

Emonet  VI

*The Sixth International Conference on
Emotions and Organizational Life
July 17-19, 2008 in Fontainebleau, France*

Conference Program

and

Paper Abstracts

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Book of Abstracts Sixth International Conference on Emotions and Organizational Life
INSEAD, Fontainebleau, France

Editors: Neal Ashkanasy, Charmine Härtel and Wilf Zerbe

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

Dear Colleagues,

Welcome to the *Sixth International Conference on Emotions and Organizational Life* (“Emonet VI”). It is ten years now since the first Emonet Conference in San Diego way back in 1998. The study of emotions in organizational settings was so young then, and is no less so today. Consistent with earlier Emonet Conferences, this year we again have a wonderful selection of papers by scholars from the four corners of the world. This is the second conference in this series to be held in Europe, the first was in 1998 in London. After San Diego, the Emonet Conferences have been in Toronto, Canada (2000), the Gold Coast, Australia (2002), London, UK (2004), and Atlanta, USA (2006). 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 5 and 6 of the JAI Press/Elsevier Science/Emerald Annual Series, *Research on Emotion in Organizations*. Volumes in the series to date have been:

Vol. 1: *The effect of affect in organizational settings* (2005).

Vol. 2: *Individual and organizational perspectives on emotion management display* (2006).

Vol. 3: *The functional role of emotion in organizations* (2007).

Vol. 4: *Emotions, ethics, and decision-making* (2008).

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). The themes for Volumes 5 and 6 will be announced following the conference.

I want to thank everyone who has supported this conference in any capacity. Thank you facilitators, reviewers, discussants, helpers, editors, research assistants, organizers, and submitters. We wish especially to thank INSEAD for hosting this year’s conference and Dr. Quy Huy and Marie-Francois Piquerez in particular. We have a great conference again this year, and it would not have been possible 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 award: Emerald Group Publishing.

Finally, I want to express my deep appreciation to those of you who have supported this year’s conference. At the time of writing, registrations for the conference are going well, and the conference attracted a record 77 high quality submissions. 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 Montreal in 2010 in conjunction with the Academy of Management meetings.

Best wishes for a successful conference,

A handwritten signature in blue ink, appearing to read 'Neal M. Ashkanasy'.

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), Quy Nguyen Huy (Local Host), Marie-Françoise Piquerez (Local Coordinator), Donal Crilly and Hajo Adam (Doctoral Workshop Organizers), Sally Russell and Andy Lo (conference website), Anna Wickham (administrative assistance), Damien Noordink (technical support) and the members of the program committee.

Neal M. Ashkanasy
Conference Co-Chair

Committee Members

Rakesh Kumar Agrawal, Dayle L Aldridge, Remi Ayoko, Jeff Bailey, Asha Bhandarker, Geetu Bharwaney, Carmen Binnewies, John Blenkinsopp, Céleste M. Brotheridge, Ethel Brundin, Abraham Carmeli, Daniela Carvalho Wilks, Malissa Clark, Beatriz Coningham, Dorthe Eide, Kevin Fox, Yuka Fujimoto, Donald G. Gardner, Don Gibson, Markus Groth, Cathy J Hand, Sean Hannah, Paul Harvey, David Hatfield, Tori Yu-wen Huang, Ron Humphrey, Robert G. Jones, Peter J Jordan, Kostas Kafetsios, Avi Kay, Dominique Keeffe, Gail Kinman, Christina Kirsch, Linda Klonsky, Yongmei Liu, Patti Madrill, Sugumar Mariappanadar, Tui McKeown, Jochen I. Menges, Björn Michaelis, Moira Astrid Mikolajczak, Sushanta Kumar Mishra, Ellora Panda, Ann Parkinson, Sanjeewa Perera, Catarina Ramalho, Roni Reiter-Palmon, Taco Reus, Marie-Elene Roberge, Craig Roberts, Brona Russell, Rebekah Russell-Bennett, Asim Satpathy, Lisa Leahy Scherer, Sen Sendjaya, Marta Sinclair, Roy Kark Smollan, Micheal Stratton, Martin Svensson, Koji Takahashi, Eugene Tee, Alastair Tombs, Veronique Tran, Bernd Vogel, Judith Volmer, Frank Walter, Lu Wang, Samantha Willoughby and Doan Winkel.

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Program

All conference activities (with the exception of the Conference Dinner) will take place at

INSEAD campus
Boulevard de Constance
F – 77300 Fontainebleau
Conference Coordinator : Marie-Françoise Piquerez
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Thursday, July 17

LOCATION
(see campus map)

2.00pm – 4:30pm
PhD Student Research Workshop

Amphi Loudon
East wing

5.00pm – 6.30pm
Conference Registration

Le Cercle

6.30pm – 8.30pm
Conference Reception
Opening cocktails and buffet dinner

Le Cercle

Friday, July 18

LOCATION
(see campus map)

Session 1: 8:30am – 9:00am
Opening Plenary Session
Facilitators: Neal M. Ashkanasy, University of Queensland
Charmine E. J. Härtel, Monash University
Wilfred J. Zerbe, University of Calgary

Amphi A

Session 2a: 9:00 am – 10:30 am
Emotional Intelligence
Facilitator: Neal Ashkanasy

Amphi Dean Berry

Jochen I. Menges, University of St Gallen and Heike Bruch, University of St Gallen
Organizational emotional intelligence and performance - An empirical study

Winner of the Best Paper Award

Laura Guillén Ramo, INSEAD
How can we make sense of emotional and social competencies within organizational settings?

Beverley Kirk, University of New England; Nicole Schutte, University of New England; and Don Hine, University of New England
The role of emotional self efficacy, emotional intelligence and affect in workplace incivility and workplace satisfaction

Session 2b: 9:00 am – 10:30 am
Emotions and Change

Amphi I

Facilitator: Ronald H. Humphrey, Virginia Commonwealth University

Quy Nguyen Huy, INSEAD; Taco H. Reus, Florida Atlantic University; and Yongmei Liu, University of Texas at Arlington

Emotional capability and post-acquisition integration

Christina Kirsch, CTRE Research and Warren Parry, Change Track Research

The underlying structure of emotions during organizational change

Roy Kark Smollan, Auckland University of Technology; Jonathan Andrew Matheny, University of Rhode Island; and Janet Grace Sayers, Massey University

Personality, affect and organizational change

10:30 am – 11:15 am

South Wing Area

Break and Poster Presentations

During each conference break poster presentations can be viewed in the break area. Facilitators will introduce each of the papers individually and poster authors will then be available to allow conference participants to discuss poster presentations. 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

Facilitator: Christina Kirsch

Ann Parkinson, Henley Management College and Jill Hender, Henley Management College
Making a difference: Emotions and engagement at work

Robert G. Jones, Missouri State University
Once more into the gap: An update on the emotive perception model

Greg J. Sears, Carleton University and Camilla M. Holmvall, Saint Mary's University
The joint influence of supervisor and subordinate emotional intelligence on leader-member exchange

Sylvia Young Hee Hur, University of Twente and Celeste P. M. Wilderom, University of Twente
Leadership style, emotional intelligence and performance; Evidence and challenges reviewed

