Third Brisbane Symposium on

Emotions and Worklife:

Program and Book of Abstracts

Griffith Business School

Griffith University

25 November 2005

http://www.business.uq.edu.au/research/emonet/emotions_worklife/index.html

Third Brisbane Symposium on Emotions and Worklife

Welcome from the Chair

Welcome to the Third Brisbane Symposium on Emotions and Worklife. This is the third 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. It is the first time the symposium has been held away from the University of Queensland and I would like to thank Professor Neal Ashkanasy for his support in achieving this. 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. Over the years this has expanded to include the participation of practitioners in the symposium.

This year the Symposium has been generously sponsored by elements within the Griffith Business School, including the provision of two travel scholarships to permit interstate or international PhD students to attend. This was a very competitive field with 6 excellent applications for the scholarship received, including 2 from outside Australia. Let me offer congratulations to this year's scholarship winners: Ruby Ma (Deakin University) and Liam Page (Monash University). The future of emotions research looks secure based on the applications we received.

This year, we have a varied program that includes a keynote address by Professor Cynthia D. Fisher (Bond University), presentations by the scholarship winners, poster displays, and roundtable discussion of posters. This year we will also be conducting a debate looking at the merits of utilizing qualitative and quantitative research methodologies when researching emotions. This carries on from a recent and very active discussion of a similar topic on Emonet this year.

In total for this year's Symposium, we have 21 presentations, covering a wide gamut of research into emotion across the disciplines of organisational behaviour, management, marketing, and industrial organisational psychology. The topics are just as widely varied ranging from theoretical models looking at the impact of emotions on trust, ethics, cross cultural communication to empirical papers looking at the experience of emotions in the workplace and dysfunctional service encounters. At the time of printing, the Symposium registration total was 42.

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

> Neal M. Ashkanasy
> Maree V. Boyle
> Liz Ellis
> Sandra A. Lawrence
> Jane P. Murray
> Marta Sinclair

Finally, I would like to acknowledge the financial support for the symposium by the Griffith Business School and in particular, the Research Centre for Work Leisure and Community and the Department of Management. I would also like to acknowledge the Dean, Professor Michael Powell and the Associate Dean (Research) Professor Liz Fulop for funding the Griffith Business School PhD Traveling Scholarships. I would also like to thank Anne Christie for her work in preparing this document.

Peter J. Jordan PhD
Symposium Chair

Program
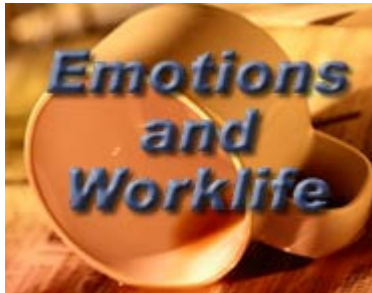
3rd Brisbane Emotions Symposium

Venue:
Griffith South Bank Graduate School Building,
Griffith University, South Bank.
25th November 2005

8:30-9:00am   Registration and poster set up.

9:00-9:20   Welcome by Prof. Michael Powell, Dean, Griffith Business School
Presentation of PhD Travel Scholarships.

9:20 - 10:05   **Keynote Speaker** (Prof. Cynthia D. Fisher)   Chair: Dr Marta Sinclair
Within-Person Variation Over Time: A Neglected Level In Organisational
 Research

10:05 - 10:15   Questions for Keynote Speaker

10:15 - 10:45   **Morning Tea**

10:45 - 11:10   Presentation: Ruby Ma (Deakin University)
Modification of Affective Events Theory for Cross Cultural
 Communication/Negotiation

11:10 - 11:35   Presentation: Liam Page (Monash University)
Positive Psychological Capital: Establishing a Framework for, and Developing a
 Measure of, Positive Affective States that Contribute to Career Advancement

11:35 - 12:30   **The Great Debate**   Chair: Dr Maree Boyle
"Qualitative or Quantitative – Which is more relevant to emotions research?"
Debating Panel:
Professor Neal Ashkanasy   Professor Charmine Härtel
Professor Ken Parry   Dr Marta Sinclair

12:30 – 1:30   **Lunch**

1:30 – 1:45   **Viewing of Posters for Sessions 1 and 2**

1:45 – 3:00   Round Table Discussions of Posters: Sessions 1 and 2

3:00 – 3.15   **Afternoon Tea**

3:15 – 3:30   **Viewing of Posters for Sessions 3 and 4**

3:30 – 4:30   Round Table Discussions of Posters: Sessions 3 and 4

4:30 – 5:00   Open Discussion: on Future Research Ideas and Research Issues

5:00   Drinks at Ship Inn (next to Symposium Venue)

6:00pm   Dinner (optional, cost: $33.00) **Venue:** Ahmet's Turkish Restaurant, Grey
 Street, Southbank Parklands.

