approach to post crisis communication. SCCT uses crisis responsibility, how much people believe the organization is responsible for the crisis, to determine the most effective post crisis communication strategy for protecting the organization's reputation. The research examines the amount of sympathy, anger, and schadenfreude generated by a

variety of crisis types. The focus is on the connection between these three emotions and crisis responsibility. The results suggest how emotion fits into post crisis communication and the value of including it in future research in this growing area of interest.

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Vanessa Urch Druskat, *University of New Hampshire*  
and  
Anthony T. Pescosolido, *University of New Hampshire*

**The Impact of Emergent Leader Emotionally Competent Behavior on Team Trust, Communication, Engagement, and Effectiveness**

[vanessa.druskat@unh.edu](mailto:vanessa.druskat@unh.edu)

ABSTRACT: The purpose of this paper is to help clarify the actions of effective emergent leaders in self-managing work teams (SMWTs). Toward that end, we present a study of the behavior of 32 emergent leaders in SMWTs in a manufacturing context. Multiple methods were used to test hypotheses that leader behaviors consistent with the development of emotionally competent team norms (interpersonal understanding, caring behavior, creating an optimistic environment, and proactive problem solving) would be more strongly linked to team effectiveness than traditional task-focused leader behaviors (directive statements, using questions). Most hypotheses were supported indicating that emergent leaders who support the development of emotionally competent norms build trust and open communication in their teams, which link significantly to objective team performance. Task-focused behaviors were for the most part negatively associated with team trust, open communication, and personal task engagement. It is argued that in SMWTs that have a history and a future together, effective emergent leaders focus on building an emotionally healthy team.

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Dorthe Eide, *Bodo Graduate School of Business*

**Care in Organizations: A Conceptual lens to Study Emotions and Capability**

[dorthe.eide@hibo.no](mailto:dorthe.eide@hibo.no)

ABSTRACT: This paper explores and elaborates on emotions and capability in organizations through the phenomenon of care. Drawing upon multidisciplinary theory, as well as empirical material from an ethnographic inspired hermeneutical study in the hotel industry (four organizations), a theoretical frame is offered for understanding the multi-dimensional, dynamic, social relational nature and role of care in organizations. In the practice of care, emotions are one of the vital parts in a larger whole. Care in organizations is not something one has or does, independent of where, when and with whom. Rather it is shown that what, and how, one cares for, are continually created, tested, negotiated and/or re-constructed within a triangular of care for others/things, care for self, and being cared for by others. The paper suggests that the claims on care, also

gives insight and can have theoretical and practical implications for the study and understanding of emotions and capability in organizations.

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Jacob Eisenberg, *University College Dublin*  
and  
Keith James, *Colorado State University*

**Workplace Affect and Workplace Creativity: A Review and a Model Integrating Mediators and Moderators**

[Jacob.eisenberg@ucd.ie](mailto:Jacob.eisenberg@ucd.ie)

**ABSTRACT:** Workplace creativity has important organizational and individual implications, and workplace affect seems to influence creative performance on the job. Across studies, however, research examining the relationship between affect and creative performance has yielded inconsistent and sometimes contradictory results. Creativity has been found to be significantly related to positive affective states in some research, but has been tied to negative affective states in others. Various moderators and mediators of affective influences on creativity have been examined in one or two studies, but systematic reviews and integrative models of research on affect influences on creativity are lacking. In this paper, we review the existing research on affect and creative performance and present a theoretical model designed to help integrate results across studies. Implications of our model for future research and for the management of workplace creativity are discussed.

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Andrea Fischbach, *Georg-August-University*  
Katrin Meyer-Gomes, *University of California*  
and  
Dieter Zapf, *Goethe-University*

**Emotion Work Across Cultures**

[afischb@gwdg.de](mailto:afischb@gwdg.de)

**ABSTRACT:** Emotion Work can be defined as organizationally-desired emotions regarding service-worker-customer interactions as well as the psychological strategies necessary to regulate these emotional demands. This study applies a German concept of emotion work and an operationalization of this concept the Frankfurt Emotion Work Scales (FEWS), in a cross-cultural context. The equivalence of the original German FEWS and its English translation is evaluated and cultural effects comparing emotion work job demands are demonstrated by comparisons between occupations (teachers and travel agents) as well as countries (US-America and Germany). Survey results of US-American teachers (N = 67), US-American travel agents (N = 51), German teachers (N = 209), and German travel agents (N = 202) are discussed in terms of implications for further cross-cultural research.

