

**Fifth International Conference
on Emotions and Worklife
(Emonet V)**



Conference Program and Paper Abstracts

**Atlanta, GA, USA
August 10-12, 2006**

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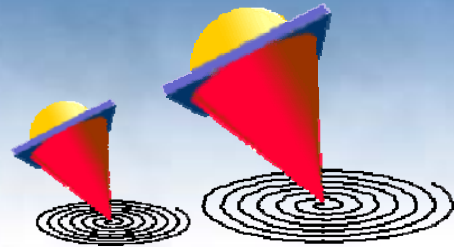
Editor: Neal Ashkanasy

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FIFTH INTERNATIONAL CONFERENCE
ON EMOTIONS AND WORKLIFE (EMONET V)
Atlanta, GA, USA, August 10-12, 2006



Opening Session

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

Dear Colleagues

Welcome to the *Fifth International Conference on Emotions and Organizational Life* ("Emonet V"). Delegates no longer need to be reminded that the study of emotions in organizational life continues to be an exciting area of research. To illustrate this, this year's program once again showcases the newest and most exciting research in this burgeoning area, and includes a wonderful selection of papers authored by scholars from around the world. Interestingly, this is only the second conference in this series to be held in the US; the first was in 1998 in San Diego and, like this one, was held just before the Academy of Management meetings. Moreover, an added bonus this year is that our conference follows the annual conference of the International Society for Research in Emotions (ISRE). Since 1998, the Emonet conferences have been in Toronto, Canada (2000), the Gold Coast, Australia (2002), and London, UK (2004). All were outstandingly successful, and I anticipate that this year's conference will be just as good.

A selection of the papers from this Conference will be published in Volumes 3 and 4 of the JAI Press/Elsevier Science Annual Series, *Research on Emotion in Organizations*. Volume 1 in this series, subtitled, "The effect of affect in organizational settings," was published in August, 2005; and Volume 2, "Individual and organizational perspectives on emotion management display," was published in April, 2006. These volumes follow earlier books based on the Emonet conferences: *Emotions in the Workplace: Theory, Practice, and Research* (2000, Quorum), *Managing Emotions in the Workplace* (2002, M.E. Sharpe), and *Emotions in Organizational Behavior* (2005, Lawrence Erlbaum Associates).

Each time I have written my introduction to an Emonet conference, I have briefly noted the progression of developments in the field of emotions in organizational settings, and this year is no exception. Authored and edited books, special issues of journals, and articles in the major journals are continuing testimony to this. Of special note, however, is that this year, for the first time, a major organizational behavior textbook (Robbins & Judge, *Organizational Behavior, 12th Edition*, 2006) includes a chapter on the topic, "Emotion and moods." And most of the leading conferences in our field now include multiple sessions on emotion and affect.

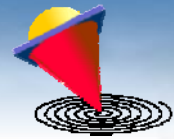
I want to thank everyone who has supported this conference in any capacity. Thank you chairs, reviewers, discussants, helpers, editors, research assistants, organizers, and submitters. We have a great conference for this year's conference, and none of it would have happened without your support. Once again, we have been blessed with wonderfully helpful and efficient people, who make the conference run like a well-oiled machine.

I would also like to express my appreciation to the sponsors of our Best Paper awards: Elsevier Science and John Wiley and Sons. Please visit their stands at the Academy conference.

Finally, I want to express my deep appreciation to those of you who have supported this year's conference. We have a record registration (83 at the time of writing), and the conference attracted 51 high quality submissions – another record. I hope that all delegates will find the conference to be both stimulating and enjoyable; and it is my pleasure to invite you to the next conference in this series, which will be held in Europe in 2008 at a place and time to be determined.

Best wishes for a successful conference,


Neal M. Ashkanasy, PhD
Conference Co-chair



Program Committee

My deepest appreciation especially to Conference Co-chairs Charmine Härtel and Wilf Zerbe, Kaylene Ascough (Conference Coordinator), Kathy Wiegand (Local Organizer), Jane Murray (Doctoral Workshop Organizer), James Newburrie (review scoring), Andy Lo, Karen Morgan, and Maureen Piggott (conference website), Andrew Bennett and Matthew Smith (paper submission website), Owen Hudspith and Michael Reilly (on-line registration), Natasha Douglas and Elizabeth Odem (Westin Peachtree Plaza Hotel), and Andrea Scarantino (ISRE Conference local organizer) and the members of the program committee.

Neal M. Ashkanasy
Conference Co-Chair

Committee Members

Hillary Anger Elfenbein, Yvonne Athanasaw, Remi Ayoko, Liuba Belkin, Rebekah Bennett, Geetu Bharwaney John Blenkinsopp, Céleste M. Brotheridge, Claire Ashton-James, Judith Chapman, Dan S Chiaburu, Shane Connelly, Panikkos Constanti, James Diefendorff, Lorna Doucet, Vanessa Druskat, Marissa Edwards, Dorthe Eide, Aimee Ellis, Ethel Brundin, Gerard Finnemore, Christina Fong, Kevin Fox, Yuka Fujimoto, Donald G Gardner, Markus Groth, Sally Victoria Russell, Anne Herman, Elaine Hollensbe, Alice Hsu, Ishroop Singh Aneja, Hazel-Anne Johnson, Bob Jones, Kostas Kafetsios, Janet B. Kellett, Nell Kimberley, Gail Kinman, Yongmei Liu, Lu Wang, Patti Madrill, Annabelle Mark, Gordon Mueller-Seitz, Jane Murray, Peter Noordink, Suzyn Ornstein, Liam Page, Tuck Pescosolido, Alberto Ramirez, Roni Reiter-Palmon, Erin M. Richard, Lisa Scherer, Dave Schmidt, Aiwa Shirako, Marta Sinclair, Roy Smollan, Micheal Stratton, Joo-Seng Tan, Sue Vickers-Thompson, Bernd Vogel Terry Waters-Marsh, Kate Watland

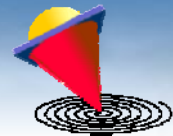
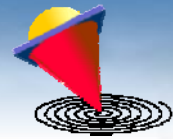