Roundtable Discussion Sessions

SESSION 1: Emotional Expression
Facilitator: Sandra Lawrence

1. Maree V. Boyle: Exploring The Work Of Tom Scheff: Shame, Rage And Catharsis

2. Charmine E. J. Härtel, Rebekah Bennett, and Shannon L. Lloyd: Gender And Emotional Expression: Do The Stereotypes Reflect Reality?

3. Peter J. Jordan and Jane P. Murray: Emotions at Work: What Emotions Dominate Working Lives?

4. Lynda Andrews, Rebekah Bennett, and Judy Drennan: Emotions In The Experiential Consumption Of Mobile-Marketing Communications.

5. Anne M.H. Christie and Peter J. Jordan: The Process Of Trust: Identifying Links Among Trust And Motivational, Cognitive, And Emotional Processes.

SESSION 2: Organisational Context
Facilitator: Neal Ashkanasy

1. Marissa Edwards, Neal M. Ashkanasy, and John Gardner: Emotional Antecedents and Consequences of Employee Silence, Voice and Whistleblowing.

2. Sally Hall-Thompson: The Role of the Individual in Organisational Response to Environmental Issues.

3. Charmine E. J. Härtel and Nell Kimberley: Resistance To Change From An Emotions Perspective.

4. Jane P. Murray, Peter J. Jordan, and Neal M. Ashkanasy: Increasing Emotional Intelligence: Presenting the Results of a Training Intervention.

5. Herman H. M. Tse: Effect of Team Member Affect on Interpersonal Exchange Relationships.

SESSION 3: Decision-Making
Facilitator: Jane Murray

1. Kaylene W. Ascough and Neal M. Ashkanasy: Affective Events Theory & Unethical Decision Making.

2. Marta Sinclair: The Role of Affect in Measuring Intuition.

3. Peter Noordink: Traders Don't Experience Emotions and Intuition When Making Decisions! Oh, Really?

4. Ashlea C. Troth, Peter J. Jordan, and Sandra A. Lawrence: The Team Decision-Making Process: A Model Of The Impact Of Emotional Intelligence.

5. Judith Chapman: Anxiety and risk taking: A development of the groupthink model.

SESSION 4: Communication
Facilitator: Rebekah Bennett

1. Frances Peart and Anne Pisarski: The Application Of Emotional Intelligence In Performing Emotional Labour.

2. Oluremi B. Ayoko: Affective Climate As A Moderator Of Intragroup Conflict Events And Reactions To Conflict.

3. Dominique Keeffe, Rebekah Bennett, and Alastair Tombs: The Role Of Emotion For Dysfunctional Consumers In A Service Recovery Context.

4. Geraldine Ng, Alastair Tombs, and Rebekah Bennett: The Role Of Culture, Emotional Intelligence And Displayed Emotions In Non-Verbal Complaint Behaviour.

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PAPER PRESENTATIONS:
PhD TRAVEL SCHOLARSHIP WINNERS

Ruby M. M. Ma and Charmine E. J. Härtel (Deakin University)

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Modification of Affective Events Theory for Cross Cultural Communication/Negotiation

A particular area of emotions research that is still in its infancy is cross-cultural communication/negotiation. There appear to be a number of ways in which emotions may influence cross cultural communication/ negotiation, and identifying the specific cultural perspectives involved is important in modelling these. In the case of the Sino-Australian negotiation process, the most relevant seem to be the post-decision emotions that occur when a decision is reached with strong emotions involved. This can cause major problems in negotiation, as the Chinese society tends to base negotiation on trust while Western societies tend to be based on legalities. So, the idea of a binding contract is not as important in Chinese culture as it is to the West but conformity with one's emotions is. Research suggests that moral obligation is perceived by the Chinese as less significant compared to one's emotion, especially when revenge is involved (White & Härtel, 2004).

It is well accepted that AET is a good starting point for research into emotions, as it is a simple framework which is logical to follow and allows researchers to look at emotions in organisations adapting other existing concepts (Ashkanasy, Hartel, & Daus, 2002). In our work, we begin with Affective Events Theory (Weiss & Cropanzano, 1996), then combine it with George, Jones, and Gonzalez' (1998) model which describes the affect of negotiators in cross-cultural negotiations and Griffith's (2002) model for international communication effectiveness.