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Donald E. Gibson, *Fairfield University*  
Maurice Schweitzer, *University of Pennsylvania*  
Ronda Callister, *Utah State University*  
and  
Barbara Gray, *Pennsylvania State University*

### **The Influence of Anger Expressions on Outcomes in Organizations**

[dgibson@mail.fairfield.edu](mailto:dgibson@mail.fairfield.edu)

ABSTRACT: Anger expressions have been assumed to lead to negative consequences in organizations. However, little research has examined under what condition anger expressions can lead to positive outcomes. We examine several variables that have been proposed by theory to moderate the relationship between expression and outcomes. We report results from an analysis of 130 anger episodes derived from forty-nine interviews in five organizations. Results from this analysis identify systematic patterns between the form of anger expression, the characteristics of the expresser, and the norms surrounding anger expressions in particular settings. Specifically, we find that organizational outcomes were lower when anger expressions were intense and when women were expressers and targets of anger. Organizational outcomes were better when anger was expressed in a verbal rather than physical ways, and was expressed in settings in which participants regarded anger expressions as more appropriate.

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Markus Groth, *University of New South Wales and University of Sydney*  
Thorsten Hennig-Thurau, *Bauhaus-University of Weimar*  
and  
Gianfranco Walsh, *Strathclyde University*

### **A Conceptual Model of the Effects of Emotional Labor Strategies on Customer Outcomes**

[markusg@agsm.edu.au](mailto:markusg@agsm.edu.au)

ABSTRACT: The aim of this research is to develop a conceptual model that links emotional labor strategies performed by service employees to a number of relevant antecedents as well as to a variety of customer outcomes. We link emotional labor directly to the customer domain by examining how customers experience and react to emotional displays of service employees. Thus, we expand current emotional labor research, which has predominantly focused on employee and organizational outcomes but has offered limited theoretical guidance as to how customers may be directly affected by emotional labor in the service delivery process. Specific research propositions are developed that offer insight into the antecedents and potential impact of emotional labor strategies on consumer behavior. Managerial and research implications as well as

avenues for future research are discussed from the perspective of emotional labor theories.

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Laura Guillén Ramo, *Escuela Superior de Administración y Dirección de Empresas*

### **Emotional Intelligence: An Integrated Approach**

[l.guillen.r@esade.edu](mailto:l.guillen.r@esade.edu)

**ABSTRACT:** The objective of this paper is to review the state of the art of the emotional intelligence field and propose an integrated concept of emotional intelligence. The grounds for this, as Boyatzis and Sala (2003) mentioned, is that "a concept of emotional intelligence offers more than a convenient framework for describing human dispositions, it offers a theoretical structure for the organization of personality and linking it to a theory of action and job performance". To offer this integrated approach to emotional intelligence the paper will discuss five major topics. The cycle starts with a review of the neurological roots of emotions as the basis of emotional intelligence. Second, we need a theory of personality that organizes and structures human energy and, furthermore, we need to build a bridge that connects emotions to action and performance. Third, a complete overview of the emotional intelligence scene will be set forth. The cycle ends with the proposal of the emotional competencies model as an integrated approach to emotional intelligence.

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Olivier Herrbach, *Université des Sciences Sociales*  
and

Katarzyna Kosmala MacLulich, *Heriot-Watt University*

### **Affective Identity-work as Organizational Control: On Cynicism and *Jouissance* in Audit Firms**

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**ABSTRACT:** The key constructs inherent in accounting/auditing epistemology, that is professionalism (ethical dimension) and commercialism (business dimension), appear irreconcilable (Hanlon, 1994). This results in practitioners' questioning of what constitutes the role of the profession. In this potentially alienating context, practitioners' self-esteem is channeled to professional attributes (conscientiousness, hardiness, and collectivity) through the processes of 'technologies of the self' (Foucault, 1988). These attributes of professionalism, both ambivalent and threatening, may engender conflicting emotions in the work context. Their ambivalence also enables auditors to distance themselves from the existing structures of rules and regulation, forming *jouissance* (Zizek, 1989). This *jouissance* enables practitioners to manage organisational cynicism in the context of fragmented post-modern condition. As these behavioural outcomes of distancing from the professional ideology are more symbolic of individual autonomy than

hurtful for the organisation, we argue that *jouissance* also ensures the overall firms' performance.