Table of Contents

PROGRAM	5
BEST PAPER ABSTRACTS	12
INVESTIGATING THE EMOTIONAL BASIS OF CHARISMATIC LEADERSHIP: THE ROLE OF LEADERS' POSITIVE MOOD AND EMOTIONAL INTELLIGENCE (BEST PAPER AWARD)	12
CAVEAT VENDITOR: HOW EMOTIONS AND COGNITION INFLUENCE CONSUMERS' NEGATIVE BEHAVIOURAL RESPONSES TO SERVICE RECOVERY (BEST DOCTORAL PAPER AWARD).....	13
PAPERS IN THEMATIC OR INDIVIDUAL SESSIONS	14
AFFECTIVE EVENTS THEORY: A STRATEGIC PERSPECTIVE	14
THE ROLE OF APOLOGY AND FORGIVENESS IN WORKPLACE CONFLICT RESOLUTION.....	14
ORGANIZATIONAL CHANGE, MEMBER EMOTION, AND CONSTRUCTION OF CHARISMATIC LEADERSHIP	15
EMOTIONAL CONTAGION IN THE ELECTRONIC COMMUNICATION CONTEXT: CONCEPTUALIZING THE DYNAMICS AND IMPLICATIONS OF ELECTRONIC EMOTIONAL ENCOUNTERS IN ORGANIZATIONS	15
EMOTIONAL COMPETENCE: AN ALTERNATIVE RECONSTRUCTION.....	16
EMOTION WORK: COSTS AND BENEFITS.....	16
THE ROLE OF AFFECTIVE CLIMATE IN A SHAMANIC PROBLEM-SOLVING METHOD	17
LEVERAGING EMOTIONS IN VALUE MANAGEMENT OF BRANDS AND PRODUCTS.....	17
THE EFFECT OF EMOTIONAL INTELLIGENCE AND COGNITIVE INTELLIGENCE ON THE SOLUTIONS GENERATED TO ILL-STRUCTURED PROBLEMS	18
THE INFLUENCE OF EMOTIONAL DYNAMICS ON ORGANIZATIONAL LEARNING IN STRATEGIC RENEWAL	18
LEADING WITH A SMILE: THE INFLUENCE OF MANAGERS' LEADERSHIP BEHAVIOR AND EMOTIONAL SKILLS ON THE EMOTIONAL EXPERIENCE OF EMPLOYEES	19
DO EMPLOYEE EMOTIONS MEDIATE EMPLOYEE TRUST IN THE ORGANIZATION DURING MAJOR CHANGE?	19
VALIDATION AND EXTENSION OF THE EMOTIONAL LABOUR SCALE: EVIDENCE FROM DAY-CARE WORKERS	20
THE ROLE OF PERSONALITY, EMOTION AND JUDGMENT IN VIRTUAL ENVIRONMENTS: A RESEARCH FRAMEWORK	20
INCORPORATION OF EMOTIONAL LABOR IN THE DEMAND-CONTROL-SUPPORT MODEL: THE RELATION WITH EMOTIONAL EXHAUSTION AND PERSONAL ACCOMPLISHMENT IN NURSES	21
AFFECTIVE REACTIONS TO GROUP MEMBERSHIP: THE ROLE OF AFFECT IN DEMOGRAPHICALLY HOMOGENEOUS AND HETEROGENEOUS GROUPS	21
IN DEFENSE OF DIVERSITY: UNDERSTANDING CROSS-CULTURAL DIFFERENCES IN FACIAL DISPLAYS OF EMOTION	22
THE ROLE OF EMOTION IN PRO-ENVIRONMENTAL BEHAVIORS IN ORGANIZATIONS	22
MOOD SPILLOVER AND CROSSOVER AMONG DUAL-INCOME PARTNERS: A CELL PHONE EVENT SAMPLING STUDY	23
EXAMINING THE DUAL THRESHOLD MODEL: NEW THOUGHTS ON ANGER EXPRESSION AT WORK	23
AN INTERPRETIVE STUDY OF EMOTIONS & MISBEHAVIOR IN THE WORKPLACE: THE GUILTY PLEASURE OF PERSONAL WEB USAGE	24

FROM TRANSGRESSION TO SUPPRESSION: IMPLICATIONS OF MORAL VALUES AND SOCIETAL NORMS ON EMOTIONAL LABOUR.....	24
THE INFLUENCE OF EMOTIONAL CLIMATES ON TEAM CREATIVITY AND INNOVATION	25
EMOTIONAL CAPITAL AT CARING WORK.....	25
LONGITUDINAL EFFECTS OF COHESION QUALITY AND COHESION CONSENSUS ON UNIT-LEVEL AFFECTIVE TONE	26
LEADERS' MOOD AND EMOTIONAL INTELLIGENCE AS LEADERSHIP ANTECEDENTS: A THEORETICAL MODEL OF CHARISMATIC AND PREVENTION-ORIENTED LEADERSHIP EMERGENCE	26
AN EMPIRICAL TEST OF A MODEL OF AFFECT AND SOCIAL INFLUENCE	27
I FEEL HOW YOU FEEL: EMOTIONAL ENGAGEMENT IN AN ORGANIZATION.....	27
FEELINGS ABOUT ETHICAL DECISIONS: THE EMOTIONS OF MORAL RESIDUE.....	28
SYMPOSIA ABSTRACTS	29
GROUP LEVEL EMOTIONS	29
BECAUSE WE FEEL LIKE IT: EXAMINING THE ROLE OF AFFECT IN JOB PERFORMANCE AND COUNTERPRODUCTIVE WORK BEHAVIORS	30



Program

Thursday, August 10

LOCATION

2.00pm – 5.00pm

PhD Student Research Workshop (by invitation only)

'Tower Room 1401'

5:30 pm – 7:30 pm

Conference Reception

'The Overlook'

Friday, August 11

Session 1: 8:30 am – 9:00 am

Opening Plenary Session and Introduction to Posters

'Vining Room'

Co-Chairs: Neal M. Ashkanasy, University of Queensland
Charmine E. J. Härtel, Monash University
Wilfred J. Zerbe, University of Calgary

Session 2a: 9:00 am – 10:30 am

Leadership and Emotional Intelligence

'Vining Room'

Chair: Neal M. Ashkanasy, University of Queensland

Frank Walter, University of St. Gallen; Heike Bruch, University of St. Gallen

Investigating the Emotional Basis of Charismatic Leadership: The Role of Leaders' Positive Mood and Emotional Intelligence

Winner of the Best Paper Award

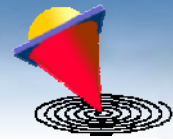
Ronit Kark, Bar-Ilan University; Hana Medler-Liraz, Bar-Ilan University

Leading with a smile: The influence of managers' leadership behavior and emotional skills on the emotional experience of employees

Frank Walter, University of St. Gallen; Heike Bruch, University of St. Gallen

Leaders' Mood and Emotional Intelligence as Leadership Antecedents: A Theoretical Model of Charismatic and Prevention-oriented Leadership Emergence

Discussant: Roni Reiter-Palmon, University of Nebraska at Omaha



LOCATION

Session 2b: 9:00 am – 10:30 am
Anger, Forgiveness, and Influence

'International D'

Chair: Wilfred J. Zerbe, University of Calgary

Lisa T. Stickney, Temple University; Deanna Geddes, Temple University
Examining the Dual Threshold Model: New Thoughts on Anger Expression at Work

Oluremi B. Ayoko, University of Queensland
The role of apology and forgiveness in workplace conflict resolution

Lu Wang, University of Illinois, Urbana Champaign; Lorna Doucet, University of Illinois, Urbana-Champaign, Greg Northcraft, University of Illinois, Urbana-Champaign
An Empirical Test of a Model of Affect and Social Influence

Discussant: Yongmei Liu, Florida State University

10:30 am – 11:00 am
Break and Poster Presentations

'The Overlook'

During each conference break poster presentations can be viewed in the break area. Poster authors will be available to allow conference participants to discuss poster presentations and authors can be approached at other times as they are available.

Papers accepted to the conference were organized into sessions based on their grouping with others of a similar theme. Papers chosen as poster presentations were those that represented unique or singular topics or approaches.