In our refined model, modifying from AET (see Figure 1), 'Culture founded communications patterns (i.e. national and organisational)' of the communicators/negotiators of each side involved in the cross cultural communication/negotiation, can lead to the occurrence of 'Events in the communication Environment (i.e. cultural interaction, and communication)'. For example, the Australian managers, can have considerably different communication/negotiation styles and patterns to the Chinese counterpart, and visa versa. This inevitably, can lead to

certain events occurring in the cultural interactions of the Australian and their Chinese counterpart. In addition, the 'affective communication competence (i.e. individual differences)' of the communicating/negotiating parties can have an influence on the events in the communication environment, which can directly impact on the 'affective events'. These events can trigger off emotions, which in turn, can impact on the negotiating parties' perception of 'the event as an uplift' or perception of 'the event as a hassle'. This perception influences the negotiator's 'moods and emotions during communication', which can influence 'the 'affect-driven behaviour' (i.e. flexibility, and coordination)'of the communicators, and enable them to either be more flexible and willing to coordinate or to be inflexible and unwilling to coordinate during the communication. Whether the communicators experience positive emotions (positive affect) or negative emotions (negative affect) determines, in part, whether there is a positive or negative impact on the negotiator's 'Perception of Relational Quality (i.e. trust, commitment, and satisfaction)'. It is also suggested that the higher or lower level of relational quality in the negotiating parties (more trust, commitment and satisfaction) in the negotiation can consequently, determine the success of the 'Judgment-Driven Behaviour (i.e. Contract renewals, purchase orders, amount of information shared, and reduced costs)', which translates into a better communication or negotiation outcome. The 'Culture founded communications patterns (i.e. national and organisational)' of the communicator/negotiator of each side involved in the cross cultural communication/negotiation can also influence the 'perception of relational quality', which can again have an impact on the 'judgment-driven behaviour of the communication outcome.

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Figure 1.   Modification of Affective Events Theory to be Tested
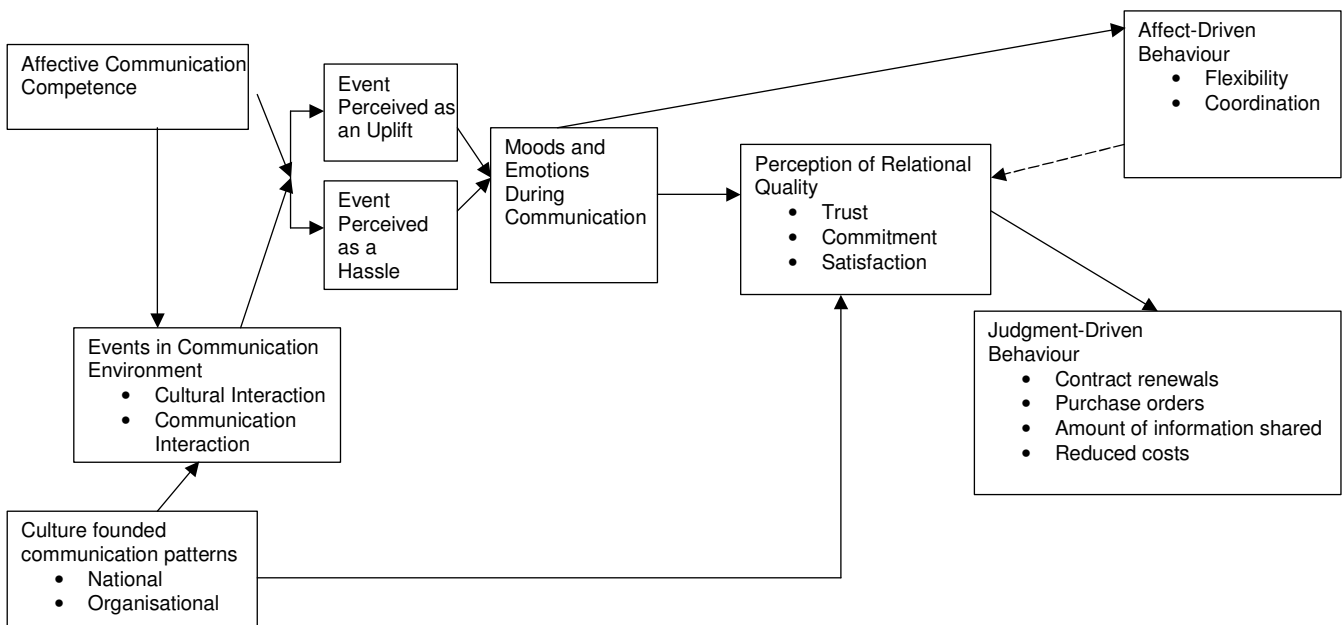
Liam Page (Monash University)
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Positive Psychological Capital: Establishing a Framework for, and Developing a Measure of, Positive Affective States that Contribute to Career Advancement