Tori Yu-wen Huang, City University
Intuitive vs. analytic decision making: The role of self-regulatory focus and affective experience in decision making processes

Wilfred Joachim Zerbe, University of Calgary
Grieving emotions: Employee deviance and organizational discipline

Session 3a: 11:15 am – 12:45 pm

Amphi Dean Berry

Emotions, Creativity and Learning

Facilitator: Tui McKeown, Monash University

Charmine E. J. Härtel, Monash University and Deshani B. Ganegoda, Monash University
Emotions as a learned outcome and learning as an affective outcome

Annefloor Heleen Maria Klep, Vrije University; Barbara Van Knippenberg, Vrije Universiteit; and Henk Van der Flier, Free University of Amsterdam
The effects of affective sharing for the affective uncertain: Specifying the affect-creativity link

Fabrizio Maimone, LUMSA University and Marta Sinclair, Griffith University
Affective climate, organizational creativity and knowledge creation: Case study of an automotive company

Session 3b: 11:15 am – 12:45 pm

Amphi I

Emotions and Interpersonal Effectiveness

Facilitator: Roy Smollan, Auckland University of Technology

Bjoern Michaelis, Heidelberg University; Ralf Stegmaier, Heidelberg University; and Karlheinz Sonntag, Heidelberg University
How leaders influence the impact of affective commitment to change on innovation implementation behavior in R&D teams

Joel T. Nadler, Southern Illinois University, Carbondale and Meghan R. Lowery, Southern Illinois University, Carbondale
Emotional expression, gender, personality, and workplace appropriate behaviors

Judith Volmer, University of Erlangen
The negotiation opponent's discrete emotion: The role of anger, happiness, sadness, and surprise

12:45 pm – 1:45 pm

INSEAD Restaurant

LUNCH (*self service*)

Session 4a: 1:45 pm – 3:15 pm

Amphi Dean Berry

Mood and Affect at Work

Facilitator: Judith Volmer, University of Erlangen

Remus Ilies, Michigan State University.; Nikolaos Dimotakis, Michigan State University.; and David Watson, University of Iowa
On the independence of Positive and Negative Affect: Evidence from mood at work

Highly Commended Paper

Habibe Tugba Erol, Middle East Technical University and Hayriye Canan Sumer, Middle East Technical University
Individual differences in affective reactions to work events: Potential moderating effects of core-evaluations within the Affective Events Theory framework

Stefanie K. Johnson, Colorado State University and Camille S. Johnson, San Jose State University
The secret life of mood: Causes and consequences of unconscious affect at work

Session 4b: 1:45 pm – 3:15 pm

Amphi I

Symposium: Cross-cultural Research in Emotion at Work

Chairs: Andrea Fischbach, German Police University and Charmine Härtel, Monash University

Andrea Fischbach, German Police University

Cross-national cross-cultural research of emotions at work: A review and some recommendations

Charmine E.J. Härtel, Monash University and Xiaoyu Liu, Renmin University of China

National culture influences on workgroup emotional climate and its relationship with workgroup effectiveness

Veronique Tran, ESCP-EAP

Emotions in cross-cultural/cross functional teams: The power of the common goal

Paul J. Hanges, University of Maryland; Xiafang Chen, University of Maryland; C. Ashley Fulmer, University of Maryland; Peter W. Dorfman, New Mexico State University; Jon P. Howell, New Mexico State University; and Mary Sully DeLuque, University of Nebraska

Leadership, emotional intelligence, and intelligence: A cross-cultural exploration

Petri Laukka, University of Uppsala; Hillary Anger Elfenbein, University of California; Wanda Chiu, University of Arizona; Jean Althoff, University of Queensland; Thomas Rockstuhl, Nanyang Technological University; Nutankumar Thingujam, University of Pune; and Alfred Zengeya, University of Science Education

What the voice reveals: An investigation of vocal expressions of emotion in five cultures

3:15 pm – 4:00 pm

South Wing Area

Break and Poster Presentations

Posters

Facilitator: Ethel Brundin, Jönköping International Business School

Kerri Anne Crowne, Widener University; Arvind V. Phatak, Temple University; and Uday Salunkhe, Welingkar Institute of Management

Does culture influence intelligence? A study of the influence of cultural context

Benedicte Gendron, University Montpellier III

Why emotional capital is a crucial capital in organizations and human resources management?

Charmine E. J. Härtel, Monash University; Rebekah Russell-Bennett, Queensland University of Technology; Shannon L. Lloyd, Monash University; and Kay Russell, SJP Insurance Services

Heart vs. mind: What function do emotional and cognitive loyalty serve?

Highly Commended Paper

Pacevicius Jonas, Siauliai University

Assessment of emotionality by the method of chronological registration of emotions

Tui McKeown, Monash University

Building positive responses to bullying: Establishing the framework

Gérard Näring, Open University and Ilja Yntema, Open University

The distressed personality and emotional labor: A pathway to emotional exhaustion?

Arie Shirom, Tel Aviv University and Ofira Shraga, Tel Aviv University

On the directionality of vigor-job satisfaction relationships: A longitudinal study

Session 5a: 4:00 pm – 5:30 pm

Amphi Dean Berry

Emotions in Groups

Facilitator: Neal Ashkanasy

Xiaoyu Liu, Renmin University of China; James Jianmin Sun, Renmin University of China; and Charmine E. J. Härtel, Monash University

Development of the WECS: A multidimensional measure of workgroup emotional climate

Winner of the Best Doctoral Paper Award

Jacqueline Tanghe, Vrije University; Barbara van Knippenberg, Vrije University; and Henk van der Flier, Free University of Amsterdam

Emotional convergence: The role of prototypicality and identification

Frank Walter, University of Groningen and Bernd Vogel, University of St. Gallen

A theoretical exploration of mixed group mood: The construct and its performance consequences

Highly Commended Paper

Session 5b: 4:00 pm – 5:30 pm

Amphi I

Symposium: Through the looking-glass of emotional labor: Alternative lenses and perspectives

Chair: Céleste M. Brotheridge, ESG-UQÀM

Ronald H. Humphrey, Virginia Commonwealth University:

Through the looking glass: Multiple reflections on emotional labor

Catherine Jordan, University of Western Australia; Geoffrey Soutar, University of Western Australia; and Sandra Kiffin-Petersen, University of Western Australia

Are there different 'types' of emotional laborers?