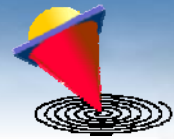
Posters:

Claire E. Ashton-James, Duke University; Neal M. Ashkanasy, University of Queensland
Affective events theory: A strategic perspective

Liuba Y. Belkin, Rutgers University; Terri R. Kurtzberg, Rutgers University
Emotional contagion in the electronic communication context: Conceptualizing the dynamics and implications of electronic emotional encounters in organizations

Dan S. Chiaburu, Pennsylvania State University; Barbara Gray, Pennsylvania State University
Emotional Competence: An Alternative Reconstruction

Anne E. Herman, University of Nebraska Omaha; Lisa L. Scherer, University of Nebraska Omaha
The Effect of Emotional Intelligence and Cognitive Intelligence on the Solutions Generated to Ill-Structured Problems



Session 3a: 11:00 am – 12:30 pm
Emotions and Change

LOCATION

'Vinnings Room'

Chair: Aimee Ellis, Arizona State University

Nell Kimberley, Monash University; Charmine E. J. Härtel, Monash University
Do Employee Emotions Mediate Employee Trust In The Organization During Major Change?

Liuba Y. Belkin, Rutgers University; Chao C. Chen, Rutgers University; Robert McNamee,
Rutgers University; Terri R. Kurtzberg, Rutgers University
Organizational Change, Member Emotion, and Construction of Charismatic Leadership

Quy Nguyen-Huy, INSEAD
The influence of emotional dynamics on organizational learning in strategic renewal

Discussant: Ethel Brundin, Jonkoping International Business School

Session 3b: 11:00 am – 12:30 pm
Morality and Emotions

'International D'

Chair: Vanessa Druskat, University of New Hampshire

Jawad Syed, Macquarie University
From Transgression to Suppression: Implications of Moral Values and Societal Norms on Emotional Labor

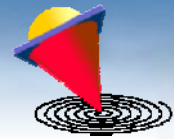
Micheal T. Stratton, Hood College
An Interpretive Study of Emotions & Misbehavior in the Workplace: The Guilty Pleasure of Personal Web Usage

Wilfred J. Zerbe, University of Calgary
Feelings about Ethical Decisions: The Emotions of Moral Residue

Discussant: Jacob Eisenberg, University College Dublin

12:30 pm – 1:30 pm
Lunch

'International C'



LOCATION

Session 4a: 1:30 pm – 3:00 pm
Emotion Work

'Vining Room'

Chair: Roy Smollan, Auckland University of Technology

Raymond T. Lee, University of Manitoba; Céleste M. Brotheridge, ESG-UQAM
Validation and Extension of the Emotional Labor Scale: Evidence from Day-Care Workers

Gerard Naring, Open University Netherlands
Incorporation of Emotional Labor in the Demand-Control-Support Model: The Relation with Emotional Exhaustion and Personal Accomplishment in Nurses

Andrea Fischbach, Trier University, Michael West, Aston University, Jeremy Dawson, Aston University
Emotion Work: Costs and Benefits

Discussant: Suzyn Ornstein, Suffolk University

Session 4b: 1:30 pm – 3:00 pm
Symposium: Group Level Emotions

'International D'

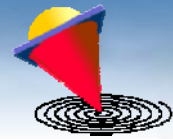
Chair: Marie T. Dasborough, Oklahoma State University

Charmine E. J. Härtel, Monash University, Shannon Lloyd, Monash University
The Negative Emotions Created by Intragroup Comparisons in Culturally Diverse Teams

Anthony T. Pescosolido, University of New Hampshire
Group Emotional Solidarity

Herman H. M. Tse, University of Queensland, Marie T. Dasborough, Oklahoma State University, Neal M. Ashkanasy, University of Queensland
Interaction Effects Between Affective Climate and Leader-Member Exchange on Team Member Exchange: A Multi-Level Analysis

Peter J. Jordan, Griffith University, Vanessa Urch Druskat, University of New Hampshire
Emotional Intelligence and Team Performance: A Literature Review



3:00 pm – 3:30 pm
Break and Poster Presentations

LOCATION
'The Overlook'

Posters:

Steven A. Murphy, Carleton University, Nathaniel C. Lupton, Carleton University, Michael J. Hine, Carleton University, John M. Zelenski, Carleton University
The Role of Personality, Emotion and Judgement in Virtual Environments: A Research Framework

Zhaoli Song, National University of Singapore, Maw-Der Foo, National University of Singapore and University of Colorado at Boulder, and Marilyn A. Uy National University of Singapore
Mood Spillover and Crossover among Dual-Income Partners: A Cell Phone Event Sampling Study

Tuija Virkki, University of Jyväskylä
Emotional Capital at Caring Work

Session 5a: 3:30 pm – 5:00 pm
Symposium: Because We Feel Like It: Examining the Role of Affect in Job Performance and Counterproductive Work Behaviors **'Vinings Room'**

Chair: Kevin E. Fox, St. Louis University

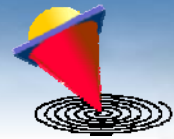
David W. Stewart, University of Tulsa, Paul A. Hanvongse, University of Tulsa, Jennifer E. Hopper, University of Tulsa
The Role of Emotion and Mood in Job Performance: A Meta-Analysis.

Kevin E. Fox, St. Louis University
Affect and Job Performance: The Effect of Daily Mood States on Employees' Supervisor Rated Overall and Contextual Performance.

Marie T. Dasborough, Oklahoma State University, Kaylene W. Ascough, The University of Queensland, Melanie C. Page, Oklahoma State University
Emotional Responses To Unethical Task Performance Of Co-workers – Does An Organizational Creed Matter?

Celeste M. Brotheridge, Université du Québec à Montréal, Raymond T. Lee, University of Manitoba,
Restless and Confused: The Tepid Emotions of Bullying

Discussant: Wilfred J. Zerbe, University of Calgary



LOCATION

Session 5b: 3:30 pm – 5:00 pm
Selling, Buying, Emotions

'International D'

Chair: Kathleen Watland, Saint Xavier University

Dominique Keeffe, Queensland University of Technology, Rebekah Bennett, Queensland University of Technology, Alastair Tombs, University of Queensland
Caveat Venditor: How Emotions and Cognition Influence Consumers' Negative Behavioral Responses to Service Recovery

Winner of the Best Doctoral Paper Award

Leslie J. Harrington, Capella University
Leveraging Emotions in Value Management of Brands and Products

Sally V. Russell, University of Queensland, Andrew Griffiths, University of Queensland
The Role of Emotion in Pro-environmental Behaviors in Organizations

Discussant: Jonathan Matheny, Massey University

Conference Dinner: 7:00 pm – 10:00 pm

'International E, F'

Saturday, August 12

Session 6a: 8:30 am – 10:00 am
Emotions and Diversity

'Vining Room'

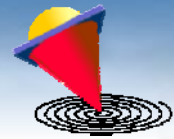
Chair: Céleste M. Brotheridge, ESG-UQAM

Kimberly Rogers, Duke University; Claire E. Ashton-James, Duke University
In defense of diversity: Understanding cross-cultural differences in facial displays of emotion

Margaret E. Ormiston, University of California, Berkley
Affective reactions to group membership: The role of affect in demographically homogeneous and heterogeneous groups

Inju Yang, Smurfit School, University College Dublin
I Feel How You Feel: Emotional Engagement in an Organization

Discussant: Anne E. Herman, University of Nebraska at Omaha



LOCATION

Session 6b: 8:30 am – 10:00 am

Affective Climate

'International D'

Chair: Jane Murray, Griffith University

Bernd Vogel, University of St. Gallen; Michael Scott Cole, University of St. Gallen; Heike Bruch, University of St. Gallen