Positive psychological capital is a theory that has emerged from the organisational behaviour (OB) literature as a response to the domain's traditional predisposition towards the study of the causes, development, and treatment of disorder and dysfunction within the organisational sphere. The bias that OB demonstrates towards negative phenomena emerges in part from the science's origins in psychology, where attention has most often been given to the treatment of cognitive, emotional, and behavioural dysfunction. Some argue that this focus on the negative marginalises the role of emotion and affect, particularly those such as joy, hope, interest, and love (Fredrickson, 1998). Others further contend that psychologists have little knowledge of the valued subjective experiences that contribute to desired outcomes and psychological health (Seligman & Csikszentmihalyi, 2000), and Wright (2003) concurs, suggesting that the emphasis on the negatively-oriented aspects of human nature is one reason why much applied psychological research is seen to have little relevance to organisational scholarship. The bias is further compounded, according to Cameron and Caza (2004), by the paucity of positively-oriented measures, a tendency to associate the positive framework with uncritical (and perhaps fashionable) science, and the more pronounced effect than negatively-oriented variables have on organisations (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001; Cameron & Caza, 2004).

More recently, a trend towards a positive school of thought has emerged within the psychology literature and has begun to filter through into the OB field. Positive psychology, first described by Seligman (2002), moves away from the traditional focus on the analysis of illness, behavioural dysfunction, and psychopathology, and instead looks to build strengths, "making people's lives more productive and worthwhile, and actualizing human potential" (Luthans & Youssef, 2004, p. 151).

Perhaps the principle contribution of the positive research framework lies in the fact that the approach is, by its nature, generative. The broaden-and-build theory (Fredrickson, 2001; Fredrickson & Joiner, 2002) expresses this best, contending that positive experiences broaden an individual's capacity for effective action and build upon their personal resources. This suggests that, like all capital resources, positive psychological resources require investment and development to realise their full potential.

But it is in the work of Luthans that the value of positive psychology to organisational scholarship has become most evident. Building on the foundation laid by Seligman, Luthans (2002a; 2002b) argued the need for the development of a positively-oriented organisational behaviour that moved beyond the popular style of self-help publications for practicing managers towards research-backed, theoretically sound solutions. Thus, positive organisational behaviour (POB) was defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement," (Luthans, 2002b, p. 59).

Extending this further, Luthans et al. (2004) presented a case for the construct *positive psychological capital* (PPC), comprised of the components *self-efficacy*, *hope*, *optimism*, and *resiliency* (each of which can be defined as state-like—rather than dispositional or fixed—and thus measurable, developable, and manageable, as per the criteria set forth in the definition of POB, above). The rationale put forward for the theory described it as core to the competitive competencies of organisations, and as a compliment to other forms of capital, such as traditional, human, and social capital. It is a framework within which we can explore the contention that human resources are the key to the competitive success of organisations, providing for an extension of our understanding of the human contribution to organisational systems beyond the cognitive and behavioural dimensions and into the less-established emotional dimension.

As a nascent concept, PPC presents a number of challenges to researchers. In order to fully explicate the theoretical framework and advance it as a useful tool for understanding, predicting, and influencing behaviour in organisations, the current project aims to develop an instrument to measure PPC, to examine the construct validity of that instrument though exploratory factor analysis, and to examine the concurrent

validity of that instrument in term of the relationships between its component scales and career advancement (a positively-oriented and desirable outcome variable that, taken as an objective metric, provides for the validation of the PPC instrument in a manner that avoids common method bias).

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POSTER PRESENTATIONS

Lynda Andrews (University of Queensland), Rebekah Bennett and Judy Drennan (Queensland University of Technology)
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Emotions in the Experiential Consumption of Mobile-Marketing Communications

One of the issues in emotions research in marketing is the multi-level nature of the structure and content of emotions (subordinate, basic and super-ordinate). This is a key issue when conceptualizing the construct and when interpreting the findings (Bagozzi, Gopinath, & Nyer, 1999; Laros & Steenkamp, 2005). Some researchers use the superordinate level with only two factors, positive and negative affect, as suggested by Watson, Clark and Tellegen (1988). Others use a subordinate level; categories or clusters named after the most typical emotion of that category (eg: Mudie, Cottam, & Raeside, 2003). Laros and Steenkamp (2005, p.5) suggest a hierarchical approach to the conceptualization and the measurement of emotions that includes an intermediate level that links the superordinate with the subordinate through four positive and four negative "basic emotions".