Robert G. Jones, Missouri State University; Thomas Kane, Missouri State University; Jared Russo, Accenture Inc.; and Phillip Walmsley, U.S. Office of Personnel Management

What you see is what you feel: Leader emotional labor is in the eye of the beholder

Robert G. Jones, Missouri State University; Michele Visio, Missouri State University; Kyle Wilberding, Missouri State University; and Heather King, U.S. Cellular

Leader emotive awareness, emotional labor, burnout and work-family conflict

Céleste M. Brotheridge, UQÀM, Canada; Jacqueline L. Power, University of Windsor, Canada; Silvia Inés Monserrat & Luisa Mayoral, Universidad Nacional del Centro, Argentina; Catherine Jordan, University Of Western Australia, Australia; Deborah M. Zinni, Brock University, Canada; Jaime A. Ruiz-Gutiérrez, Universidad de los Andes, Colombia; Panagiotis Polycroniou, University of Patras, Greece; Wai-ming Mak, The Hong Kong Polytechnic University, Hong Kong; Zoltán Buzády, Central European University Business School, Hungary; Romina Mathew, ICFAI Business School, IIMT, India; Antonio Garzon Vico, University College, Ireland; Sergio M. Madero, Tecnológico de Monterrey, Mexico; Anthony Ugochukwu Obiajulu Nnedumm, Nnamdi Azikiwe University, Nigeria; Daria Golebiowska-Tataj, Warsaw University of Technology, Poland; Aichia Chuang, National Taiwan University, Taiwan; John Blenkinsopp, University of Teesside, U.K.; Nikos Bozionelos, University of Durham, U.K.; Christine A. Sprigg, Carolyn Axtell, & David Holman, University of Sheffield, U.K.; Miguel R. Olivas-Lujan, Clarion U. of Pennsylvania, U.S.A.; Dawn Fischer, Texas Tech University, U.S.A.; Bahaudin G. Mujtaba, Nova Southeastern University, U.S.A.

Does one's culture influence how emotional labor is performed with customers, coworkers, and supervisors?

Moira Mikolajczak, Université catholique de Louvain; Véronique Tran, ESCP-EAP; Céleste M. Brotheridge, ESG-UQÀM
From emotional labour to emotion regulation: Enlarging the perspective on emotion management in the workplace

Discussant: Véronique Tran, ESCP-EAP

6.30 pm

Bus transfer to Samois sur Seine:

Bus will pick up participants at the Mercure hotel and then at the Ibis hotel

7:00 pm – 10:00 pm

Conference Dinner:

Maison de Champgosier in Samois sur Seine

Saturday, July 19

LOCATION
(see campus map)

Session 6a: 8:30 am – 10:00 am

Emotions and Entrepreneurship

Facilitator: Paul Harvey, University of New Hampshire

Amphi Dean Berry

David Goss, University of Surrey

Putting emotion at the heart of agency

Ethel Brundin, Jönköping International Business School; Veronica Gustafsson, Jönköping-International-Business School; Holger Patzelt, Max Planck Institute of Economics; and Dean Shepherd, University of Colorado

Escalation of commitment in investment decisions: The role of emotions under uncertainty

Marina Biniari, Cass Business School

Corporate envy and emotional dynamics in the internal selection process of corporate venturing initiatives

Session 6b: 8:30 am – 10:00 am

Emotional Labor and its Effects

Facilitator: Ann Parkinson, Henley Management College

Amphi I

Carmen Binnewies, University of Konstanz; Nadja Metzler, University of Konstanz; Annika Scholl, University of Konstanz; and Sabine Sonnentag, University of Konstanz

Teaching with a smile: A diary study on emotion regulation and its short-term outcomes at work and at home

Sandra Kiffin-Petersen, University of Western Australia; Catherine Jordan, University of Western Australia; and Geoffrey Soutar, University of Western Australia

The mediating role of surface and deep acting in the relationship between the big five, emotional exhaustion and citizenship behaviors

Janis Kay Hinson, Royal Brisbane and Women's Hospital

When two worlds collide: Social work, trauma and the complex hospital organisation

10:00 am – 10:30 am
Break

South Wing Area

Session 7: 10:30 am – 12:30 pm
Research Incubator and Closing Plenary

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

Best Paper Abstracts

Winner Best Paper Award

Organizational emotional intelligence and performance - An empirical study

Authors: Jochen I. Menges, University of St. Gallen

Heike Bruch, University of St. Gallen

Contact: jochen.menges@unisg.ch

Abstract:

Building on existing models of individual and collective emotional intelligence, we conceptualize organizational emotional intelligence as the average level of individual emotional intelligence of organization members as well as the collectively shared emotionally intelligent norms, values, and behaviors shaping individual competences and collective interaction. In a study with 156 organizations, we demonstrate sufficient within-organization consistency and between-organization difference to consider emotional intelligence a collective characteristic of organizations. In addition, we show that the level of organizational emotional intelligence is positively associated with operational performance, financial performance, and innovation capability. With marginal significance, the level of organizational emotional intelligence is negatively associated with involuntary absence. We conclude by discussing practical implications, limitations, and directions for future research.

Best Doctoral Paper Award

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Development of the WECS: A multidimensional measure of Workgroup Emotional Climate

Authors: Xiaoyu Liu, Renmin University of China
James Janmin Sun, Renmin University of China
Charmine E. J. Härtel, Monash University

Contact: rainy306@163.com

Abstract:

In this paper, a four-factor theory of workgroup emotional climate is derived from a review of the literature in the area of climate and emotions in the workplace. Both qualitative and quantitative methods are used to operationalize this model and develop a survey measure. In study one, an initial sample of 396 workgroup members provides the data for the exploratory factor analysis and item response theory (IRT) analysis. Confirmatory factor analyses of data from another sample of 334 workgroup members further confirm the proposed structure. In study two, multilevel confirmatory factor analyses of the data collected from 624 workgroup members of 97 workgroups provide construct validity evidence for the factor structure were consistent at the workgroup level of analysis as well as at the workgroup member level. The consensual, discriminant, and predictive validity of the measure are also demonstrated and the practical implication are provided. The resulting four-factor, 16-item measure demonstrates robust psychometric properties, with acceptable reliability and validity.

Papers in Thematic or Individual Sessions

(in Alphabetical order)

Corporate envy and emotional dynamics in the internal selection process of corporate venturing initiatives

Authors: Marina Biniari, City University, London
Contact: marina.biniari.1@city.ac.uk

Abstract:

Corporate venturing initiatives, as exemplar of corporate entrepreneurial behavior, follow an evolution path of variation, selection and retention. While their external selection is subject to their performance, their internal selection is subject to the degree of complementarity and legitimacy the initiatives manage to achieve, and of overcoming competition from other initiatives. This paper aims to unfold the dynamics of the internal selection process and proposes the focus on its emotional dimensions. Assuming that organizational agents have a deliberate role in guiding the internal selection process of initiatives, the paper examines how organizational agents' emotional dynamics may influence this process. The paper draws from the intraorganizational evolutionary perspective and the literature on emotions in organizations to build its theoretical basis. The instrumental case of a corporate venturing initiative and the narratives of four managers involved directly and indirectly in the initiative are used to illustrate how emotional dynamics of organizational members evoking envy towards a venturing initiative directly impacted its competition and complementarity with other interacting initiatives, and indirectly impacted its internal selection.

