

**Second Brisbane Symposium on Emotions and Worklife**



**UQ Business School**  
**University of Queensland**  
**26 November 2004**

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## Second Brisbane Symposium on Emotions and Worklife



### Welcome from the Chair

Welcome to the Second Brisbane Symposium on Emotions and Worklife. This is the second in the Symposium Series that began in 2003, following informal meetings of the UQ Business School “Emotions reading group”, established in 2002 by PhD students Marie Dasborough and Michael O’Shea. The aim of the symposium is to provide an opportunity for interested academics and students to come together to present and to discuss topics in this exciting and developing field.

As was the case in 2003, the Symposium is generously sponsored by the UQ Business School, including the provision of two travel scholarships to permit interstate or international PhD students to attend. Let me offer congratulations to this year’s scholarship winners: Sarah Wright (University of Canterbury, Christchurch, NZ) and Shannon Lloyd (Deakin University, Melbourne).

This year, we have a varied program that includes a keynote address by Professor Charmine Härtel (Deakin University), verbal presentations, poster displays, roundtable discussion of posters, and a “professor’s panel” discussion. A total of 25 papers will be presented at this year’s Symposium, covering a wide gamut of research into emotion across disciplines of organisational behaviour, management, marketing, and industrial-organisational psychology. At the time of printing, the Symposium registration total was **45**, including representatives from interstate and New Zealand.

I would especially like to acknowledge the efforts of the organising committee:

Program Chair: Dr. Rebekah Bennett

Catering arrangements: Dr. Remi Ayoko

Student Representative: Marie Dasborough

Administrative Assistants: Julie Cooper and Kaylene Ascough

Website design: Karen Morgan and Maureen Piggott

Finally, I would like to acknowledge the support for the symposium by UQ Business School Head Prof. Tim Brailsford.

Neal M. Ashkanasy, PhD  
Symposium Chair

# PROGRAM



## 2ND Brisbane Emotions Symposium

Venue: Room 208, GPN3, University of Queensland St Lucia.  
26<sup>th</sup> November 2004

- 8.30-9.00 Registration and poster set up.  
9.00-9.20 Welcome by Prof. Neal Ashkanasy, BEL Faculty Director of Research.  
Awards presented by Prof. Tim Brailsford, Head, UQ Business School.  
9:20 - 10:20 Keynote Speaker (Prof. Charmine E.J. Härtel) Chair: Dr Rebekah Bennett  
The Peril and Promise of Researching Emotions in the Work Place  
10:20 - 10:30 Questions for Keynote Speaker

### 10:30 - 11:00 Morning Tea

- 11:00 - 11:20 Presentation: Leigh Kibby  
Work-Life Skills for Responding to Affect  
11:20 - 11:40 Presentation: Sarah Wright  
Work-Related Loneliness: A Test of a Theoretical Model  
11:40 - 12:00 Presentation: Shannon L. Lloyd and Charmine E.J. Härtel  
Affective Intercultural Competencies for Culturally Diverse Work Teams.  
12:00 - 12:20 Presentation: Alastair Tombs  
The Contextual Effects of Emotional Contagion in Service Environments

### 12:20 - 1:45 Lunch (Viewing of Posters)

- 1:45 – 2:35 Round Table Discussions of Posters: Session 1

#### TABLE 1: Emotional Intelligence

Facilitator: Marie Dasborough

1. Jean C. P. Althoff and Marie T. Dasborough: The Role of Attributions in the Perception of Facial Expressions in Top Management Teams
2. Jane P. Murray, Peter J. Jordan, Neal M. Ashkanasy: A Comparative Study of the Effects of Training Interventions on Emotional Intelligence
3. Marie T. Dasborough: The Moderating Role of Emotional Intelligence
4. Anne Pisarski: The Impact of Emotional Intelligence on Shiftworkers Health and Job Satisfaction
5. Leigh Kibby: Affective-Cognitive Integration: A New Conceptualisation of Emotional Intelligence

#### TABLE 2: Communication and Relationships

Facilitator: Peter Jordan

1. Cheryl Leo: LMCX – Understanding Interactions by Including the Customer in the Leader-Member Exchange
2. Rebekah Bennett, Charmine E. J. Härtel and Kay I. Russell: The Dynamic Nature of Emotional and Cognitive Responses to Cognitive, Affective and Mixed Consumer Events
3. Hassan Abu Bakar and Patricia A Rowe: Relationship between Affect and Job-Relevant Communication
4. Oluremi Ayoko: A Qualitative Study of Affective Behaviours in Virtual Teams
5. Ashlea C. Troth, Peter J. Jordan and Sally V. Hall-Thompson: Emotional Intelligence, Communication Abilities and Team Performance