In our study, we examined a model of consumer emotions elicited through receiving m-marketing communications and how these emotions might then impact on action tendencies. A modified version of Richins (1997) Consumption Emotions Scale (CES) was used to measure emotions at the discrete level, which then allows for higher order clustering. The study used a scenario-based 2 x 2 x 3 factorial experimental design with 155 respondents. We are seeking to understand at which level these emotions are best conceptualized for a marketing context. These decisions will further inform marketers on how consumer emotions elicited through receiving m-marketing, might subsequently result in action tendencies that maintain or sever marketing relationships (Bagozzi et al., 1999).

Kaylene W. Ascough and Neal M. Ashkanasy (University of Queensland)
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Affective Events Theory & Unethical Decision Making

Ethical decision-making and resolving ethical dilemmas have been topical issues over the last five years. An ethical dilemma involves the perception and interpretation of the cognitive aspects of a situation and an evaluation of the effects of the potential alternatives on the welfare of others, and we believe it is emotion that triggers recognition of an ethical dilemma. In this presentation we outline a model of ethical decision-making based on Affective Events Theory. Affective Events Theory states that people often react emotionally to work events, creating a direct influence on behaviours and attitudes. We argue that the introduction of an ethical dilemma results in an affective event. One's positive or negative affective reaction to this event will result in one of two possibilities, either impulsive unethical/ethical behaviour, or emotionally influenced reasoning that will lead to a considered decision between unethical and ethical behaviour. We hypothesize that, by ignoring one's emotional reactions to situations and approaching dilemmas purely on rational terms, an individual is more likely to behave unethically. Further, we hypothesize that an individual's emotional intelligence and trait effect will moderate the affective reaction, influencing the ethical/unethical behaviour. Finally, we claim that Cognitive Moral Development will impact on both the impulsive and considered ethical behaviour.

Oluremi B. Ayoko (University of Queensland)
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Affective Climate as a Moderator of Intragroup Conflict Events and Reactions to Conflict

Although the literature on the role of affect in conflict resolution is growing, little research has examined the relationship between affective climate, intragroup conflict events and employees' reaction to conflict. Data for the present study were collected from 528 staff who reported on their workgroups' affective climate, conflict events and reactions to conflict. Analysis of data revealed that groups with high levels of group affective climate were associated with high levels of productive reactions to conflict. In particular, group conflict management norms moderated the relationship between task conflict events and productive reactions to conflict. Implications of the findings are discussed.

Maree V. Boyle (Griffith University)
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Exploring the Work of Tom Scheff: Shame, Rage and Catharsis

Scheff's prolific writings on emotions from both a micro and macro perspective have recently received attention within the EMONET community. This poster will illustrate how Scheff's contributions to the study of emotions, specifically the study shame, rage and catharsis, may applied to the study of emotions in organisational life. Scheff's (1990, 1994) works on the roots of protracted conflict explores how shame and rage contribute to a downward spiral of destructive conflict. Scheff's work on catharsis looks at repressed emotions through a therapeutic lens. Once such emotions are discharged, one can then develop the ability to be both a participant and an observer on one's own emotions. In light of recent empirical work conducted on emotional intelligence in the workplace, organisational conflict, and the effectiveness of transformational leadership, Scheff's work has the potential to offer fresh and innovative insights about these topics and others. Reference will also be made to where Scheff's work is situated in relation to conventional or mainstream theories used in much of the emotions in organisations literature.

Judith Chapman (University of Western Sydney)
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Anxiety and Risk Taking: A Development of the Groupthink Model.

The groupthink model proposes a causal link connecting antecedent conditions (most importantly, cohesiveness), a concurrence-seeking tendency, symptoms of groupthink and indications of defective decision-making. Janis viewed concurrence seeking as a form of striving for mutual support to help group members cope with the stress and anxiety elicited by the decision task, but gave scant attention to the psychological processes underlying this. The aim of this paper is to suggest mechanisms through which anxiety influences group decision-making processes in certain contexts, producing a bias towards inappropriately high levels of risk. Consistent with Rycroft (1968) three protective modes will be explored: to control one's feelings or those of others, to deny the reality of the threat, and to seek an escape from the situation. Parallels between these modes, psychological defence mechanisms, and Janis' eight symptoms of groupthink will be presented. The proposed model will be illustrated with a case study of an industrial accident where symptoms of groupthink were found. The implications for preventing groupthink in high-risk industrial contexts will be discussed.