Teaching with a smile: A diary study on emotion regulation and its short-term outcomes at work and at home

Authors: Carmen Binnewies, University of Konstanz
Nadja Metzler, University of Konstanz
Annika Scholl, University of Konstanz
Sabine Sonntag, University of Konstanz
Contact: carmen.binnewies@uni-konstanz.de

Abstract:

Teachers interacting with pupils in the classroom often have to display certain emotions (e.g., being strict or sympathetic) although they do not actually experience these emotions. This study examined the daily use of different emotion regulation strategies (deep acting, surface acting, automatic regulation) in teachers and relations with short-term outcomes at work and at home. In total, 126 teachers from different school types responded to a general survey and completed two daily surveys over the course of one working week. Results from hierarchical linear modeling including 549 days showed that when teachers applied more deep acting, they experienced less emotional dissonance during lessons and perceived their interactions with pupils as more rewarding. Automatic regulation was negatively related to emotional dissonance and psychological effort, but positively related to rewarding interactions with pupils. Surface acting was associated with more emotional dissonance and psychological effort. Perceiving greater psychological effort during lessons was in turn related to a higher level of emotional exhaustion experienced at home. Moreover, daily psychological effort was identified as the linking mechanism between the daily use of different emotion regulation strategies and daily emotional exhaustion when being at home. These findings suggest that emotion regulation does not only matter with respect to experiences at work, but also for well-being at home.

Escalation of Commitment to Entrepreneurial Projects: The Roles of Anticipated Emotions and Project Uncertainty

Authors: Ethel Brundin, Jönköping International Business School
Veronica Gustafsson, Jönköping International Business School
Holger Patzelt, Max Plank Institute of Economics
Dean A. Shepherd, Kelley Business School, Indiana University

Contact: ethel.brundin@jibs.hj.se

Abstract:

We draw on escalation of commitment theory and the emotions literature to develop a model of entrepreneurs' resource allocation decisions toward failing projects. We investigate how the anticipation of positive (self-confidence, challenge, hope) and negative (frustration, embarrassment, strain) emotions impact these decisions, and how this impact is moderated by the entrepreneurs' perceived project uncertainty. Using conjoint analysis and data on 3232 resource allocation decisions nested within 101 Swedish entrepreneurs, we find that anticipated positive emotions encourage, and negative emotions discourage, escalation of commitment, and that these effects are contingent on the uncertainty of the project. We discuss the implications of our findings for the literatures on entrepreneurial decision making and entrepreneurial emotions.

Does culture influence intelligence? A study of the influence of cultural context

Authors: Kerri Anne Crowne, Widener University
Arvind V. Phatak, Temple University
Uday Salunkhe, Welingkar Institute of Management

Contact: kacrowne@widener.edu

Abstract:

Recently scholars have been interested in examining social intelligence, emotional intelligence and cultural intelligence, but none have examined all these in a comparative study of cultures. Here an empirical examination is conducted of a high-context culture versus a low-context culture, with India representing the high-context and the United States representing the low-context. Linear regression is conducted and findings indicate that there is no significant difference found between high-context and low-context cultures on social intelligence, emotional intelligence and cultural intelligence. This supports scholars who advocate that there should not be cultural variation in intelligence. Managerial implications and avenues for future research are presented.

Individual differences in affective reactions to work events: Potential moderating effects of core-evaluations within the Affective Events Theory Framework

Authors: Habibe Tugba Erol, Middle East Technical University
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Abstract:

The two-dimensional affect schedule of Watson and Tellegen (1985) - Positive Affect - Negative Affect circumplex - is commonly used for measuring both trait and state affect in studies aiming to assess antecedents and consequences of affective states in the workplace. Such use of the same affect measures within studies assessing the influence of affective dispositions on affective states at work is believed to lead to inflated associations. The impact of other potential affective dispositions on affective reactions to work events is largely neglected and unexplored. In this study, we used Core Self- and External-Evaluations (Judge, Locke, Durham, and Kluger, 1998) as alternative constructs for the investigation of dispositional influences on the relationship between affective workplace events and affective reactions. At the same time, the influence of affective reactions on job satisfaction was included in the model in line with the suggestions of the Affective Events Theory (AET). Results of the analyses provide support for the theoretical framework of AET tested on a sample of administrative staff working in a large state university in Ankara, Turkey. Findings demonstrate that affective states at work are the proximal causes of job satisfaction and that core self-evaluations moderate the relationship between negative work events and pleasant affective state experienced in the work setting. Among the core-evaluations constructs, core self-evaluations was found have more utility than core external-evaluations for predicting mood at work. Theoretical and practical implications of these findings are discussed.

Why emotional capital is a crucial capital in organizations and human resources management?

Authors: Benedicte Gendron, University Montpellier III

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Abstract:

If emotional or compassionate behavior can be “rationalized” by an economic approach (marriage, crime...), in the upside down, emotional behavior and issues have to be taken into account in economic theory as it can have major returns and impacts in economics. Psychological behavior matters in economics and, it can be found some economics value and returns at including psychological variables, especially in human resource fields and human capital models. I discussed this assertion in an essay and conceptual model untitled “Emotional Capital” (EC) which received a National Prize at the Académie Française, November 2006. Emotional capital is more than an additional capital. It is a booster capital energizing the human, social and cultural capitals (2004). I stressed out in a previous article that EC is essential to enable human capital formation, accumulation and, its optimal use for individuals and crucial in human resources management in the today’s increasingly complex and competitive global workplace for companies and organizations. But in this article, I will focus my presentation on one applied aspect of this model: emotional capital and work issues. Precisely, with an economics perspective enriched by psychological research, I will present in this article why emotional capital, the set of emotional competencies, matters at work.

Putting emotion at the heart of agency

Authors: David Goss, University of Surrey
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Abstract:

Despite its resonances, the sociological concept of agency – the ability to ‘make a difference’ – has not been widely applied to entrepreneurialism. More widely, conceptions of agency have largely ignored emotion in favour of an emphasis on rational choice. This paper makes a case for a relational conception of agency. It extends our thinking about entrepreneurialism into areas that, despite their empirical importance, have received little systematic theoretical attention, specifically, the role of emotions, corporeality and social interactions. By placing emotional dynamics at its heart, the relational theory of entrepreneurial agency allows us to address, in new ways, one of entrepreneurship’s enduring questions: why do some individuals rather than others become entrepreneurs? It offers the potential to predict the conditions that will create entrepreneurial propensities and the situations that will shape their orientation and intensity.

Heart vs. mind: What function do emotional and cognitive loyalty serve? **Highly Commended Paper**

Authors: Charmine E. J. Härtel, Monash University
Rebekah Russell-Bennett, Queensland University of Technology
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Abstract:

While there is substantial research on attitudinal and behavioral loyalty, the deconstruction of attitudinal loyalty into its two key components - emotional and cognitive loyalty – has been largely ignored. Despite the existence of managerial strategies aimed at increasing each of these two components, there is little academic research to support these managerial efforts. This paper seeks to advance the understanding of emotional and cognitive brand loyalty by examining the psychological function that these dimensions of brand loyalty perform for the consumer. We employ Katz’s (1960) four functions of attitudes (utilitarian, knowledge, value-expression, ego-defence) to investigate this question. Surveys using a convenience sample were completed by 268 consumers in two metropolitan cities on a variety of goods, services and durable products. The relationship between the functions and dimensions of loyalty were examined using MANOVA. The results show that both the utilitarian and knowledge functions of loyalty are significantly positively related to cognitive loyalty while the ego-defensive function of loyalty is significantly positively related to emotional loyalty. The results for the value-expressive function of loyalty were non-significant.