2:40 - 3:30 Round Table Discussions of Posters: Session 2

**TABLE 3: Decision-Making**

Facilitator: Marta Sinclair

1. Lisa Watson and Mark T. Spence: The Effects of Outcome Desirability and Agency on Decision-Making Processes: A Marketing Perspective
2. Michael J. Gundlach and Suzanne Zivnuska: Understanding and Categorising Social Responsibility Decision-Makers
3. Marta Sinclair: Measuring Affective States
4. Claire E. Ashton-James and Neal M. Ashkanasy: Affect in Strategic Management: Debunking the Myth of Cold Rationality
5. Peter Noordink: "The finance industry is completely rational!!" No it's not!! Emotions, Emotional Awareness and Intuition Experienced by Financial Traders

**TABLE 4: Organisational Context**

Facilitator: Maree Boyle

1. Michelle Pizer and Charmine E. J. Härtel: The Emotional Dimension of Organizational Culture: Proposed Approach for the Development and Validation of a Measure
2. Peter J. Jordan: Antecedents of Emotional Organization Culture
3. Maree V. Boyle: The Emotion-Space Nexus and Organisational Contexts
4. Sandy Ng: Consuming Hedonic Mass Services: The Role of the Other Consumers in Influencing Emotional Response
5. Gillian Yeo and Annette Koy: BIS, Negative Affect and Performance: A Multilevel Examination of Differential and Dynamic Effects

**3:30 – 4:00 Afternoon Tea**

4:00 – 4:45

Professor's Panel

Chair: Dr Remi Ayoko

- Professor Neal M. Ashkanasy, UQ Business School, University of Queensland
- Professor Cynthia D. Fisher, School of Business, Bond University
- Professor Charmine E. J. Härtel, Deakin Business School, Deakin University
- Professor Peter J. Jordan, Griffith Business School, Griffith University
- Professor Janet R. McColl-Kennedy, UQ Business School, University of Queensland

4:45 – 5:00

Open Discussion: on Future Research Ideas and Research Issues

6.00pm

Dinner (optional)

**Venue:** Toscani's Restaurant, Little Stanley Street, Southbank Parklands.

**Cost:** \$29

**Transport:** Citycat departs UQ for Southbank at 5.16pm, 5.28pm and 5.41pm and returns approximately every half an hour after 8.00pm. We aim to catch the 5.28pm citycat which costs approx \$5 return.

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## **The Role of Attributions in the Perception of Facial Expressions in Top Management Teams.**

### **Poster**

The purpose of this research is:

- (a) to investigate communication processes in Top Management Teams (TMTs) with a view to improving the effectiveness of TMT meetings, and
- (b) to provide a contribution to the theories of perceptions, emotions and communication in TMTs.

The specific aims will be to develop and test a theory of the interactions between the accurate perceptions of facial expressions and individual causal explanations. The way, in which they shape effective communication in top management teams, will be investigated. It will be proposed that factors, such as, the power relationship between individuals and group membership will affect the linkage between accurate perceptions of facial expression and inferences of causation. It will be further hypothesised that those who are cognitively complex will be more accurate in their perception of others and, thus, will have a greater capacity for effective communication skills that will achieve positive outcomes in TMT meetings.

This research proposal is a “work in progress” and presents both a broad overview and the actual beginning of a PhD research program. Therefore, you will note that the introduction, research rationale and theoretical background sections are aimed at the whole of the research. Once the research program is overviewed, however, the scope of this proposal will narrow down to describe only one of three proposed studies, in detail.

**Claire E. Ashton-James (School of Psychology, University of New South Wales) and  
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## **Affect in Strategic Management: Debunking the Myth of Cold Rationality**

### **Poster**

Although there has been increasing interest in the role of emotion and affect in work settings, applications to the field of strategic management and decision-making remain largely unexplored. In this paper, we address this shortcoming by proposing a conceptual model of the strategic management process that incorporates, at its core, processes of affect, emotion, and cognition.

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 that, in turn, determine members' attitudes and behaviours. We extend this model to include the effect of the extra-organizational environment, and propose that emotions 'infuse' the cognitive processes – perception, formulation, and implementation – that underpin strategic management and decision-making. The personal dispositional variables of trait affect and emotional intelligence also influence affect and affect infusion in the model.

We conclude that decision-making in strategic management is not the cold process of cognition and rational thought that it is so often presented as. Instead, strategic management decisions are inescapably affected by the affective states of the managers making involved. To conclude, we discuss the implications of our model for theory, research, and practice.