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David J. Holman, *University of Sheffield*

Peter Totterdell, *University of Sheffield*

and

Steven G. Rogelberg, *University of North Carolina at Charlotte*

**A Daily Diary Study of Goal Striving: The Relationship Between Goal Distance, Goal Velocity, Affect, Expectancies and Effort**

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ABSTRACT: A daily diary study was used to examine the relationships between goal distance, goal velocity, affect, expectancies and effort from the perspective of Carver and Scheier's (1998) control theory of self-regulation. 15 social workers completed a diary at the end of each working day for 4 weeks. Multi-level analysis found little support for the precise predictions of Carver and Scheier's theory, but did support the idea that discrepancy reduction plays a role in regulating behaviour. Expectancies had a strong association with effort, and affect moderated this relationship. The interaction indicated that high expectancies suppress the signalling effects of affect, preventing the individual from being consumed by immediate reactions to situational events and enabling effort to be sustained.

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Tina Kiefer, *University of British Columbia*

**Why is Ongoing Organizational Change Emotional? A Model for Understanding Antecedents and Consequences of Negative Emotions**

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ABSTRACT: Practitioners and academics alike agree that fundamental organizational change can trigger strong emotional reactions in employees. This paper aims to fill gaps in the understanding of how and why organizational change is experienced emotionally and identifies consequences of change-related emotional experiences. A model describing antecedents and consequences of negative emotions during change is developed and tested. Three main antecedents for negative emotions during change are: insecure future, lack of being able to work professionally, and perceived inadequate treatment by the organization (manifested in a lack of perceived fairness, support, and appreciation from the organization). The model examines trust in the company and withdrawal from the company as outcome variables. The model is tested with data from a field study with a cross-sectional and a longitudinal sample. Regression analysis and a path analysis reveal that a) the experience of change is associated with negative emotions, b) this relationship between change and emotion is mediated by the three identified issues, and c) negative

emotions predict lack of trust and withdrawal both immediately and one month later. The implications for theory and change management are discussed.

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Patricia Lewis, *Brunel University*

**Suppression or Expression: An Exploration of Emotion Management in a Special Care Baby Unit**

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**ABSTRACT:** This paper sets out to explore the management of emotions within a work context where their suppression is a professional requirement. It does this through an interview study of thirteen neo-natal nurses working in a busy, technically sophisticated, regional, special care baby unit. Drawing on Bolton's (2000b, 2003) identification of different types of organisational emotionality, in particular prescriptive and philanthropic emotion management, and the concept of community of coping (Korczynski 2003), the paper seeks to demonstrate two things. Firstly how different forms of emotion work may be in conflict with each other (Bolton 2000b; Callaghan & Thompson 2002). Secondly how this conflict pushes the expression of emotion into private communities of coping within the unit. The unintended consequence of the tension, which leads to the creation of informal, private communities of coping, is not only does this have a positive effect on the emotional stability of individuals, it also contributes to the emotional stability of the unit. By removing the human complexity and difficulty of the emotions surrounding the work of the unit, and placing them in a private space, there is an immeasurable facilitation of its medical work.

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Annabelle Mark, *Middlesex University Business School*

**Emotional Affects: Developing Understanding of Healthcare Organization**

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**ABSTRACT:** This paper looks at the current portrayal of emotion in healthcare as delivered within formal organisational settings notably the UK NHS. Its purpose is to set out some examples of the problems and suggest new ways of conceptualising issues, which will be helpful to healthcare organisations in gaining a better understanding of the role of emotion and its impact, using appropriate examples. Developing understanding of the location of emotion and the differing constructions of it indicates that interdisciplinary, and interpersonal boundaries differentiate interpretations of emotion, often for instrumental purpose as examples drawn particularly from the Public Inquiry into Paediatric Cardiology at Bristol Royal infirmary (The Kennedy Report) demonstrate. The privileging of rationality over emotion as part of the dominant paradigm within the healthcare domain is shown to affect outcomes. However, the boundaries between organisations and individuals are changing, as too are the location, access, technologies and timing of activities, and these are reconstructing healthcare organisations and the

patient experience of healthcare at both rational and emotional levels. It is suggested that in health care it is the patients journey through their lives (the macro context) as well as their individual encounters with the system at different times of need (the micro context) that iteratively constitute the construction of the emotional terrain. The conclusions drawn could have wider implications for the development of emotional understanding, across organisations subject to similar changes.