Emotions as a learned outcome and learning as an affective outcome

Authors: Charmine E. J. Härtel, Monash University
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Abstract:

The consideration of the role of emotions in the learning process and emotions as a learned outcome is glaringly absent in the individual and organizational learning literature. In an attempt to redress this gap, this paper articulates the relationship between emotions and learning in two related, yet distinctly differentiated ways. Specifically, it examines emotions as a mechanism by which learning occurs as well as how learning is a mechanism by which emotions become linked to events. In examining how emotions are learned by organizations and their members, the paper adopts Crossan, et al.'s (1999) 4I model of organizational learning as the point of departure and seeks to extend one of the four premises that the multi-level model is based on. Additionally, the parallels between the study of emotions and the study of learning are drawn upon to develop an integrative framework. It is argued that the bi-directional analysis of the relationship between emotion and learning benefits learning theory by exploring the emotional aspects of individual and organizational learning while advancing emotion scholars' understanding and analysis of the operation of emotion cycles at the individual and organizational level of analyses.

When two worlds collide: social work, trauma and the complex hospital organisation

Authors: Janis Kay Hinson, Royal Brisbane and Women's Hospital
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Abstract:

Emotional labour (feeling management) is part of social workers' paid work, incorporating emotive dissonance (how well workers express emotions aligning with their true feelings), and emotive effort (the degree to which workers try to change internal feelings to match organisational goals or those emotions they must express to clients). A key question for organisations is how to achieve the healthiest outcomes for clients, staff and the organisation in a context of complex, multifaceted layers of constantly occurring and unpredictable activities, where health care delivery is based in social and interactions processes, taking place in a social context that both proscribes and prescribes action. The multidimensional nature of traumatic stressors causes a range of emotional impacts on the individual, making their study as complex as the events themselves. This study explores social workers' experiences, perceptions of, and responses to emotional and professional challenges of working with trauma in the hospital context.

Methods: An exploratory approach of in-depth semi-structured interviews with 16 social workers from oncology, emergency medicine, intensive care, child protection, domestic violence and sexual assault was used, involving both emotional and physical trauma, with criterion sampling of workers from a large interstate adult hospital and a large children's hospital.

Preliminary Findings: Ongoing thematic analysis of interview transcripts indicates a range of emerging themes with organisational and personal implications, including organisational stress strongly identified as a major stressor and identification of several different types of trauma as having significant impacts. The emerging theme of how organisations understand and allocate trauma work while also supporting staff has implications for hospitals as a whole.

Intuitive vs analytic decision making: The role of self-regulatory focus and affective experience in decision making processes

Authors: Tori Yu-wen Huang, City University
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Abstract:

This paper presents a process model of individual's analytic vs. intuitive decision making. Drawing on self-regulatory focus theory and recent theories of affective influence in cognitive processes, I develop a conceptual framework proposing that, individual's self-regulatory focus and affective experience influence his/her use of analytic vs. intuitive information strategy, and subsequently, decision speed and performance. I further suggest that a fit between individual's self-regulatory focus and the employed strategy will lead to higher subjective value of decision; and a fit between the employed strategy and nature of the decision will lead to higher objective value of decision, i.e. performance. Implications of the model are discussed.

Leadership style, emotional intelligence and performance: Evidence and challenges reviewed

Authors: Sylvia YoungHee Hur, University of Twente
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Abstract:

This paper reviews the empirical evidence in support of links between a leader's style, his or her level of emotional intelligence (EI) and outcome or relative effectiveness. The review aims to provide future research insights into the emotional intelligence and leadership-performance linkage. We conclude that new analyses are needed to straighten out the conceptual and measurement overlap between EI and transformational leadership. Also we call for more research attention and care in the outcome measures; we note that non-service settings might be especially helpful in establishing objective performance effects of EI, despite the fact that emotional (leadership) labor is often assumed exclusive to service settings.

Emotional capability and post-acquisition integration

Authors: Quy Nguyen Huy, INSEAD
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Abstract:

Drawing on emerging research on organizational emotional capability, we develop a model that depicts the role of acquirers' emotion-sensitive practices during post-acquisition integration. Apart from addressing how acquirers' emotional capability influences their approach to preservation, removal, and combination of certain organizational elements of acquired firms, our model links affective considerations to the pacing of various integration activities. Our model highlights the interactions between emotion-sensitive actions performed by both top and middle managers and discusses underexplored consequences of important acquisition contingencies.

On the independence of Positive and Negative Affect: Evidence from mood at work

Highly Commended Paper

Authors: Remus Ilies, Michigan State University.
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Abstract:

The study described herein examined the distinctiveness of momentary positive and negative affect scores reported multiple times a day by 67 full-time employees, over 10 working days. These employees recorded their subjective responses on Palm Pilot devices programmed specifically for this study, and recorded their blood pressure and heart rate, using an automatic recording device, each time they responded to a Palm Pilot survey. Results support the distinctiveness of positive and negative affect. First, within-individual factor analyses confirmed the existence of two underlying factors in the momentary affect ratings. Second, the within-individual correlation among summated positive and negative affect scores (-.14), and that among the latent constructs (-.13) were both low in magnitude. Finally, as predicted by theory, negative affect was strongly related to blood pressure within individuals, whereas positive affect and blood pressure were unrelated (both positive and negative affect were related to heart rate within individuals, as predicted).

The secret life of mood: Causes of consequences of unconscious affect at work

Authors: Stefanie K. Johnson, Colorado State University
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Abstract:

The influence of affect has become a hot topic in organizational research. The current study seeks to expand the conceptualization of affect at work to include the role of unconscious affect. In this paper, we review current research and theory on unconscious affect and extend those findings to organizationally relevant situations. We propose several antecedents, moderators, and outcomes of unconscious affect at work.

Assessment of emotionality by the method of chronological registration of emotions

Authors: Pacevicius Jonas, Siauliai University
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Abstract:

The paper deals with a problem of psychological assessment of emotionality in organizations. The technique which is prepared on the basis of a principle of long-term registration of emotions is presented here. The essence of the method is a prolonged (up to 1 month) chronological registration of emotions, based on a detailed written instruction, experimentally based emotions checklist and special registration forms. This specific technique allows quantitative evaluation of the whole range of parameters of emotions and emotionality that is sign, modality, intensity, duration, emotional tone of different kind of activity, stability / dynamic of dominating emotions. The correlation and comparative analysis has shown a much higher accuracy and validity of data received using the method of chronological registration of emotions.

Once more into the gap: An update on the emotive perception model

Authors: Robert G. Jones, Missouri State University
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Abstract:

Explanations of the relationships between emotion displays and organizational outcomes continue to rely on a “black box” between emotive display, on one hand, and such things as burnout, leader and work group effectiveness, on the other. Some evidence suggests that observer construal of actor displays may provide important mediating mechanisms for guiding practice. The Emotive Perception Model has been offered as a structure for understanding these construal processes and regulatory activities, but may require significant modification based on recent findings.