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## **A Qualitative Study of Affective Behaviours in Virtual Teams**

### **Poster**

Few studies have investigated affective behaviours in virtual teams. In two studies, the current research reports on the affective behaviours of virtual team members.

For Study 1, a total of 25 employees from 10 multinational organisations responded to semi-structured interview questions while data for Study 2 were collected from 75 undergraduates students (in eight groups) engaged in an on-line project in a Conflict Management and Negotiation course in one of the leading Australian Business Schools.

All stages of the project were conducted on-line in a period of 4 weeks. At the end of the project, team interactions and processes were recorded on a technological platform called WEBct. Both interviews (Study 1) and on-line interactions (Study 2) were transcribed and analysed using content and thematic analytical techniques.

Findings from Study 1 identified fear as an affective behaviour in virtual teams. Results of Study 2 also indicated that frustration, confusion and humour were the major affective experiences of the participating virtual teams. Implications of the results are discussed.

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## **Relationship between Affect and Job-Relevant Communication**

### **Poster**

This research supports the hypothesis that there is a relationship between affect and job-relevant communication. The study involved 231 management employees and support staff of a semi-government corporation and its subsidiary in the Northern Peninsular Malaysia.

The hypothesis tested is that affect or liking that a superior has for a subordinate has a direct positive impact on the job-relevant communication behavior with that subordinate. The significant finding in this study suggests that affect does impact on job-relevant communication.

The finding is noteworthy for organizational research, for leader-member exchange theory and for management practice. It demonstrates cross-culturally that affect continues to show a relationship with communication in a working relationship.

This finding is important for managers to consider the relationship between affect and communication practices as part of any effort to improve their working relationship with their subordinates.

**Rebekah Bennett (UQ Business School, University of Queensland),  
Charmine E.J. Härtel (Deakin Business School, Deakin University),  
Kay I. Russell (SJP Financial Services Group)**

**The dynamic nature of emotional and cognitive responses to cognitive,  
affective and mixed consumer events.**

**Poster**

There are three types of events that can occur in the workplace and marketplace; affective events, cognitive events and mixed events (Hartel, McColl-Kennedy and Bennett 2002). The purpose of this paper is to demonstrate that consumer responses to these events are dynamic in nature. We examine the cognitive and emotional responses to a service failure to understand the interplay between these responses.

Most theories of responses to events adopt a linear process approach (for examples see Stephens and Gwinner 1998; Weiss and Cropanzano 1996) which depicts a cognitive or emotional response following the other. This type of approach fails to capture the dynamic iterative nature of these responses or how they influence each other in a cyclical fashion.

The study we present not only demonstrates the need for a different way of depicting emotional and cognitive responses to workplace events, it reveals that the mental model individuals have of the event, plays an important role in determining the tendency of subsequent responses being either cognitive or emotional as well as whether emotion-focused or cognitive-focused coping responses are employed.

A focus group study was conducted with consumers who had complained to a third party to identify the emotional and cognitive responses to the event of a service failure. Two cases were identified as best exemplifying cognitive and affective events. The responses to these events were then tracked to identify the alternation between emotional and cognitive responses. The results confirm that consumers alternate between emotional and cognitive responses considerably before arriving at a behavioural outcome to the service failure.

The results also confirm that the mental model or framing of the service failure event either encourages or discourages subsequent emotional responses to the event as well as impacts on the focus of coping response. Implications for theory on emotion and complaint handling will be presented.

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## **The Emotion-Space Nexus and Organisational Contexts**

### **Poster**

The existence of a nexus between space and emotion within organisations is implicitly indicated in some of the emotions in organisational life literature. Anecdotal evidence within business literature reveals that most businesses underestimate the impact of the interaction between space and emotion, both as an intentional control mechanism and as a facilitator of unintentional behavioural consequences.

However, in order to understand the nature of this nexus, and to move beyond the anecdotal, a more detailed conceptualisation of the emotion-space nexus needs to occur. This poster will illustrate how an understanding of this nexus can be better understood through the lens of two current approaches to emotion and space – the use of emotional regions and the application of emotional geographies.

Through this lens three organisational contexts are examined where emotion-space nexus flashpoints can occur – space as an emotional control mechanism; multifunctional organisational geographies; and the intersection of emotion and re-created organisational space. Implications for future research and practice will also be discussed.



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## **Moderating Role of Emotional Intelligence**

### **Poster**

This study is the first empirical demonstration of the buffering effect of emotional intelligence on emotional responses within an organizational behavior context. While the potential links between emotional intelligence and performance continues to garner interest, few empirical studies have examined exactly how emotional intelligence influences emotional aspects of workplace behavior.