Anne M.H. Christie and Peter J. Jordan (Griffith University)
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The Process of Trust: Identifying Links among Trust and Motivational, Cognitive, and Emotional Processes

There is increasing interest in trust in organisations. Trust as a variable in organisational behaviour research has been quite often viewed as the result of cognitive processes. There is, however, an increasing number of researchers who argue that emotions are an integral part of organisational life. From this point of view then, trust takes on an entirely different set of antecedents. In this paper, we outline a preliminary functional model of the process of trust developed from the sociologically and psychologically based literature on trust. The process of trust is analysed in terms of the problems trust seeks to address namely risk and uncertainty, social complexity, expectations and security, and self-presentation. We also describe the impact of motivational (cooperation vs competition), cognitive (optimism vs pessimism), and emotional (low vs high anxiety) variables on this model. It is hypothesised that an individual's disposition in relation to these variables influences their approach to the process of trust and consequently their capacity to trust. In particular, it is thought that an individual's motivation to trust determines the direction of their cognitive and emotional responses. Areas for future research of trust are identified.

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Emotional Antecedents and Consequences of Employee Silence, Voice and Whistleblowing

Despite its prevalence, little research has been conducted into employee silence, the process whereby employees choose not to speak up about organisational problems or concerns to management. In particular, the emotional antecedents and consequences of remaining silent have not been well documented, although it has been suggested that emotions such as fear, shame, sadness, resignation and despair play a prominent role in encouraging and maintaining different types of employee silence. With respect to employee voice and whistleblowing, both of which have received more attention in the literature, several studies have identified anger as a major antecedent of whistleblowing, and the reported emotional outcomes of voicing organisational concerns appear to vary widely, ranging from pride and happiness to anxiety, disillusionment, and cynicism. In the last respect, the response of management to expressions of employee voice appears to be crucial. The proposed theoretical model seeks to integrate the research conducted thus far on the emotional responses associated with silence, voice and whistleblowing, and specifically explores the role that self-conscious emotions may play in the facilitation and maintenance of these processes. Other critical variables associated with silence and voice are also included, such the communication climate in the organisation and the managerial response to voice.

Sally Hall-Thompson (University of Queensland)
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The Role of the Individual in Organisational Response to Environmental Issues

This poster is based on a work in progress that draws on the literature of organisations and the natural environment in order to explain why organisations respond differently to environmental issues. While it is often acknowledged within the psychology and sociology literature that emotions play a key role in the motivation of individual's proactive environmental behaviours, there is little evidence of this within management research and a dearth of research that examines how this process affects organisational responses to environmental issues. I argue that individuals play a key role in motivating proactive environmental performance at the organisational level. A conceptual model is presented that draws on affective events theory and institutional theory to explain differences in organisational responses to environmental issues. Propositions based on this model are presented, and a three phased methodology is suggested in order to test the practical application of the model.

Charmine E. J. Härtel (Deakin University), Rebekah Bennett (Queensland University of Technology), and Shannon L. Lloyd (Deakin University)
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Gender and Emotional Expression: Do the Stereotypes Reflect Reality?

This paper contributes to the debate on gender and emotions by examining gender stereotypes regarding emotion and emotional expression and exploring possible reasons for these differences. Research undertaken in two studies examines male and female emotional expression in the context of consumer complaints to a third party. We demonstrate that while there are limited gender differences regarding the emotion driven motivation of people to complain to a third party, there are significant differences in the way males and females express these emotions, some of which correspond with gender stereotypes and some of which contradict them.

Charmine E. J. Härtel (Deakin University) and Nell Kimberley (Monash University)
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Resistance to Change from an Emotions Perspective

Over the past 50 years, resistance to change has traditionally been viewed as negative, a barrier to change. A more contemporary view, however, holds that resistance potentially provides a source of valuable feedback and creative energy during organisational change (Waddell & Sohal, 1998). Irrespective of which view one adopts, resistance is a complex field which involves how employees think and feel about change.

While the extant change literature has generally adopted a behavioural approach to resistance, it might be opportune to consider a different frame, namely self-regulation and motivational processes (Fiske & Taylor, 1991). One needs-based approach to change is posited by Dirks, Cummings, and Pierce (1996) who identify three basic individual needs – the need for self-enhancement, the need for self-continuity and the need for control and self-efficacy. Their argument asserts that various types of change will influence these three needs and lead to a subsequent level of acceptance of or resistance to change.