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Jonathan A. Matheny, *Auckland University of Technology*  
and

Roy Smollan, *Auckland University of Technology*

### **Taking Change to Heart: Exploring Emotions Experienced Through Change Events**

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**ABSTRACT:** This paper provides an empirical investigation that sheds light on the confluence of understanding on emotions, justice, and organisational change. It begins with the presentation of a series of typologies from the literatures on change and justice. These are put to use in the exploratory analysis of survey data that represents over one hundred separate organisational change events. The findings suggest that previously established patterns in the experience of emotion do, in fact, hold-up in the specific context of change. The findings also suggest that the degree of clarity one has in the evaluation of a change event is associated with the degree of intensity with which one experiences emotion. These exploratory findings are discussed and linked to several suggestions for further research.

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Jane P. Murray, *Griffith University*

Peter J. Jordan, *Griffith University*

and

Neal M. Ashkanasy, *The University of Queensland*

### **The Link between Emotional Intelligence and Work Skills: Identification of Training Interventions**

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**ABSTRACT:** The number of training interventions aimed at improving emotional intelligence is increasing rapidly. However, research conducted to date has not examined in detail the relationship between emotional intelligence abilities and specific work skills (Jordan, Ashkanasy, Härtel, & Hooper, 2002). Therefore, the question arises - how can we claim to train individuals to be emotionally intelligent if we have not established the skills required to operationalise emotional intelligence in the workplace? The purpose of this paper is to determine whether training individuals in emotional abilities influences their level of emotional intelligence abilities. This is achieved through exploring the link

between specific work skills and emotional intelligence. In particular, this paper explores work skills related to Mayer and Salovey's (1997) four branches of emotional intelligence (awareness, facilitation, understanding, and managing emotions).

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Fleur Piper, *Auckland University of Technology*  
and  
Nanette Monin, *Massey University*

**“Like Moths Against the Glass”: The Emotional Experience of Workers Responding to Supervisor Handling of a Critical Incident**

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ABSTRACT: Worker perceptions of their emotional response to a supervisor, during an incident identified as of critical significance, are described and analysed in this study. Workers, invited to share their stories in semi structured interviews, were encouraged to allow “buried perspectives” (Hochschild, 1983) to surface: they interpreted the relational effects of ‘what happened’ in retrospective sense making. As they explored their perceptions of these interactions, participants revealed the complex and disturbing array of emotions and frustrations that lay beneath the veneer of rationality and control they chose to present during the incident. Felt emotions, expressed, repressed or edited, were overwhelmingly negative; and awareness of power issues emerged as a key driver in the ‘feeling rules’ (Hochschild, 1983) workers perceived as needing to be observed. Worker tension was seen to be exacerbated by adherence to these rules because ‘the rules’ conflicted with their own personal values and beliefs. Emotional dissonance resulted from this. The role of the organisational community within which workers coped with their experience, and subsequent emotional response, was also explored.

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Michelle Pizer, *Deakin University*  
and  
Charmine Härtel, *Deakin University*

**Developing a Framework for Understanding the Emotional Dimension of Organizational Culture**

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ABSTRACT: Why is it that in some organizations we are able to find and develop our positive selves and in others we are not? Responding to the call from positive organizational scholarship to better understand how to build contexts for human flourishing, in this paper we are concerned how an organization's culture contributes to our thriving, or failing to thrive, at work. We introduce the organizational culture construct and its summary dimensions, noting the absence of an emotional dimension. We show that it is through our interactions with others that organizational culture is developed and maintained, and through which we learn how to manage and interpret the

emotions we experience. That is, relationships are central to both culture and emotions. Integrating Josselson's model of our relational needs with Schein's typology of organizational culture, we present a relationally-based framework for an emotional dimension of organizational culture. The paper concludes with a report on a study designed to refine the framework presented and suggests that individuals will thrive in organizations where the cultural norms and values for relating enable a "good enough" fulfillment of our relational needs.

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Chris Poulson, *Cal Poly Pomona*  
Joseph Duncan, *Cal Poly Pomona*  
and  
Michelle Massie, *Laguna Beach Unified School District*

**I Am Not What I Am – Destructive Emotions in an Organizational Hierarchy: The Case Of Othello and Iago**

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ABSTRACT: Iago's chilling words from "The Tragedy of Othello, The Moor of Venice" are the title of the paper "I am not what I am." Passed over for promotion he wreaks havoc in the personal and professional life of the general who chose not to appoint Iago. We use this play as a case study of destructive emotions – specifically jealousy, anger and shame -- in an organizational hierarchy. The premise is that those who are passed over present a special managerial problem, one that we address at the end of the paper after carefully looking at how revenge came to manifest from the emotions of the principal characters. In addition this paper contributes to the growing literature on specific emotions as experienced in organizational life as well as advancing the links between management and the humanities by using one of Shakespeare's best-known plays as a case study.