This paper examines how emotional intelligence moderates individual followers' emotional reactions to attributions of leader intentions. One hundred and thirty seven participants were administered a measure of emotional intelligence on-line. Later, participants completed a leadership perception task and afterwards reflected on their emotional responses to the leadership behaviors they had observed as followers.

In line with expectations, different levels of emotional intelligence were associated with different emotional responses to attributions of leader intentionality. Specifically, participants lower on emotional intelligence had more extreme emotional responses than their more highly emotionally intelligent counterparts. These findings have implications for interpersonal relationships, which are more productive in the presence of moderate, rather than intense, emotional responses.

**Michael J. Gundlach (Department of Management, Bond University) and  
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## **Understanding and Categorizing Social Responsibility Decision-makers**

### **Poster**

Because of social pressures, possessing a strong reputation for social responsibility is critical for today's organizations. Primary responsibility for the creation and maintenance of a strong socially responsible reputation rests with the individuals who possess high decision-making power about socially responsible practices.

However, little academic attention has focused on these individuals, their cognitions and emotions, and their decision-making processes.

We discuss how emotions such as anger, guilt, and apathy can influence these processes, and present a categorization of three types of social responsibility decision-makers. A discussion of these categories and their implications is provided, and avenues for future research are suggested

**Peter J. Jordan (Griffith Business School, Griffith University)**  
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## **Antecedents of Emotional Organization Culture**

### **Poster**

Despite increasing interest in research into emotions in the workplace there are only a few theoretical models that contribute to our understanding of the impact of emotions on organizations (eg Weiss & Cropanzano, 1995). One theory of emotions in organisations that has received little attention since its introduction is the theory of Bounded Emotionality (Mumby & Putnam, 1992).

In this poster, I will explore the theory of bounded emotionality in organisations with a view to extending our understanding of how emotions are used in organisations. Drawing on the work of Putnam and Mumby (1993), I propose a model of organisational emotional culture based on two dimensions – the leadership style used in the organisation and how decisions are made in the organisation.

From these two dimensions, four different types of organisations emerge. The four type of organisations are Irrational organisations in which the focus of leaders is task oriented and decisions are made subjectively; Bounded Emotionality organisations where leaders focus on the importance of relationships but in which decisions are made subjectively; Rational organisations, where there is a focus task over relationships and objective decision making; and finally, Emotively Rational organisations where decisions are made objectively, but relationship management is a large part of the leaders focus in the organisation. The implications of each of these types of organisations are discussed.

*Note: This paper was prepared while the author was a visiting scholar at the UQ Business School.*

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## **Affective-Cognitive Integration: A New Conceptualisation of Emotional Intelligence**

### **Poster**

In this paper, I argue that being emotionally intelligent indicates a capacity for integrating affect and cognition in order to govern action. Hence, EI is crucial to organisations and worklife. The specific contribution to the literature on emotional intelligence (EI) I make is to build upon current EI conceptualizations and measures which address the outcomes of the interaction between affect and cognition by developing a measure of the components, activities or elements of affect or cognition that lead to those outcomes defined as emotional intelligence.

In this respect, while the emotional intelligence concept provides insight into the integration of affect and cognition, it provides no direct insight into the activities or competencies that produce those outcomes, which can be described as emotional intelligence. In terms of organisations and workplaces there is a strong argument that affective-cognitive integration is important and that emotion, as one aspect of organisational life, should be displayed in organisational settings.

Therefore, in this paper, I present a measure aimed at assessing affective-cognitive integration skills which can be used for assessing the developmental needs of those in workplaces. In particular, I describe the affective-cognitive integration concept followed by description of the Affective-Cognitive Integration Indicator (ACII), an instrument designed to determine affective-cognitive integration.

\* I would like to acknowledge Professor Charmine Härtel for editorial assistance with this article.

**Leigh Kibby (Kinematic/Deakin University)**  
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## **Work-life Skills for Responding to Affect**

### **Presentation**

Affective-cognitive integration, and learning the techniques of affective-cognitive integration, is significant for organisations in accordance with ideas associated with bounded emotionality and affective events theory.

Therefore, this paper examines the theory related to the need to share emotions as a basis for understanding behaviours that can facilitate an interaction between affect and cognition. In pursuing this contention, the paper examines theory of emotion triggering events and the need to share factors which accompany such events. It also explores how sharing, through language, enables an interaction between affect and cognition that assists the integration of both.