Longitudinal Effects of Cohesion Quality and Cohesion Consensus on Unit-Level Affective Tone

Veronique Tran, Pennsylvania State University

The influence of Emotional Climates on Team Creativity and Innovation

Alysia Hamilton; Marta Sinclair, Griffith University; Jayanti Woods

The Role of Affective Climate in a Shamanic Problem-Solving Method

Discussant: Rebekah Bennett, Queensland University of Technology

10:00 am – 10:30 am

Break

'The Overlook'

Session 7: 10:30 am – 12:30 pm

Research Incubator and Closing Plenary

'Vining's Room'

Moderators:

Neal M. Ashkanasy, University of Queensland

Charmine E. J. Härtel, Monash University

Wilfred J. Zerbe, University of Calgary

Discussion of participant research ideas and projects

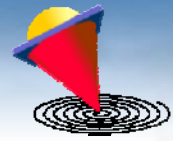
Report outs by tables

Full Group discussion

Plenary and Summary

12:30 pm

Close



Best Paper Abstracts

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Investigating the emotional basis of charismatic leadership: The role of leaders' positive mood and emotional intelligence (Best Paper Award)

Authors: Frank Walter, University of St. Gallen
Heike Bruch, University of St. Gallen
Contact: frank.walter@unisg.ch

Abstract:

The relevance of affective factors in the charismatic leadership process has been widely acknowledged in leadership research. Nevertheless, the role of leaders' feelings as antecedents of their charismatic leadership behaviors has largely been neglected. The present paper addresses this research gap. It empirically investigates the relationship between leaders' positive mood and emotional intelligence on the one hand and their charismatic leadership behaviors on the other hand. We developed hypotheses linking these constructs and tested them in a sample of 34 leaders and their 165 direct followers from a multinational corporation. Results showed that both leaders' positive mood and leaders' emotional intelligence were positively related to their charismatic leadership behaviors, as rated by followers. Further, we found leaders' emotional intelligence to moderate the relationship between leaders' positive mood and their charismatic leadership behaviors. Leaders high on emotional intelligence were perceived by their followers as performing charismatic leadership behaviors largely irrespective of the leaders' degree of positive mood. In contrast, leaders low on emotional intelligence were more likely to be perceived as exhibiting charismatic leadership behaviors when their positive mood was high, while they were less likely to be perceived as exhibiting such behaviors when their positive mood was low. We conclude by discussing the implications of our findings for theory, research, and practice.



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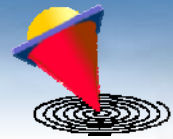


Caveat venditor: How emotions and cognition influence consumers' negative behavioural responses to service recovery (Best Doctoral Paper Award)

Authors: Dominique Keeffe, Queensland University of Technology
Rebekah Bennett, Queensland University of Technology
Alastair Tombs, University of Queensland
Contact: rebekah.bennett@qut.edu.au

Abstract:

Service recovery strategies have been identified as a critical factor in the success of service organisations. This preliminary study develops a conceptual framework to analyse how specific service recovery strategies influence the emotional, cognitive and negative behavioural responses of consumers, as well as how emotion and cognition influence negative behaviour. The study was conducted using a 2x2 between-subjects quasi-experimental design. The results suggest that service recovery has a significant impact on emotion, cognition and negative behaviour. Similarly, satisfaction, negative emotion and positive emotion all influence negative behaviour while distributive justice has no effect. The implications of these results and directions for future research are discussed.



Papers in Thematic or Individual Sessions

(in Alphabetical order)

Affective events theory: A strategic perspective

Authors: Claire E. Ashton-James, Duke University
Neal M. Ashkanasy, University of Queensland
Contact: n.ashkanasy@uq.edu.au

Abstract:

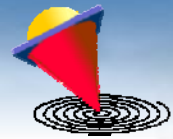
Although there has been increasing interest in the role of affect in work settings, the impact of moods and emotions in strategic decision making remains largely unexplored. In this essay, we address this shortcoming by proposing a conceptual model of strategic decision making that incorporates, at its core, the impact of affective states on cognitive processes that are integral to the decision outcome. The model is based on the principles of Affective Events Theory, which holds that environmental exigencies generate ‘affective events’ that cause emotional reactions in organizational members which, in turn, determine members’ attitudes and behaviors. We extend this model to include the effect of the extra-organizational environment, and propose that emotions ‘infuse’ those cognitive processes that are critical to the strategic decision process. We conclude that strategic decision making in organizations is not always a controlled, deliberate, purely cognitive process, as it is often described. Rather, we contend that the moods and emotions that managers experience in response to positive and negative workplace events have a significant affect on strategic decision making processes and ultimately, organizational-level outcomes. We discuss the implications of our model for theory, research, and practice.

The role of apology and forgiveness in workplace conflict resolution

Authors: Oluremi B. Ayoko, University of Queensland
Contact: remiduke@hotmail.com

Abstract:

This paper describes an exploratory study that investigates that role of apology and forgiveness in the relationship between conflict, negative emotions and group outcomes. Data for the study were collected from thirty individuals who were involved in team work in public and private sector organizations in the South East Asia. Data were analyzed using both systematic interpretive techniques and a machine learning tool (Leximancer). Results of the analyses suggest that majority of the perceived offenders refuse to apologize for a workplace conflict event. Besides, apologies without a behavioral change are not perceived as genuine and are not likely to be linked to forgiveness or effective productivity at work. Theoretical and practical implications of the results are discussed.



Organizational change, member emotion, and construction of charismatic leadership

Authors: Liuba Y. Belkin, Rutgers University
Chao C. Chen, Rutgers University
Robert McNamee, Rutgers University
Terri R. Kurtzberg, Rutgers University
Contact: lbel@andromeda.rutgers.edu

Abstract:

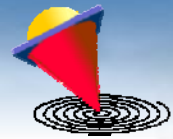
Taking a follower-centric perspective (Meindl, 1990), we studied how organizational members construct charismatic leadership as they experience radical organizational change. We propose that self-interest and emotional reactions to proposed changes, as well as the charisma style of the leader, will influence the perception of charisma in the change leader. We test our hypotheses with college business students as they react to a faculty proposal to reform the grading policy in order to curb grade inflation. The results indicate that organizational members' self-interest, emotions, and the change leader's delivery style each affect the perceptions of leader's charisma. Theoretical and practical implications are discussed.

Emotional contagion in the electronic communication context: Conceptualizing the dynamics and implications of electronic emotional encounters in organizations

Authors: Liuba Y. Belkin, Rutgers University
Terri R. Kurtzberg, Rutgers University
Contact: lbel@andromeda.rutgers.edu

Abstract:

Advancements in communication technology constantly change organizational functioning in many ways. One of the aspects these changes bring about is an emergence of individual and reciprocal emotional encounters online in ways that differ from those typically observed in face-to-face settings. In this paper, we make one of the first attempts in the literature to fully explore the process of individual emotional contagion in the electronic communication context in organizations. In particular, building on social contagion theory (Levy & Nail, 1994; adapted for electronic communication exchange by Thompson & Nadler, 2002), we propose a general model of dyadic emotional contagion in the electronic context and specifically address several moderators that may influence this process and its outcomes. The paper concludes with some guidelines for conceptualization and empirical testing, as well as a brief discussion of limitations and theoretical and practical implications of the proposed model.