The presentation addresses what is missing in Dirks, Cummings, and Pierce's (1996) theory, namely the emotional link to these needs prior to behavioural outcomes. For instance, anger reflecting disapproval of events and processes may arise from a perceived threat to self-enhancement brought about by lack of recognition, or not being needed by an organisation. Anxiety and fear may arise from a perceived threat to self-continuity, arising out of uncertainty about the future, uncertainty regarding competence or loss of job/identity. Conversely, positive emotions such as joy, happiness, enthusiasm, relief and pride are also identified with change in organisations (Kiefer cited in Ashkanasy, Zerbe, & Härtel, 2002). If, through task/goal achievement or recognition during change, an individual satisfies his or her need for self-enhancement, positive emotions such as joy and happiness may be experienced.

Peter J. Jordan and Jane P. Murray (Griffith University)
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Emotions at Work: What Emotions Dominate Working Lives?

There has been extensive research on peoples' experience of emotions at work. In particular, Weiss and Cropanzano's (1996) affective events theory has provided the research community with a model that enables emotions to be identified as influencing specific events in the workplace. While this model deals with the generation of emotion in response to specific events we are yet to understand what recent affective memories individuals have of their workplace. This is significant as these memories can contribute to an overall affective climate within organisations. In this study, data were collected from 365 individuals across 16 workplaces. Respondents were asked to recall emotions they had experienced, or witnessed others experiencing in the workplace over the previous two weeks. In total 1627 emotions were reported across the sample, with 630 of these emotions being positive and 997 being negative. These results were in line with our expectations that respondents would overwhelmingly remember negative emotions over positive emotions. Additionally, the respondents across the workplaces experienced similar discrete emotions with the major negative emotions being experienced being frustration (217), followed by anger (99), and the major positive emotion experienced being happiness (155). Implications and future directions for research will be discussed.

Dominique Keeffe (University of Queensland), Rebekah Bennett (Queensland University of Technology) and Alastair Tombs (University of Queensland)
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The Role of Emotion for Dysfunctional Consumers in a Service Recovery Context

While numerous studies have investigated individual aspects of cognitive and emotional responses to service failure and recovery, these studies do not fully capture the complexity of consumer behaviour in the servicescape. More importantly, the negative behavioural responses of customers following emotional responses to service failure and recovery are often overlooked. Consequently, the objective of this research is to develop an understanding of the role of emotions in influencing the negative behaviours of consumers to service recovery strategies. In particular this study examines two forms of negative consumer behaviour; negative functional behaviour (complaint, negative word-of-mouth and exit) and dysfunctional behaviour (retaliation, abuse and harm). While there is some research that investigates the negative functional behavioural outcomes of service recovery, there is little evidence of the dysfunctional responses.

This study uses a 2x2 experimental design on a student sample of 80 to test the mediating role of emotions in the effect of four service recovery strategies (nothing-worst option), apology, compensation, and, apology and compensation-best option) on dysfunctional consumer behaviour. The two research questions addressed by this study are: RQ1 – what is the role of negative emotions in the relationship between service recovery and negative consumer behaviour? If negative emotion plays a significant role: RQ2 – what are the discrete negative emotions that influence negative function and dysfunctional behaviour?

The results indicate that the emotions are an important mediating variable between service recovery strategies and both forms of negative consumer behaviour. Only anger had a significant relationship with functional negative behaviours while embarrassment, humiliation, sadness and tense were significantly related to dysfunctional behaviour. These findings indicate that there are different negative behavioural responses to the emotions generated by service failure, which range from normal (complaint, negative word-of-mouth and exit) to aberrant (retaliation, abuse and harm).

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Increasing Emotional Intelligence: Presenting the Results of a Training Intervention

In this poster we present the results of an eighteen month study examining the impact of an emotions focused training intervention on emotional intelligence. In total 280 staff from a large Queensland public sector organisation attended a two-day training program that focused upon imparting the skills and abilities associated with Mayer and Salovey's (1997) four-branches of emotional intelligence (awareness, understanding, facilitation and management of emotions). Utilising an experimental methodology, the training group's emotional intelligence was tested prior to the commencement of training and again after the training had been completed using the Workgroup Emotional Intelligence Profile (WEIP-6; Jordan, Ashkanasy, Härtel, & Hooper, 2002). In addition, a control group from the same organisation was also tested at three points in time over the same eighteen month period. Paired samples t-tests were conducted on both the control and experimental group data, and while no change was found in the control group, the experimental group's overall emotional intelligence significantly improved post-training. A calculation of effect size using Cohen's d was conducted to provide an extra measure of the significance of these findings. The results of this study will be presented during the symposium and the implications of our findings discussed.