Drawing from humanistic psychology approaches, I examine empathy and non-judgment as techniques that enable the sharing of emotions. From this I propose specific behaviours for enacting the principles for facilitating affective-cognitive integration.

\* I would like to acknowledge Professor Charmine Härtel for editorial assistance with this article.

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## **LMCX- Understanding Interactions by Including the Customer in the Leader-member Exchange**

### **Poster**

A service encounter is viewed as the dyadic interaction between a service provider and a customer (Suprenant & Solomon 1987) where the complex behaviours of employees define an encounter as either satisfactory or non-satisfactory (Bitner, Booms & Tetreault 1990). It is therefore important that we understand particular events and behaviours of the customer contact employee in the organization and the role of the external customer as a co-producer of the service. In addition to this relationship, the encounter is also influenced by other employees who influence the contact employee and may or may not have contact with the customer. These typically include employees in a leader role such as supervisors or managers.

Research in organizational behaviour has explored the leader member exchange on outcomes (e.g. Graen, Novak & Sommerkamp 1982; Nysrom 1990). LMX theory conceptualizes leadership as a process that is centered on the interaction of leaders and subordinates. It is grounded in role theory and social exchange theory.

In marketing, LMX has been explored between dyads between managers and sales person (e.g. Castleberry & Tanner 1986; Lagace 1990). Limited research has investigated LMX on customer outcomes, such as service quality and satisfaction (Polly 2002), and no research has incorporated the customer into the exchange process by investigating the relationships between the leader, contact employee and customer. A key benefit of including the customer in the exchange (LMCX) is that it will assist managing the relationship between the customer interface and organization more effectively, which should improve the service encounter for the customer and ultimately increase profitability.

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## **Affective Intercultural Competencies for Culturally Diverse Work Teams**

### **Presentation**

While teams have been important to the achievement of organisational goals for a long time, the past decade has seen both a sharp rise in the number of organisations utilising team-based work structures (Pirola-Merlo, Hartel, Mann, & Hirst, 2002) and a significant change in their composition, structure and use (Thompson & Gooler, 1996). One of the changes in work teams posing the most challenge to management is cultural diversity.

It is well documented in the literature that cultural background affects the way that people interact (Hofstede, 1995) and deal with conflict (Kozan & Ergin, 1998). Therefore, the extent of cultural diversity within a team can have a considerable effect on the amount of conflict experienced by individuals in that team (Ayoko & Härtel, 2003) and the extent to which the team has an inclusive versus an exclusive environment. Whether or not teams are able to capitalise on the benefits that are associated with diversity depends on a number of factors, including how members of diverse teams react to one another.

Consequently, in order to ensure that culturally diverse teams are able to reach their potential and provide positive working environments it is essential for team members to possess adequate intercultural competencies. This presentation addresses the gap in knowledge of the essential competencies required for culturally diverse teams with a special focus on affective competencies which allow people to understand (and acquire) the affective patterns, such as emotional expressions, aesthetic sensibilities, attitudes, and values that are embodied in the behaviour of culturally different others (Gudykunst & Kim, 1997).

After describing the development of an intercultural competencies classification system, we will present a theoretical model of the affective responses that individuals have toward culturally diverse others in their work team and the impact that these responses can have at both the individual and the team levels.

This will include a discussion of the affective competencies that have been identified in the literature as being essential for culturally diverse teams to reduce negative reactions to dissimilar individuals and facilitate an inclusive team environment, namely, dissimilarity openness, tolerance for ambiguity and cultural understanding. We conclude with a discussion of the quantitative study that is planned to test the moderating role of these competencies, measurement challenges and the expected implications of the research.

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## **A Comparative Study of the Effects of Training Interventions on Emotional Intelligence**

### **Poster**

The training of emotional intelligence in organisations is the subject of much discussion. Ever since the construct first began to gain attention in the early 1990's academics and practitioners alike have shown great interest, and have debated whether the skills and abilities of emotional intelligence can be learned. As this debate continues, organisations continue to invest millions of dollars in emotional intelligence training programs that propose to increase the emotional intelligence and overall workplace performance of individuals.

The purpose of this research is to compare two differing training programs and their effects on the emotional intelligence of participants. The first training program comprised of basic interpersonal skills including supportive communication, conflict resolution and goal setting skills. The second intervention on the other hand, focused on specific behavioural, relational and emotional skills and abilities.

The results of the study showed that while basic interpersonal skills training did increase performance, the overall emotional intelligence of participants did not increase. However, the interventions that focused specifically on behavioural, relational and emotional skills and abilities did lead to increases in the emotional intelligence of participants. These results provide significant implications for the construction and future development of emotional intelligence training interventions within organisations.