Emotional Competence: An alternative reconstruction

Authors: Dan S. Chiaburu, Pennsylvania State University
Barbara Gray, Pennsylvania State University
Contact: dsc188@psu.edu

Abstract:

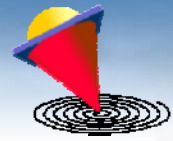
This paper offers an alternative analysis of the term “emotional competence” using a combination of discourse analysis and deconstruction. We argue that terms such as “emotional competence”, rather than being a reflection of something perceivable as a quality of the subject, are socially produced using language. However, such language is not value-free and neutral, but – based on our analysis - gendered and power-infused. We elaborate on how such terms tend to be regarded as naturalized and reified in more conventional studies and on what are the consequences of this reification on organizational members.

Emotion Work: Costs and benefits

Authors: Andrea Fischbach, Trier University
Michael West, Aston University
Jeremy Dawson, Aston University
Contact: andrea.fischbach@uni-trier.de

Abstract:

Emotion work is defined as emotional job demands and related psychological regulation strategies. The Redefinition-Self-Regulation Model of Emotion Work distinguishes emotional job demands, strategies to fulfil these demands and consequences. This model was applied to investigate the effects of service related task design (i.e. organizational service climate, service related stressors, and work resources) in nursing emotion work. On the one hand, service related task design was hypothesized to benefit emotion work performance and clients’ satisfaction with care as well as overall organizational performance. Moreover, satisfied clients were hypothesized to have beneficial effects on nurses’ health, satisfaction and intention to quit. Contrariwise, service related stressors were also hypothesized to have detrimental effects on these personal outcomes. Acute trust performance was rated by executives responsible for the national health care, clients in the UK assessed medical staffs’ emotion work performance and rated their satisfaction with care, trust nurses assessed their task design (stressors and resources) and personal resources (satisfaction, health, and intention to quit), and acute trust staff members assessed the service climate within acute trusts. As predicted, service related task design affects positively emotion work performance, clients’ satisfaction with care, and overall trust performance. Furthermore, as hypothesized, clients’ satisfaction affect positively, but stressors affect negatively nurses’ outcomes. However, work and personal resources moderate these effects in the direction that resources in nursing work can compensate for less stressful emotion work task design.



The role of affective climate in a shamanic problem-solving method

Authors: Alysia Hamilton
Marta Sinclair, Griffith University
Jayanti Woods
Contact: m.sinclair@griffith.edu.au

Abstract:

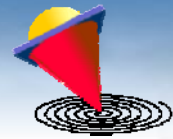
A number of spiritually-oriented techniques are getting attention of business leaders as they actively search for more socially responsible approaches to wealth generation that resonate with employee needs. A contemporary version of shamanic practices may be one of the possible tools. The aim of this research is to explore the potential of this method for organizational problem solving through a shamanic technique of power animal retrieval and to investigate the role of affective climate in this process. The reported exploratory study documents the process as experienced by three participants, working on a joint project. Furthermore, it makes suggestions how to map the experience and interpret the outcome. The presented model could be used for effective application of shamanic problem solving techniques in business.

Leveraging emotions in value management of brands and products

Authors: Leslie J. Harrington, Capella University
Contact: lhcolor@mac.com

Abstract:

In a world where companies create multiple brand and product features and use technology to continuously improve the appeal and delivery of their offering, a perception that high tech characteristics are sufficient to attract customers and build loyalty for the company is a common misconception. In reality, the emotional aspects of the customer-brand/product bond are critical and must be factored into strategic decisions. Holbrook and Batra (1987a) suggest that consumers seek emotional value and benefit from brand/product and that these emotional ties may exceed the value derived from technology. While research turns attention to investigate emotions within this brand/product relationship, questions arise regarding possible levers that can be engaged to trigger this emotional relationship. In an effort to understand this complex issue, a review of literature on emotions and strategy, framed, as value management will be discussed and the role that emotions play in the customer-brand/product bond will be addressed.



The effect of emotional intelligence and cognitive intelligence on the solutions generated to ill-structured problems

Authors: Anne E. Herman, University of Nebraska Omaha
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Abstract:

Our understanding of the unique influences of emotional intelligence and cognitive intelligence on cognitive activity is still in an elementary stage. This study examined the power of emotional intelligence and cognitive intelligence to account for variance in the quality and quantity of solutions generated to two emotion-laden, ill-structured problems. Ninety-nine university students completed an ability measure of emotional intelligence, a cognitive intelligence measure, and responded to two problem solving exercises. Regression analyses showed that emotional intelligence and cognitive intelligence accounted for variance in aspects of problem solving solution generation, though there were related to separate indices of solution generation. Emotional intelligence, however, did account for unique variance in solution quality above and beyond cognitive intelligence.

The influence of emotional dynamics on organizational learning in strategic renewal

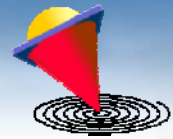
Authors: Quy Nguyen Huy, INSEAD
Contact: quy.huy@insead.edu

Abstract:

Realizing strategic renewal is challenging in part because of the activation of emotional processes that impede the quality of organizational learning. We propose an integrative model of emotion-based organizational learning that links various emotional dynamics that can facilitate or impair various modes of learning in an organization: individual intuiting, interpersonal interpreting, group collective implementation, and organization-level institutionalizing. Emotional dynamics refer to organizational behaviors that display emotional qualities in relations with other people or tasks or elicit specific emotional states in the self or among other members.

Exemplars of disabling and enabling emotional dynamics include eliciting approach and avoidance emotions with respect to task at the intra-personal mode of intuiting; displaying low level of emotional authenticity in communicating one's true feelings and eliciting emotional safety at the interpersonal mode of interpreting; eliciting fear of new ideas, and eliciting hope about a better work future at the group level of collective implementation; low attachment to the organization and emotional balancing radical change and continuity at the organization level of institutionalizing.

We conclude that a more complete theory of organizational learning in strategic renewal requires recognizing and attending to emotion-related factors that influence organization cognition and action.



Leading with a smile: The influence of managers' leadership behavior and emotional skills on the emotional experience of employees

Authors: Ronit Kark, Bar-Ilan University
Hana Medler-Liraz, Bar-Ilan University
Contact: karkro@mail.biu.ac.il

Abstract:

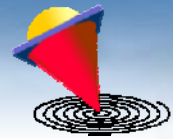
This paper explores the effect of leaders' emotional skills and behavior on the emotional experiences of their followers in a service-oriented organization. We test a comprehensive model proposing that leaders' behavior (i.e., transformational leadership) and leaders' skills (i.e. leaders' emotional intelligence) can affect the quality of the leader-member exchange relationship (LMX). This relationship is hypothesized to affect subordinates' emotional experience (i.e. emotional labor and bounded emotionality) and in turn influence followers' sense of emotional exhaustion. Using a sample of front-line service personnel comprising 225 employees and 45 unit managers in a large cellular phone company, the proposed model was tested. The hypothesized relationships were largely supported. The empirical findings show that LMX mediated the relationship between transformational leadership and bounded emotionality and between emotional intelligence and bounded emotionality. Bounded emotionality was found to mediate the relationship between LMX and followers' emotional exhaustion. Unexpectedly, emotional labor was not found to be related to transformational leadership, emotional intelligence and LMX and thus did not mediate the relationship between LMX and emotional exhaustion. We discuss the implications of these findings to both theory and practice.