The mediating role of surface and deep acting in the relationship between the Big Five, emotional exhaustion and citizenship behaviors

Authors: Sandra Kiffin-Petersen, University of Western Australia
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Abstract:

This study examined the mediating role of surface and deep acting in the relationship between the big five personality factors (extraversion, conscientiousness, agreeableness, emotional stability, openness to experience), emotional exhaustion and organizational citizenship behaviors. Findings supported a partial mediation role for surface acting in the relationship between emotional stability and emotional exhaustion, and for deep acting in the relationship between agreeableness and OCBI. Deep acting also fully mediated the extraversion-OCBI relationship. The implications of the results for future research and practice are discussed.

The role of emotional self efficacy, emotional intelligence and affect in workplace incivility and workplace satisfaction

Authors: Beverley Kirk, University of New England
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Abstract:

Building on research in the areas of emotional intelligence and self-efficacy, a measure of emotional self-efficacy was used to examine the role self-efficacy for emotional functioning plays in the effects of emotional intelligence and workplace functioning. Two hundred and seven adults participated in the study. As predicted, emotional self-efficacy significantly predicted dispositional emotional intelligence, which in turn was a significant predictor of respondents' negative and positive affect. The relationship between low emotional intelligence and high negative affect was especially strong. Also as predicted, individuals with higher levels of negative affect were more likely to be perpetrators of workplace incivility than individuals with lower levels of negative affect. Individuals who engaged in higher levels of incivility perpetration were more likely to be victims of incivility than individuals who never or rarely engaged in uncivil workplace behaviour. Being a victim of incivility was associated with higher levels of negative affect and lower levels of job satisfaction. Counter to the original predictions, positive affect was unrelated to either incivility perpetration or victimization. This gives support to previous findings that positive and negative affect may be two dominant and independent mood dimensions with different antecedents and consequences.

The underlying structure of emotions during organizational change

Authors: Christina Kirsch, CTRE Research
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Abstract:

In order to gain a deeper understanding of how emotional dynamics play out in organizational change projects a better understanding of the underlying structure of emotions in the workplace is needed. This study set out to investigate the underlying structure of the emotional reality of work teams that are confronted with organizational change processes, and to create a feeling scale that can be used to analyse and evaluate organizational change projects in terms of the emotional experience of employees involved in and affected by the change. The statistical analysis aims to determine the basic dimensions on which emotions can be categorized. This paper outlines the results of an iterative analysis of the underlying structure of emotions experienced by people involved in organizational change processes. Feeling scales ranging in length from 42 to 22 feeling items were answered by up to 26 900 respondents as part of employee surveys that were used to investigate the subjective perception of organizational change processes. Factor analysis and Self-organizing maps (SOM) analysis were used in order to cluster and differentiate the underlying basic categories of emotions. The results show that feelings are mainly differentiated as either positive or negative feelings and that those two main factors consist of seven underlying main categories, which are summarized as the emotion scales 'Passion', 'Drive', 'Curiosity', 'Overcoming Obstacles', 'Fear & Distress', 'Anger', and 'Damage'. The basic dimensions of the emotions were 'hedonic tone' and 'affective focus'.

The effects of affective sharing for the affective uncertain: Specifying the affect-creativity link

Authors: Annefloor Heleen Maria Klep, Vrije University
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Abstract:

The present study focuses on affective certainty and affective sharing as possible moderators of the effect of mood on creative performance. We argue that sharing of affect may be particularly relevant for people who are affectively uncertain, because affective sharing creates a shared reality, which may strengthen the affect-behavior linkage. We expected that positive affect would positively influence creativity to the extent that affective certainty is low and affective sharing is high. Results from an organizational survey and a laboratory study supported this prediction. Theoretical contributions for group affect and creativity research as well as managerial ramifications are discussed.

Affective climate, organizational creativity and knowledge creation: Case study of an automotive company

Authors: Fabrizio Maimone, LUMSA University
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Abstract:

This exploratory study investigates the relationship between affective climate and creativity as contributing factors to knowledge creation in organizations. Organizational creativity represents a source of new task-related ideas, which can be implemented in the form of innovation (Amabile, 1997). In this respect, creativity is inherently linked to the process of knowledge creation. Such process, however, does not happen in a vacuum. According to Nonaka and Takeuchi (1995), it is embedded in the organizational context and related to social interaction which occurs in the 'space' of knowledge called ba (Nonaka, von Krogh, & Voelpel, 2006). We propose that ba is an organizational space in which affective climate may foster or inhibit creativity, thus impacting the degree and quality of the created knowledge. The goal of the presented case study, conducted in an Italian branch of a German automotive company, was to determine which affect-related conditions permeate this space when creativity is valued and encouraged in an organization. Specifically, our study identified five affective conditions that appear to be present when the professional environment supports creativity: (1) contentment with structural efficacy; (2) management focus on people welfare; (3) psychological comfort; (4) quality of internal relationships; and (5) quality of communication in work teams. These findings suggest that affective climate does influence the organizational setting, fostering or inhibiting organizational creativity, together with other aspects of organizational climate.

Building positive responses to bullying: Establishing the framework

Authors: Tui McKeown, Monash University
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Abstract:

Organisational interventions aimed at the reduction of workplace bullying generally emphasise the identification of negative employee behaviours and the punitive consequences associated with the manifestation of these behaviours at work. While such interventions have raised awareness of the importance of this issue, they also promote a 'compliance' approach aimed at dealing with offences rather than a strategic initiative aimed at broader workplace wellness. This paper details the background to a project within Australia's Victorian public sector used to develop a proactive framework for workplace bullying interventions grounded in the theoretical principles and practices of the emergent field of Positive Psychology.

How leaders influence the impact of affective commitment to change on innovation implementation behavior in R&D teams

Authors: Bjoern Michaelis, Heidelberg University
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Abstract:

This questionnaire-based study investigated the relationship between charismatic leadership, affective commitment to change, and followers' innovation implementation behavior. Moreover, this study examined the influence of trust in management as a contextual factor on affective commitment to change and followers' innovation implementation behavior. Findings from 198 employees working in R&D teams of a multinational automotive company indicated that charismatic leadership and trust in management were both positively related to innovation implementation behavior, given controls for followers' individual differences and job demography. As assumed, both relationships were mediated by followers' affective commitment to change. Implications for practice and future research are discussed.

Emotional expression, gender, personality, and workplace appropriate behaviors

Authors: Joel T. Nadler, Southern Illinois University, Carbondale
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Abstract:

The impact of emotional displays on ratings of workplace performance was examined using scenarios presented to college students (N= 175). Four scenarios featured either a male or female employee expressing either anger or sadness. Contrary to previous findings in research on gender differences, the only consistent significant finding was the type of emotion displayed. Displays of anger resulted in reductions in perceptions of organizational commitment ($F(1,170) = 19.78, p < .001$) and job performance ($F(1,169) = 12.19, p < .001$). The differences in emotion displayed were expected; however, the null findings of gender effects were unexpected and are discussed.

The distressed personality and emotional labor: A pathway to emotional exhaustion?