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## **Consuming Hedonic Mass Service: The Role of the Other Consumers in Influencing Emotional Response**

### **Poster**

There are three types of service classifications; professional services (e.g. accounting, legal, architect consulting), service shop (e.g. hospitals, hotel, bank) and mass services (e.g. spectator sport, performing arts, rock concerts) (Silvestro, Fitzgerald, Johnson and Voss 1992). While there has been substantial research into the first two, there is little into mass services. This is not surprising as the majority of the services fall under the categories of professional services and service shop.

In these service contexts, the service provider is required to be in direct contact with customer in order to deliver the service to customers (either interpersonally or via technology). Hence the focus lies in improving the service delivery relationship between the service provider, manager and their customers (Price, Arnould and Deibler, 1995).

In contrast, mass services are characterised by the remote and low customer contact, and limited service provider- customer interaction (Silvestro, Fitzgerald, Johnson and Voss 1992). Furthermore, differing from the other two service contexts, mass services are co-produced by the consumers at a service setting and at a specified service time. The growth area in mass services are occurring in the hedonic area where the hedonic mass service is purchased for pleasure and enjoyment purposes (Madrigal, 2003), examples of this are sport, theatre and leisure activities.

Most research into hedonic mass services focus on the role of physical surroundings (Wakefield, Blodgett and Sloan, 1996) rather than the role of other consumers in influencing individual's responses to the hedonic mass service consumption. This paper proposes the key elements that should be considered by marketers of hedonic mass services.

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**“The Finance Industry is Completely Rational!!” No it’s Not!! Emotions, Emotional Awareness and Intuition Experienced by Financial Traders.**

**Poster**

Educators and leaders in the finance industry promote perfect rationality amongst their members, and any deviation from that ideal is strongly frowned upon. Yet, as one becomes a practitioner in the industry, ideals seem to fall away. They say that when a trader stands on the trading floor, they do not have time to be working out the best risk strategy and choosing only those stocks or commodities that provide more than a certain percentage – they literally “fly from the seat of our pants, making split second decisions – no time for making lengthy calculations!”

This research tries to make sense of the whole area of use of emotions and intuition in trading, providing information from interviews with experts in the area, and a websurvey of Australian expert and novice traders.

The theoretical framework is based on the perspectives of behavioural finance and bounded rationality, although propositions argue that traders incorporate a considerable amount of both emotions and intuition in their decision-making.

Findings from the interviews indicate that the ratio of rational to intuitive cognitive processes is approximately 60:40, while the webstudy reveals that higher levels of experience is positively related to positive emotions, preference for, but not use of intuition, awareness of emotions, and seeing opportunities. Expertise is negatively related to analysis, negative emotions, time pressures and threat. Further results and limitations of this research will be provided in the discussion.

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## **The Impact of Emotional Intelligence on Shiftworkers Health and Job Satisfaction**

### **Poster**

Hospitals have undergone major change in recent years as a result of cost pressures and a strong demand from the general population in relation to patient safety and accountability. There is evidence that shiftwork in this context has led to serious morale problems, disengagement by nurses, health problems and job dissatisfaction. This paper reports findings from phase two of a 3 year project whose broad aim is to enhance the health, wellbeing, job satisfaction and retention of hospital based-nurses working shiftwork.

More specifically it examines the baseline survey data from 3 large hospitals, one public, one private and one a mix of public and private beds. A total of 1863 shiftworking nurses participated in the study representing a 57%, 48% and 37% response rate from the aforementioned hospitals, respectively. The results from the project to date have demonstrated a link between team cohesion and psychological wellbeing, physical symptoms and job satisfaction in nursing.

Limited applied research, however, has been conducted on the influence of emotional intelligence on shiftworking nurses and the teams in which they work. The findings from this study indicate direct positive relationships between emotional intelligence, and team identity, team cohesion, job satisfaction, and control over work environment, positive affect, problem-focused coping and psychological wellbeing. A direct negative relationship was found between emotional intelligence, and interpersonal conflict and negative affect. This paper discusses the implications of these findings for the health, well being and satisfaction of nurses.

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**The Emotional Dimension of Organizational Culture: Proposed  
Approach for the Development and Validation of a Measure.**

**Poster**

This paper is based on a PhD project investigating a newly proposed emotional dimension of organizational culture and developing metrics for its measurement. The paper begins by presenting the five characteristics identified as indicative of a healthy emotional dimension of organizational culture – as derived from a grounded theory approach (Study 1) and a review of the relevant literature.