Do employee emotions mediate employee trust in the organization during major change?

Authors: Nell Kimberley, Monash University
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Abstract:

Over the years, research has shown that, although there are various factors which contribute to failed change, one of the key reasons people resist change is due to the inability of leaders to convince employees to support change and to commit the energy and effort necessary to implement it. Senior management can ensure an organization is change ready by developing and maintaining a supportive culture and climate that positively influence the emotional health and welfare of employees. Despite the obvious importance of leadership to change efforts, little previous research has investigated, holistically and in the context of major change, the relationship between senior management actions and employee responses. Furthermore, the change literature largely ignores the role that emotions play in employee responses to change initiatives. This paper address both areas, and develops a model of organizational change from a justice and emotions perspective, which depicts employees' justice perceptions related to senior executives as affecting trust directly and indirectly, through associated emotional responses.



Validation and extension of the emotional labour scale: evidence from day-care workers

Authors: Raymond T. Lee, University of Manitoba
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Contact: grimard-brotheridge.celeste@uqam.ca

Abstract:

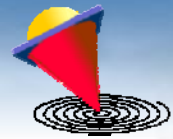
This study, undertaken with a sample of 180 day care workers, demonstrated the utility of treating surface acting's facets, faking displayed emotions and hiding feelings, as distinct variables rather than as a unitary construct as in a previous version of the Emotional Labour Scale (Brotheridge & Lee, 2003). A revised version of the Emotional Labour Scale is offered in which emotional labour includes three dimensions: deep acting, faking displayed emotions, and hiding feelings. Evidence is provided that these three dimensions are differentially related to workers' education and work experience. More specifically, whereas deep acting occurred more frequently among younger workers, the more experienced workers were more prone to hide their emotions relative to their less experienced peers. Finally, faking, the least frequently used of the three emotion regulation strategies, did not relate to any of the work background variables.

The role of personality, emotion and judgment in virtual environments: A research framework

Authors: Steven A. Murphy, Carleton University
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Michael J. Hine, Carleton University
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Contact: murphy@sprott.carleton.ca

Abstract:

As organizations become increasingly reliant on distributive technologies, the processes that underpin the effective functioning of employees in virtual environments require systematic examination. This paper provides a research framework for studying personality, emotion and judgment in virtual environments. The communication media characteristics, social context, and individual traits and states are presented to portray the dynamic nature of judgment formation in a virtual environment. We argue that media characteristics, combined with personality differences and emergent social contexts serve to shape emotions and resultant judgments. By integrating the Information Systems (IS) and Organizational Behaviour/Psychology literatures, we chart a course for research examining personality, emotion and judgments, with implications for any distributed organization.



***Incorporation of emotional labor in the demand-control-support model:
The relation with emotional exhaustion and personal accomplishment in
nurses***

Authors: Gerard Naring, Open University Netherlands
Contact: gerard.naring@ou.nl

Abstract:

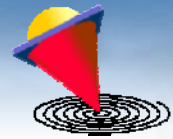
Nursing comprises many interactions with patients, doctors, and colleagues, that require a high level of emotional labor. This study clarifies the relation of emotional labor with the three burnout dimensions within the context of the Karasek Job Demand Control Support model in nurses. We used the Dutch Questionnaire on Emotional Labor (D-QEL) to measure surface acting, deep acting, surface acting-hiding, and emotional consonance. In line with other studies, job-characteristics were related to emotional exhaustion. Surface acting was significantly related to depersonalization; emotional consonance was related to personal accomplishment. Emotional labor is a useful concept to better understand work stress. The absence of it, indicated by emotional consonance, is related to personal accomplishment.

***Affective reactions to group membership: The role of affect in
demographically homogeneous and heterogeneous groups***

Authors: Margaret E. Ormiston, University of California, Berkley
Contact: ormiston@haas.berkeley.edu

Abstract:

Demographic research has overwhelmingly utilized a cognitive perspective, through its utilization of self-categorization theory, to understand how demographic diversity influences group outcomes. In this paper, I examine how affect mediates the relationship between demographic heterogeneity and group behavior by arguing that demographically similar groups develop a more positive group mood than demographically diverse groups. Furthermore, I argue that group mood mediates the relationship between demographic heterogeneity and creativity such that demographically similar groups are more creative than demographically diverse groups due to the positive group mood that develops in demographically similar groups. Analyses from three studies find support for these hypotheses.



In defense of diversity: Understanding cross-cultural differences in facial displays of emotion

Authors: Kimberly Rogers, Duke University
Claire E. Ashton-James, Duke University
Contact: cajames@duke.edu

Abstract:

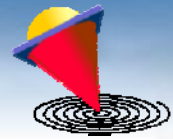
Emotion perception, or the ability to recognize others' emotional states from their facial expressions and other nonverbal behaviors, plays a critical though underrated role in organizations (Elfenbein & Ambady, 2002). It is great importance to several dimensions of organizational performance, therefore, that employee's and manager's are able to accurately recognize and understand the social meaning of facial displays of emotion. There is much debate over the universality vs. emotion specificity of facial displays of emotion. The purpose of this paper is to determine what type of evidence exists regarding the relationship between facial behaviors and internal emotional states, and to examine the degree to which aspects of this relationship seem to be similar or different across cultures.

The role of emotion in pro-environmental behaviors in organizations

Authors: Sally V. Russell, The University of Queensland
Andrew Griffiths, The University of Queensland
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Abstract:

In line with current calls in the literature we argue for further research that examines the role of the individual in addressing environmental issues. We review current research examining emotionality as it relates to issues of the natural environment. Findings from within environmental psychology suggest that emotions play a core role in driving individuals to take on pro-environmental behaviors. However, this contrasts with empirical findings from within the organizations and the natural environment literature that suggests emotionality is not an important dimension of understanding proactive environmental behaviors in organizations. We integrate these findings by applying the theories of issue ownership and organizational identification as a frame with which to examine emotionality and pro-environmental behavior in organizations. In so doing, we put forward testable propositions as a basis for future research. We argue that examining extant research through the lens of issue ownership makes a unique contribution to both management literature in the area of organizations and the natural environment, and the environmental psychology literature.



Mood spillover and crossover among dual-income partners: A cell phone event sampling study

Authors: Zhaoli Song, National University of Singapore
Maw-Der Foo, National University of Singapore
Marilyn A. Uy, National University of Singapore
Contact: Marilyn_Uy@nus.edu.sg

Abstract:

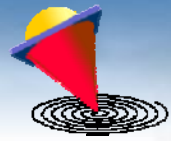
This study examined affective experiences of dual-income partners. More specifically, it explored how momentary moods are related to both momentary job satisfaction and family satisfaction, how moods spillover from work to family and vice versa, and how moods crossover from one spouse to another. Twenty-seven couples used their cell phones to provide reports of their momentary moods and satisfaction for eight consecutive days. Results showed significant relationship of momentary moods and satisfaction, and significant crossover and spillover effects. Gender differences in terms of these effects were also found. This study contributes to the work-family literature by utilizing a more comprehensive framework and a more rigorous method in examining spillover and crossover effects, and it also contributes to the event sampling research methodology by introducing a new method of using cell phones to collect momentary data.