Authors: Gérard Näring, Open University

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Abstract:

Personality has been associated with both emotional labor and emotional exhaustion. One way of relating these three concepts to each other is to see emotional labor as a mediator between personality and emotional exhaustion. In this study we hypothesized that emotional labor is a mediator between the personality characteristics negative affectivity and social inhibition on the one hand, and emotional exhaustion on the other. Home child protection workers employed by three childcare agencies in the Netherlands participated in a survey study. The survey consisted of the Maslach Burnout Inventory, the Dutch Questionnaire on Emotional Labor and Assessment of the Distressed Personality Type. The distressed personality is assessed by measuring two aspects, negative affectivity and social inhibition. A formal test suggested a partial mediation effect of both suppression and surface acting between negative affectivity and emotional exhaustion on the one hand, and between social inhibition and emotional exhaustion on the other. Results are discussed in terms of emotional labor strategies as possible targets of intervention programs.

Making a difference: Emotions and engagement at work

Authors: Ann Parkinson, Henley Management College

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Abstract:

This paper reports on 'work in progress'. It examines the concept of engagement from the perspective of the emotional component and uses the results of a qualitative study involving over 60 participants in a series of focus groups and interviews in seven organisations across different sectors: retail, financial services, local government, technology and research. It seeks to explore the nature of emotional engagement, and recognises the central role of relationships and interactions and meaningful work. The paper should be of interest both to academic researchers and to practitioners.

How can we make sense of emotional and social competencies within organizational settings?

Authors: Laura Guillen Ramo, INSEAD

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Abstract:

The concept "emotional intelligence" (EI) resonates in the business world (Domagalski, 1999), and many authors have called for more research that clearly conceptualizes it (Sala, 2002; Becker, 2003, Day and Carroll, 2004). Within the controversy of defining EI, the behavioral approach, defining and measuring EI in terms of competencies, has not received much attention. The aim of the present paper is threefold: (1) to propose a new structure of emotional and social competencies that is useful within organizational settings; (2) to discuss a comprehensive model of emotional competencies within organizational contexts that includes personality, emotional and social competencies and performance; and finally, (3) to draw its implications for practitioners.

The joint influence of supervisor and subordinate emotional intelligence on leader-member exchange

Authors: Greg J. Sears, Carleton University
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Abstract:

Drawing on the similarity-attraction paradigm and behavioral integration theory, we hypothesized that supervisor-subordinate similarity on emotional intelligence (EI) would be positively related to employee perceptions of leader-member exchange (LMX) quality. Based on a sample of senior public service managers and their subordinates (N=37 dyads), results supported our hypothesis. Employee-reported LMX was significantly higher in dyads with similar levels of EI than in dyads with dissimilar levels of EI. Our results temper recent findings supporting direct effects of EI on various workplace outcomes, and reinforce a dyadic approach to studying individual difference variables in LMX development.

On the directionality of vigor-job satisfaction relationships: A longitudinal study

Authors: Arie Shirom, Tel Aviv University
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Abstract:

We compared the fit of our data with four different theoretical expectations regarding the direction of effect across time between job satisfaction and vigor. Respondents were 573 apparently healthy employees who had completed questionnaires while undergoing a periodical health examination at two points in time, T1 and T2, about 22 months apart. We found that the model that predicted that job satisfaction influenced vigor in a unidirectional way best fitted the data. Our findings provided support for theories postulating that job satisfaction, representing an overall appraisal of job conditions, has a unidirectional impact on positive affects at work.

Personality, affect and organizational change

Authors: Roy Kark Smollan, Auckland University of Technology
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Abstract:

Published studies of the relationships between personality, affect and organizational change have overwhelmingly been quantitative. At the other end of the spectrum of personality research are various clinical approaches that have little relevance to organizational change, and psychodynamic studies that are largely conceptual in nature. Given that the 'middle ground' has been relatively untouched we have used an idiographic approach, by means of semi-structured interviews, to explore how people believe aspects of their personalities contributed to their responses to organisational change, and in particular to their affective responses. Analysis of respondent comments indicated that traits such as openness to experience, resilience, pragmatism, change self-efficacy and locus of control, contributed to their perception of how they responded to organizational change, on cognitive, affective and behavioural levels. The findings point to the important role qualitative research into personality can play in helping both researchers and practitioners understand people's emotional responses to change.

Emotional convergence: The role of prototypicality and identification

Authors: Jacqueline Tanghe, Vrije University
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Henk van der Flier, Free University of Amsterdam
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Abstract:

The current research uses the social identity perspective to enhance our understanding of emotional convergence (i.e., the transfer of affect between group members). Because group prototypical members (i.e., group members who are representative of the group) are the most influential members within a team, we expected, and found, in a scenario-experiment that participants' affective states converged more to the affective state of a more prototypical group member than to the affective state of a less prototypical group member. We replicated this finding in a survey of teams and also found that the effects of prototypicality on emotional convergence were more pronounced for higher team identification.

The negotiation opponent's discrete emotion: The role of anger, happiness, sadness, and surprise

Authors: Judith Volmer, University of Erlangen
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Abstract:

Research has demonstrated that negotiators use their adversary's expression of anger or happiness in shaping their behavior. The present research offers a comprehensive theoretical model on the influence of a negotiator's discrete emotion (sadness, happiness, surprise, anger) on the other negotiator's behavior considering future interaction. The Partner Emotion as Strategic Information Model (PESI) is based on a social-functionalistic perspective. It predicts that the partner's emotion is strategic information regarding his/her outcome expectations; and that this strategic information is used for adjusting own negotiation behavior. The anticipation of future interaction should moderate the impact of this strategic information. In support of the PESI, three experiments showed the predicted interpersonal effects of discrete emotions: Participants interacting with an angry or sad opponent made lower demands than participants interacting with a happy opponent; but the relative cooperation behavior was higher for participants with a happy opponent. The interpersonal effects of surprise depended on its interpretation as either anger or happiness. Moreover, findings showed that participants were more strongly affected by their opponent's emotion when they expected future interaction. The findings are discussed with respect to the functions of emotions in conflict.

A theoretical exploration of mixed group mood: The construct and its performance consequences

Highly Commended Paper

Authors: Frank Walter, University of Groningen
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Abstract:

Scholars have acknowledged the relevance of affective diversity in work groups, yet prior research on this issue has typically focused on group member differences along only one similarly valenced dimension of affect (e.g., positive or negative mood). This conceptual paper advances a new perspective on group affective diversity by introducing the construct of mixed group mood, which is defined as the co-occurrence of both positive and negative mood states among different group members. Accordingly, we characterize mixed mood groups by their members' distribution between two positive and negative mood subgroups, by members' average mood intensity within these subgroups, and by the heterogeneity of members' mood intensity within subgroups. Building on two opposing theoretical paradigms dominant in previous group diversity research (i.e., an information/decision-making and a social categorization/similarity-attraction perspective), we explore the consequences of different configurations of mixed group mood for group performance and develop research propositions on these relationships. The paper concludes by discussing its practical implications and outlining directions for future theorizing and research that could further advance our knowledge on group affective diversity in general and mixed group mood in particular.