The five characteristics are: (1) employees experience more positive than negative emotions; (2) employees publicly express what they privately feel more often than not; (3) employees experience and express a range of emotions; (4) the emotional impact of jobs is recognized and valued so that employees' emotions are engaged with rather than ignored or frowned upon; and (5) employees have good or high quality relationships or connections with each other.

The proposed approach in developing and validating a measure of the emotional dimension of organizational culture is then presented. The paper concludes with a brief description of the current status of the negotiation in gaining organizational entry.

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## **Measuring Affective States**

### **Poster**

This presentation discusses issues associated with the measurement of affective states. Although self-report questionnaires appear to be the most commonly used method in organizational studies, they are subject to a number of limitations.

Since memory of affective states wanes relatively quickly (Robinson & Clore, 2002), high-sensitivity scales might be suitable only during the initial stage of episodic memory when respondents access the experienced affect directly through experiential knowledge. In the later stage, when respondents switch to semantic memory, which relies on contextual details to recall the affective experience, a more crude measure might be appropriate.

Furthermore, it appears that the accuracy of the reported affective state is mediated by emotional awareness (see Booth-Butterfield & Booth-Butterfield, 1990). Another issue with implications for measurement is whether positive and negative affect represent one bipolar construct (see Russell & Carroll, 1999) or two independent dimensions (see Watson & Tellegen, 1999).

In the former case, these are mutually exclusive, and therefore measured by a single scale with opposite valence indicators. In the latter case, they have not only to be treated independently but may be also influenced by different factors. Yet another challenge poses measurement of arousal, which might be more accurately captured by physiological or neurological measures, such as heart rate, galvanic skin response or cortisol levels.

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## **The Contextual Effects of Emotional Contagion in Service Environments**

### **Presentation**

The provision of services by organisations is often characterised by the inseparability of production and consumption, meaning that the customer and service provider are present for the delivery of the service.

Furthermore, a large number of services are produced in environments where multiple numbers of customers are present. Given that emotional contagion occurs as an automatic response to emotions displayed by others and so causing groups to converge emotionally, then the affective state of a service customer may be influenced by other customers around them. A number of researchers have shown causal links between affective states and repurchase intentions; however what is not so clear is whether a customer's affective state can be influenced by contagion of the emotions of other customers.

This paper reports on an experimental study examining emotional contagion effects on customers in a service environment. Specifically this study shows that while emotional contagion does occur between customers it appears to be context dependent. The results show that in the context of customers purchasing a service as a group, such as a group of friends eating at a restaurant, they are likely to catch the positive emotions of others around them but appear to be immune to the contagion of negative emotions.

If on the other hand the context in which the service was purchased was a private occasion, such as a business lunch, the customers are relatively unaffected by any positive emotions surrounding them but appear to be very susceptible to the contagion from negative emotions.

These findings highlight the impact of emotional contagion among customers within a shared service environment. The managerial implications relating to the design and layout of service environments, the placement of customers within it and training of staff to facilitate or hinder emotional contagion are also presented.

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## **Emotional Intelligence, Communication Abilities and Team Performance**

### **Poster**

Considerable management interest surrounds the emotional intelligence construct because of its potential as a predictor of workplace behavior in organizations (Goleman, 1995, 1998; Mayer & Salovey, 1997; Salovey & Mayer, 1990). Yet there are relatively few empirical studies to date that examine such predictive relationships. The research project described here, which is currently in progress, aims to examine the link between emotional intelligence and self and other perceptions of communication effectiveness and communication appropriateness.

In Study 1, a sample of 123 management undergraduate students was administered a modified version of the Workgroup Emotional Intelligence Profile (WEIP6; Jordan, Ashkanasy, Hartel & Hooper, 2002), and the links between individuals' emotional intelligence and perceptions of a) communication effectiveness and b) communication appropriateness of three conflict resolution vignettes were explored (forcing, accommodating and collaborating).

Study 2 (currently in progress) examines the same variables but within a team situation. Following the completion of a cognitive decision-making task individually and then as a group, each participant was asked to rate perceptions of their own and each team member's a) communication effectiveness and b) communication appropriateness. Preliminary results of this study will be presented.