Examining the dual threshold model: New thoughts on anger expression at work

Authors: Lisa T. Stickney, Temple University
Deanna Geddes, Temple University
Contact: lts@temple.edu

Abstract:

This empirical study tests propositions from the dual threshold model of anger expression (Callister & Geddes, 2004; Geddes & Callister, 2006). We examine the likelihood and consequences of suppressing or expressing anger at work, the role status plays in expression tendencies, and the impact of sanctioning versus supportive responses to anger expressed in a socially unacceptable manner. Our sample consisted of 204 full-time employees who completed an “Emotion in the Workplace” survey reflecting a critical incident methodology. Findings support the hypotheses that suppressed anger increases the probability of negative workplace outcomes, while expressed anger increases the likelihood of more positive workplace outcomes. Also supported was the confirming hypothesis that employees are more likely to silence their anger when the person who provoked them initially has higher status. There was partial support for the hypothesis that workplace displays of excessive anger negatively impact the offender. Fully supported were hypotheses that positive outcomes would increase with supportive behavior by management and/or fellow organizational members following inappropriately-expressed anger. Formal sanctions imposed following inappropriately-expressed anger – particularly the use of probation – were found to make the situation worse.



An interpretive study of emotions & misbehavior in the workplace: the guilty pleasure of personal web usage

Authors: Micheal T. Stratton, Hood College
Contact: michealtstratton@aol.com

Abstract:

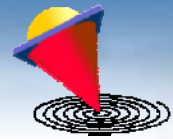
This paper explores how and why users emotionally respond to their acts of misbehavior in the context of personal web usage (PWU) at work. I conducted 50 ethnographic interviews at a large municipal government and systematically analyzed the informants' emotion-laden stories and socially-constructed interpretations of their misbehavior. The study suggests that users felt guilty pleasure after engaging in PWU. I develop an empirically-based process model of the feedback relationship between the emotional ambivalence and misbehavior. I also discuss how these findings contribute to existing theory and offer both practical implications and future directions for research.

From transgression to suppression: Implications of moral values and societal norms on emotional labour

Authors: Jawad Syed, Macquarie University
Contact: jsyed@efs.mq.edu.au

Abstract:

The purpose of the paper is to develop a conceptual perspective of moral values and societal norms, and how they impact on emotion regulation within employment contexts. The paper draws on social psychology and emotional labour literature to explore the concept of contextual emotional labour. The paper argues that the conflicting requirements of one's social and employment contexts may require one to transgress one's moral values to fulfil job requirements. It is therefore important to examine the aversive states that may follow one's transgression within social and employment contexts, and how they are managed. In conclusion, the paper proposes to expand the conventional definition of emotional labour by incorporating the concept of contextual emotion labour, which is caused by the conflicting roles one has to adopt within one's society and organisation.



The influence of emotional climates on team creativity and innovation

Authors: Veronique Tran, Pennsylvania State University
Contact: vxt3@psu.edu

Abstract:

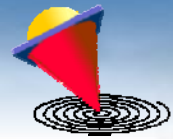
This paper proposes to examine the influence an emotional climate may have on creativity and innovation. More specifically, the influence of an emotional climate of joy will be compared to the one of an emotional climate of fear. Farr, Sin, and Tesluk (2003) provide the supporting model of team creativity and innovation. This model is constructed on the well-established team performance paradigm of Input-Process-Outcome. First, a definition of emotional climate is proposed, based on appraisal theories of emotions, social and organizational psychology. Two specific emotional climates are presented: an emotional climate based on joy, and an emotional climate based on fear. Second, a model is proposed that depicts respectively an emotional climate of joy and an emotional climate of fear as emergent states that will operate both as an input in interaction with non affective inputs, and as an outcome interacting with task-related outcomes, influencing transition, action, and interpersonal processes in a creativity and innovation context. Third, the role of the intensity of emotions composing the emotional climate is addressed. If intensity of emotion is low, an emotional climate of joy or of fear may mostly enhance the innovation process. If intensity of emotion is high, an emotional climate of joy or of fear may mostly inhibit the innovation process. Implications for research and practice are discussed.

Emotional capital at caring work

Authors: Tuija Virkki, University of Jyvaskyla
Contact: tumany@yfi.jyu.fi

Abstract:

The paper sets out to explore the potential of the concept ‘emotional capital’ within the context of caring work. The concept used here refers to an extension of French sociologist Pierre Bourdieu’s theory on capital. This paper asks, whether the concept offers new insights on the ‘symbolic goods’ that employees may acquire by managing their emotions according to the prevailing values of their professional field. While a significant amount of research on emotional competences at work has emerged recently, a deeper understanding of the societal conditions for the recognition of these competences is still required. By examining the complex interconnection between emotion, gender and class the present paper aims at filling the gaps in the understanding of how different forms of dominance and social exclusion intersect in relation to the emotional capital at work. Based on this exploration, the paper concludes that the concept emotional capital enables some very interesting interpretations of the socially conditioned nature of emotional management within the context of caring work. However, it also points out that the potential of the concept ‘emotional capital’ is restricted in regard to the dynamic role of emotions for social action.



Longitudinal effects of cohesion quality and cohesion consensus on unit-level affective tone

Authors: Bernd Vogel, University of St. Gallen
Michael Scott Cole, University of St. Gallen
Heike Bruch, University of St. Gallen
Contact: bernd.vogel@unisg.ch

Abstract:

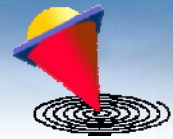
Researchers suggest that the causal influences of group or unit-level affective tone are not fully understood. The present study contributes to this research by modeling group cohesiveness as shared- and dispersion composition constructs to determine if their joint influence would affect units' positive and negative affective tone experienced 7 months later. Two waves of survey data were collected from 97 work units (N = 2,600) of a multinational organization. Based on a single unit-level model, longitudinal results indicate that cohesion consensus (the degree of within-unit agreement of cohesion perceptions) moderated the relationship between cohesion quality (the unit-level arithmetic mean of cohesion perceptions) and positive and negative affective tone. The reported relationships were significant when controlling for units' Time 1 affective tone. Implications and directions for future research are addressed.

Leaders' mood and emotional intelligence as leadership antecedents: a theoretical model of charismatic and prevention-oriented leadership emergence

Authors: Frank Walter, University of St. Gallen
Heike Bruch, University of St. Gallen
Contact: frank.walter@unisg.ch

Abstract:

Research is increasingly acknowledging the relevance of affective factors in the leadership process. Nevertheless, the role of leaders' feelings as antecedents of their leadership behaviors has largely been neglected. The present conceptual paper addresses this research gap. It develops a theoretical model of the impacts of leaders' mood and emotional intelligence on their leadership behaviors. We propose that there is a curvilinear relationship between leaders' positive mood and their charismatic leadership on the one hand, and between leaders' negative mood and their prevention-oriented leadership on the other hand. Moderate levels of positive and negative mood are suggested to strengthen charismatic and prevention-oriented leadership, respectively. In contrast, both low and high levels of the respective mood states are suggested to diminish the associated leadership styles. We further propose leaders' emotional intelligence to moderate the relationships between leaders' moods and their leadership behaviors. Emotionally intelligent leaders should be able to compensate for the potentially adverse implications of positive and negative mood, thus reducing the mood-dependency of their charismatic and prevention-oriented leadership. We hence argue that the curvilinear relationships between leaders' moods and their subsequent leadership behaviors are less pronounced for leaders high on emotional intelligence than for leaders low on emotional intelligence. The paper concludes by discussing its implications for theory, research, and practice.