Grieving emotions: Employee deviance and organizational discipline

Authors: Wilfred Joachim Zerbe, University of Calgary

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Abstract:

One of the mechanisms by which organizations promote adherence to requirements that employees display appropriate emotions is the use of discipline to punish emotional deviance. This study analyzed selected cases, in unionized settings, where the imposition of discipline had been grieved and culminated in arbitration. Analysis of these cases showed that emotional deviance was most often characterized as rudeness and a lack of courtesy, which took the form of inappropriate displays of anger and hostility, and failure to display interest, concern and caring. Although some deviance was not excusable, when employee deviance was the result of unprovoked customer emotion this mitigated the assignment of blame. Employees were sometimes found to lack awareness of display rules or how to follow them, and were expected to defuse customer emotion. While discipline is seen as one mechanism for formally controlling emotional deviance, its effectiveness may be limited, particularly in situations where employees are likely to encounter strong negative customer emotion.

Symposia Abstracts

Cross-cultural research in emotion at work

Chairs: Andrea Fischbach, German Police University
Charmine E. J. Härtel, Monash University

Abstract:

The past two decades has seen a significant increase in interest of emotions in the workplace. While anthropologists have long proposed that culture can play a central role in shaping emotional experience and research has shown that that emotions vary across cultures, there is a lack of research aimed at examining the impact that cultural differences have on the emotional life facet of organizations and workgroups. To learn more about the impact of culture on emotions at work, in this symposium we bring together a group of international scholars doing contemporary research in the field of emotions and culture. The symposium comprises a number of conceptual and empirical presentations. The first two papers to be presented in the symposium are conceptual work and discuss issues of cross-cultural research in emotion at work in general and applied to the work group context. The third and fourth papers present the findings of empirical research on emotions in work teams and on emotional intelligence. Together, these papers represent the cutting edge research on culture and emotions, and will hopefully stimulate further investigations in the field.

Andrea Fischbach, German Police University

Cross-national cross-cultural research of emotions at work: A review and some recommendations

National culture influences on workgroup emotional climate and its relationship with workgroup effectiveness

Authors: Charmine E.J. Härtel, Monash University and Xiaoyu Liu, Renmin University of China

Contact: rainy306@163.com

Abstract:

In this article, we use the emotional process model as our lens to discuss how national culture may influence the workgroup emotional climate and moderate the relationship between workgroup emotional climate and group effectiveness. In particular, we use the well-supported individualism and collectivism dimension of national culture to identify the effect of workgroup emotional climate in an individualist versus collectivist culture on group effectiveness both at the group-level and the individual-level; meanwhile, we also discuss the effect of workgroup effectiveness in an individualist versus collectivist culture on workgroup emotional climate both at the group-level and the individual-level. We conclude the paper with a discussion of the implications of our study for theory and practice.

Veronique Tran, ESCP-EAP

Emotions in cross-cultural/cross functional teams: The power of the common goal

Paul J. Hanges, University of Maryland; Xiafang Chen, University of Maryland; C. Ashley Fulmer, University of Maryland; Peter W. Dorfman, New Mexico State University; Jon P. Howell, New Mexico State University; and Mary Sully DeLuque, University of Nebraska

Leadership, emotional intelligence, and intelligence: A cross-cultural exploration

Petri Laukka, University of Uppsala; Hillary Anger Elfenbein, University of California; Wanda Chiu, University of Arizona; Jean Althoff, University of Queensland; Thomas Rockstuhl, Nanyang Technological University; Nutankumar Thingujam, University of Pune; and Alfred Zengeya, University of Science Education

What the voice reveals: An investigation of vocal expressions of emotion in five cultures

Through the looking-glass: Alternative lenses and perspectives

Chair: Céleste M. Brotheridge, ESG-UQÀM

Discussant: Véronique Tran, ESCP-EAP

Abstract:

This symposium brings together diverse perspectives of emotional labor. It recognizes that emotional labor can be viewed from a multitude of theoretical and methodological perspectives, and that each perspective provides another way of understanding what is on the other side of the looking glass – emotional labor. The symposium begins with an attention-grabbing presentation by Ron Humphrey who lays the groundwork for the paper presentations. Lens #1: Emotional labor in clusters... In the first paper presentation, Catherine Jordan and her co-authors present their research in which they discovered four clusters of emotional laborers: amateurs, masqueraders, empathists, and chameleons. Lens #2: Emotional display contagion from leaders to employees... Second, Bob Jones and his co-authors consider whether employees are able to pick up on leaders' emotional displays. They discuss an experimental study in which they examined the relationship between leader self-reported emotional displays and group perceptions of leader emotional displays. Lens #3: Emotional work requirement outcomes in entrepreneurs... Third, Bob Jones and his co-authors examine how emotional awareness and perceptions of emotional work requirements influence entrepreneurs' levels of job burnout and well-being. Lens #4: Emotional labor: 8 countries, 3 targets ... Fourth, Céleste Brotheridge and her co-authors examine how culture and cultural values influence how emotional labor is performed with customers, coworkers, and supervisors in a sample of respondents enrolled in MBA programs in eight different countries. Lens #5: Bridging the gap between emotional labor and emotion regulation... In this conceptual paper, Moira Mikolajczak and her co-authors consider how these two research traditions can be employed together to create a more complete understanding of emotion management in the workplace. Finally, Véronique Tran will lead the discussion of the papers.

Ronald H. Humphrey, Virginia Commonwealth University:

Through the looking glass: Multiple reflections on emotional labor

Catherine Jordan, University of Western Australia; Geoffrey Soutar, University of Western Australia; and Sandra Kiffin-Petersen, University of Western Australia

Are there different 'types' of emotional laborers?

Robert G. Jones, Missouri State University; Thomas Kane, Missouri State University; Jared Russo, Accenture Inc.; and Phillip Walmsley, U.S. Office of Personnel Management

What you see is what you feel: Leader emotional labor is in the eye of the beholder

Robert G. Jones, Missouri State University; Michele Visio, Missouri State University; Kyle Wilberding, Missouri State University; and Heather King, U.S. Cellular

Leader emotive awareness, emotional labor, burnout and work-family conflict

Céleste M. Brotheridge, ESG-UQÀM; Jacqueline L. Power, University of Windsor; Silvia Inés Monserrat, Universidad Nacional del Centro, Argentina; Catherine Jordan, University Of Western Australia; Romina Mathew, ICFAI Business School; Anthony Ugochukwu Obiajulu Nnedumm, Nnamdi Azikiwe University; Daria Golebiowska-Tataj, Warsaw University of Technology; John Blenkinsopp, University of Teesside; Christine A. Sprigg, University of Sheffield; Carolyn Axtell, University of Sheffield; David Holman, University of Sheffield; and Dawn Fischer, Texas Tech University.

Does one's culture influence how emotional labor is performed with customers, coworkers, and supervisors?

Moira Mikolajczak, Université catholique de Louvain; Véronique Tran, ESCP-EAP; Céleste M. Brotheridge, ESG-UQÀM

From emotional labour to emotion regulation: Enlarging the perspective on emotion management in the workplace

Notes