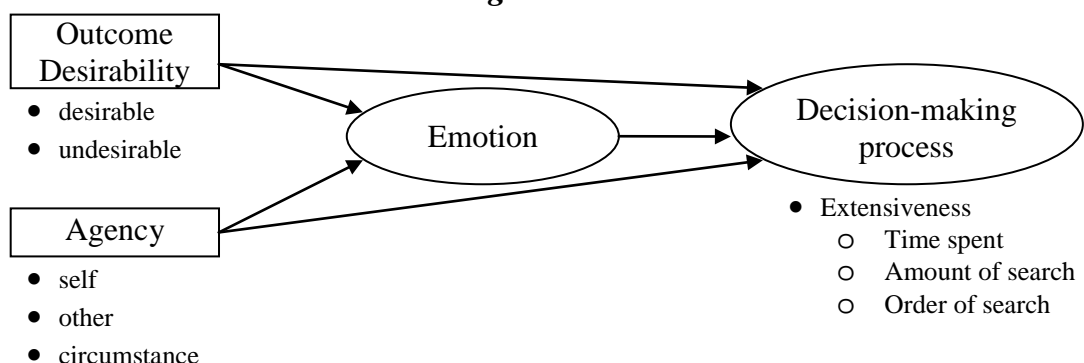
## The Effects of Outcome Desirability and Agency on Decision-Making Processes: A Marketing Perspective

### Poster

In the past, researchers focused on the dimensions of valence and arousal when studying how affect, mood and emotions impact subsequent decision-making processes. As a result, it was concluded that negative emotions were associated with more systematic processing and that positive emotions were related to more heuristic processing (Tiedens and Linton, 2001). However, recent empirical studies of the impacts of emotions on decision-making have shown that emotions of the same valence and arousal level can lead to different response behaviours (cf. Lerner and Keltner, 2000; Raghunathan and Pham, 1999; Tiedens and Linton, 2001; Yi and Baumgartner, 2004).

Cognitive appraisals have been offered as an avenue for explaining these differences (cf. Bagozzi, Gopinath and Nyer, 1999; Ruth, Brunel and Otnes, 2002; Tiedens and Linton, 2001); however, a comprehensive theory of their impacts on decision-making has yet to emerge. This study tests whether the cognitive appraisals of outcome desirability and agency combine to offer a more comprehensive explanation of emotion's impact on consumer decision-making processes than has been offered to date (see Figure 1). Outcome desirability and agency are proposed to influence decision-making processes both directly and through the mediating influence of emotions.

**Figure 1: Proposed Model of Appraisals Impacting Decision-making Processes in a Purchasing Context**





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## **Work-Related Loneliness: A Test of a Theoretical Model**

### **Presentation**

The purpose of this study was to examine the interrelations between organisational climate, loneliness at work, and employee attitudes. A theoretical model was constructed whereby work-related loneliness serves to mediate the relationship between organisational climate (community spirit at work and climate of fear) and three indicators of employee attitude (job satisfaction, organisational commitment, and intention to turnover).

Prior research has indicated that loneliness at work is a multidimensional construct, defined by two correlated sub-factors, namely emotional deprivation and social companionship in the workplace. Confirmatory factor analysis revealed the two-factor model provided a significantly better fit than a single-factor scale (Wright, Burt & Strongman, under review). The model used in the current study postulates that an unfavourable climate within an organisation can foster feelings of emotional deprivation and hinder the perceptions of social companionship, which in turn affects an employee's attitude toward their job and the organisation.

Three hundred and sixty two employees from various occupational groups responded to an online survey and completed a battery of self-report questionnaires. Structural equation modelling techniques were used to assess the hypothesised mediation model. Model diagnostics suggest that the hypothesised model fits the data fairly well. The results indicate that environmental factors such as fear and community spirit at work can play an important role in the experience of loneliness in the workplace, and may consequently have a negative impact upon employee withdrawal behaviours and job satisfaction. The findings from this study offer insight into possible areas for organisational intervention and future research.

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**BIS, Negative Affect and Performance: A Multilevel Examination of  
Differential and Dynamic Effects**

**Poster**

The authors combined resource allocation theory with a multilevel framework in order to conceptualise the relationships among the Behavioural Inhibition System (BIS), Negative Affect and performance during skill acquisition. BIS is conceptualized as a trait construct that varies between individuals; while task specific Negative Affect and performance are conceptualized as state constructs that vary both within and between individuals.

Participants performed multiple trials of an Air Traffic Control simulation. BIS was measured once prior to commencing the task, while Negative Affect was measured repeatedly, prior to each task trial.

As predicted, the detrimental effects of BIS and Negative Affect on performance strengthened throughout practice. Also as expected, the effect of Negative Affect was stronger than the effect of BIS. Despite these findings, the mediation pattern among BIS, Negative Affect and performance did not strengthen throughout practice – this was because the effect of BIS on Negative Affect appeared to weaken over time.

The dynamic focus of this study makes a significant contribution to theory regarding the relationships among affective traits, states and performance.