An empirical test of a model of affect and social influence

Authors: Lu Wang, University of Illinois, Urbana Champaign
Lorna Doucet, University of Illinois, Urbana Champaign
Greg Northcraft, University of Illinois, Urbana Champaign
Contact: luwang1@uiuc.edu

Abstract:

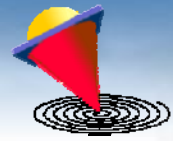
Recent research suggests that expressed affect can play an important role in social influence. A recent conceptual model of affect and social influence developed by Wang, Doucet, and Northcraft (in press) specifies two distinct mechanisms – perception and contagion – by which expressed affect can lead to social influence. In a lab experiment utilizing a strategic evaluation task, findings supported the perception mechanism proposed in the model. The contagion mechanism proposed in the model was not supported. Implications and future research directions were discussed.

I feel how you feel: emotional engagement in an organization

Authors: Inju Yang, Smurfit School, University College Dublin
Contact: inju.yang@ucd.ie

Abstract:

This conceptual paper explores group formation and maintenance in organizations from the aspect of emotion. The paper examines three social and emotional concepts embedded in Korean society in detail, however the insights and conclusions from the discussion have practical universal implications. The three concepts are “jeong” (feelings of empathy), “woori” (we-ness or collective), and “nunchi” (perceptiveness). These concepts are framed in the context of widely accepted social theories - jeong as a cultural attribute underpins woori, which benefits interactants in the form of social identification and social capital. Nunchi is the process that leads interactants to emotional contagion. Informal social channels are identified as providing an important context within which these constructs interplay with each other and which extend back to the formal work setting in the form of emergent leadership. Caution regarding the adverse effects of group cohesiveness is considered also.

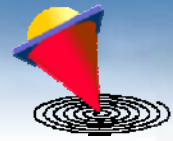


Feelings about ethical decisions: The emotions of moral residue

Authors: Wilfred J. Zerbe, University of Calgary
Contact: wilfred.zerbe@haskayne.ucalgary.ca

Abstract:

Scholars in philosophy have proposed that individuals who choose among two equally ethical alternatives will experience regret as a result of the “moral residue” that remains from not having been able to select both alternatives. Although posed and often discussed by philosophers, the veracity of this proposition has not been empirically tested. This paper proposes a theoretical framework which synthesizes propositions from Philosophy with theory and research on emotions in the workplace to address questions concerning how the characteristics of ethical dilemmas give rise to different emotions, how the characteristics of employees affect the experience of emotions, the consequences of the experience of emotions as a result of ethical decision-making, and the implications for organizations.



Symposia Abstracts

Group level emotions

Chair: Marie T. Dasborough, Oklahoma State University

Charmine E. J. Härtel, Monash University, Shannon Lloyd, Monash University
The Negative Emotions Created by Intragroup Comparisons in Culturally Diverse Teams

Anthony T. Pescosolido, University of New Hampshire
Group Emotional Solidarity

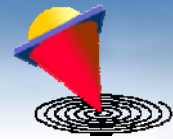
Herman H. M. Tse, University of Queensland, Marie T. Dasborough, Oklahoma State University,
Neal M. Ashkanasy, University of Queensland
Interaction Effects Between Affective Climate and Leader-Member Exchange on Team Member Exchange: A Multi-Level Analysis

Peter J. Jordan, Griffith University, Vanessa Urch Druskat, University of New Hampshire
Emotional Intelligence and Team Performance: A Literature Review

Abstract:

The majority of recent attention on emotions in the workplace has focused on individuals; for example: individual moods and emotional responses at work, individual experiences of emotional contagion, and individual employee and leader emotional intelligence. An area that has not received as much attention in the literature is at the group level of analysis. Although emotions are particularly relevant within the team and group context, studying such processes at the group level is much more complex. Perhaps this is why there are not as many empirical studies at the group level. To learn more about group-level processes, in this symposium we draw together a group of scholars doing contemporary research in the field of emotions in groups and teams.

The symposium will comprise of four presentations which describe theoretical developments and empirical studies, all within a team or group context. The symposium opens with a paper by Härtel and Lloyd, who explain why emotions are particularly relevant in teams. They address the negative emotions that are aroused through intragroup comparisons in diverse teams. Next, Pescosolido shifts attention to the positive side of emotions in groups, presenting a new concept called emotional solidarity. Tse, Dasborough and Ashkanasy's research explores the role of affective climate within teams, specifically examining how climate influences the relationship between LMX and TMX. Finally, Jordan and Urch Druskat present a review of the literature on emotional intelligence in teams and discuss the implications for team performance. Together, these papers represent the cutting edge research on emotions at the group level, and will hopefully stimulate a shift in emotions research towards group level analysis.



Because we feel like it: Examining the role of affect in job performance and counterproductive work behaviors

Chair: Kevin E. Fox, St. Louis University

David W. Stewart, University of Tulsa, Paul A. Hanvongse, University of Tulsa, Jennifer E. Hopper, University of Tulsa

The Role of Emotion and Mood in Job Performance: A Meta-Analysis.

Kevin E. Fox, St. Louis University

Affect and Job Performance: The Effect of Daily Mood States on Employees' Supervisor Rated Overall and Contextual Performance.

Marie T. Dasborough, Oklahoma State University, Kaylene W. Ascough, The University of Queensland, Melanie C. Page, Oklahoma State University

Emotional Responses To Unethical Task Performance Of Co-workers – Does An Organizational Creed Matter?

Cèleste M. Brotheridge, Université du Québec à Montréal, Raymond T. Lee, University of Manitoba, *Restless and Confused: The Tepid Emotions of Bullying*

Discussant: Wilfred J. Zerbe, University of Calgary

Abstract:

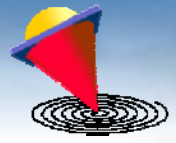
The examination of the role of affect in workplace job performance has recently reemerged as a hot topic for applied psychologists and management researchers (Askhanasy, 2004) after a period when emotions were often considered “unwanted influences which deflected us from the path of objectivity” (Muchinsky, 2000, p. 802) and thus inappropriate for study in organizational settings. Moreover, Muchinsky (2000) calls for the recognition of affect as an important construct in personnel selection and job performance, a call echoed by others (Brief & Weiss, 2002).

This symposium offers four papers that explore the relationship between affect and traditional and non-traditional conceptualizations of job performance. The symposium opens with Stewart, Hanvongse and Hopper presenting findings from a meta-analysis examining the relationship between PA and NA with task performance, withdrawal behaviors, and contextual performance. Next, Fox uses a longitudinal within-subjects design to examine the impact of daily moods on supervisor ratings of daily job performance. Ascough, Dasborough and Page’s research explores relationships between moods, cynicism, and emotional and behavioral responses to coworker’s unethical task performance behaviors. Finally, Brotheridge and Lee explore the emotional context of the counterproductive behavior of bullying in the workplace.

Taken together, these papers offer a clear case regarding the widespread impact of emotions and affectivity in determining and influencing job performance behaviors. As such, they represent an echoing call for managers and organizational researchers to further explore and integrate knowledge and awareness of the role that affect plays in the way we do business and think about organizational behavior.



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