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Anat Rafaeli, *Technion – Israel Institute of Technology*  
Taly Fiengenbaum, *Israel Institute of Technology*  
Maw-Der Foo, *National University of Singapore*  
and  
Hwee-Hoon Tan, *National University of Singapore*

**May the Angry Man Win? A Cross-Cultural Comparison of the Relationship between Anger, Guilt, and Promotion Decisions**

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ABSTRACT: We examine the influence of employee anger and guilt on promotion decisions, focusing on cross-cultural differences. We hypothesized that in an individualistic culture (Israel) employee anger (rather than guilt) would be associated with a promotion, while the reverse would be found in a collectivistic culture

(Singapore). Predictions were confirmed in the collectivistic but not the individualistic culture. A second study was conducted in order to uncover the reason underlying the unexpected results in the individualistic culture. In the second study, participants were asked about others' promotion decisions, in contrast to the first study in which they were asked about their own decisions. In the second study, all the hypotheses were confirmed. Consequently, the two studies identify a critical moderating variable in the relationship between emotions and promotion decisions in individualistic cultures - the promotion decision source, demonstrating that participants' personal decisions differ from the perceptions of others' decisions. An additional moderating variable uncovered in the second study is culture. The two studies offer insights on the relationship between culture, emotions and promotion decisions.

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Micheal T. Stratton, *University at Albany*

**An Affective Events Theory-based Conceptual Model of Emotional Ambivalence in the Context of Personal Web-Usage Monitoring**

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**ABSTRACT:** This conceptual paper introduces an interdisciplinary model of emotional ambivalence using an adapted framework based on the Affective Events Theory (AET). I describe a proposed set of workplace determinants, interpretative appraisal processes, and behavioral consequences of emotional ambivalence. Given the preoccupation in the current literature with studying affective disposition and discrete emotions, there is opportunity for researchers to explore the presence and influence of conflicting emotions. I use the organizational context of personal web usage (PWU) monitoring to set the stage for a hypothetical discussion of the AET-based model of emotional ambivalence. This context is a fairly underdeveloped, rich area for empirical research; scholars from various disciplines have ignored the role emotions may have in determining employee behavioral response to electronic monitoring. After an in-depth description of the model and its application to the PWU-based monitoring context, I conclude with a brief discussion of potential areas for future research.

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Herman H.M. Tse, *The University of Queensland*  
Marie T. Dasborough, *The University of Queensland*  
and  
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**The Role of Affect, Fairness, and Social Perception in Team Member Exchange**

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**ABSTRACT:** We present a multi-level model of leader-member exchange (LMX) and team-member exchange (TMX), and individual and group affect. While LMX deals specifically with relationships between a leader and individuals, TMX refers to the

quality of the relationship between an individual and his/her team members. LMX is a well-established construct in the organizational behavior literature, but there is accumulating evidence that TMX is differentiated from LMX. This evidence suggests, moreover, that TMX substantially influences employee work attitudes and behaviors separately from the effects of LMX. In particular, little is known of the effect of LMX differentiation (in-group versus out-group) as a process of team member social exchange that can, in turn, affect TMX. We tackle this issue at two levels. At the individual level, we suggest two mechanisms whereby LMX differentiation may exert its influence on TMX. These are personal identification (concerning individual values and self interest) and social identification (concerning group values and collective interest). We propose a model where the type of identification then influences team members' affective states. At the group level, we argue that fairness of LMX differentiation and affective climate are collective variables that moderate relationships at the individual level. Specifically, fairness of LMX differentiation is posited to moderate the relationship between LMX differentiation and personal and social identification; while affective climate is argued to moderate the relationship between individual affective states and TMX relationship quality. We conclude with discussion of implications of our model for theory, research, and practice.

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***Winner of Conference Best Paper Award***

### **Organisational Climate, Social Support and Loneliness in the Workplace**

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**ABSTRACT:** This paper investigates the relationship between organisational climate, social support and loneliness in the workplace. Data were collected from 362 employees from various occupational groups. Regression analyses presented support for predicted links between community spirit at work, a climate of fear in an organisation, work-based support from co-workers and supervisors, and loneliness at work. The results support our hypothesis that a negative emotional climate and lack of collegial support adversely influences the experience of loneliness in workers. The results suggest that addressing interpersonal problems in the workplace and improving the psychological work environment within an organisation can enhance the social and emotional wellbeing of employees.