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The Role of Culture, Emotional Intelligence and Displayed Emotions in Non-Verbal Complaint Behaviour

Customers experience negative emotions during and after a dissatisfying experience with a service provider. If the service provider is unaware of how the customer feels about this experience they are unlikely to respond in order to recover the situation. The customer's reaction to this apparent neglect will range from complaining to the service provider to leaving with the intentions of never coming back. Even when a customer is not verbally complaining, their feelings are often revealed due to emotional leakage through their facial expressions. By effectively recognising the negative emotions as calls for help, the service provider is better able to help the dissatisfied customer, thus improving the customer's level of satisfaction and their attitude toward the firm. However, when customers and service providers are from culturally different background the service provider's ability to recognise non-verbal complaint behaviour may be reduced.

This study examines the use of customers' facial expression as a means of recognising non-verbal complaint behaviour using experimental design with 110 respondents in a 2 x 2 factorial design. In particular it examines whether the service provider's ability to recognise this form of complaint behaviour differs with his or her familiarity with the customer's culture. The findings confirm the hypotheses that when there is a cultural match (based on region) between the service provider and the customer the service provider the service provider is more accurate at recognising customer discrete emotions.

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Traders don't Experience Emotions and Intuition when Making Decisions! Oh, Really?

Over the past three decades there has been considerable debate on whether the use of intuition is valid for making successful decisions under uncertainty and risk. Extensive debate and subsequent research has been generated on findings that heuristic principles and intuition lead to severe and systematic errors. Alternative views are that many decision-makers make diagnoses and provide solutions rapidly without being able to report how they attained the result, frequently with considerable accuracy. The model tested in this study incorporates various determinants of decision-making performance: level of experience; general personality traits such as affective and cognitive styles; perceived pressures on the decision-maker; emotional states experienced during the decision event; and cognitive style adopted during a decision task.

The study was web-based, and participants (n = 242) were asked to fill in 13 questionnaires, including three sets of decisions about which financial products (e.g., stocks, derivatives, or futures) they would buy. Results using correlation and hierarchical regression analyses showed that men and women were equally inaccurate in their predictions, and that females felt only marginally more stress than men. Older traders were no different from younger traders in terms of preference and use of analysis and intuition, although they saw the financial markets as more of an opportunity than a threat. Surprisingly, this research found that experts were less able to (or possibly less interested in) predicting financial product prices than novices. Possibly because of their risk management strategies, they also felt significantly lower levels of negative emotions such as stress and time pressure. Path analyses also revealed that intuition was more associated with negative affect (such as stress, time pressure and seeing risk as threat), and that analysis was associated with positive affect (perceiving risk as opportunity, positive emotions, and confidence).

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The Application of Emotional Intelligence in Performing Emotional Labour

Social support is described in the literature as consisting of four elements, namely, emotional, instrumental and informational support, and companionship and validation. One form of social support is supervisor support. Emotional support is described as facilitating the discussion of feelings, concerns and worries, indicating sympathy and providing approval, caring and acceptance of the person. In the work context, each of these actions by a supervisor requires them to manipulate their emotions in the course of performing their work, and this is in essence, the definition of emotional labour.

This paper explores the links between emotional intelligence and the performance of emotional labour. This link between emotional intelligence and emotional labour is particularly significant in the context of nurse leaders providing support to their subordinates, since studies in nursing have indicated that improved leadership skills in nursing supervisors will result in increased staff satisfaction and reduced turnover.

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The Role of Affect in Measuring Intuition

The aim of this research project is to compare two well-established intuition measures: the Cognitive Style Index (CSI: Allinson & Hayes, 1996) and the Rational-Experiential Inventory (REI: Pacini & Epstein, 1999). The purpose of the analysis is to investigate the theoretical underpinnings of each measure and to establish their convergent validity. Although both instruments assess intuition as a multifaceted construct, each measure is firmly anchored in a different discipline (management and psychology respectively) and rarely cited outside its boundaries Both measures contrast intuition with rationality, which offers a good foundation for their comparison. Upon a closer examination of the questionnaire items, however, it appears that CSI focuses on tacit knowledge while REI delves into the affective aspect of intuition. Therefore, as confirmed by preliminary testing, these measures lack compatibility. In other words, each of them seems to be measuring a different aspect of intuition. As a result, the use of either measure would lead to different conclusions about the impact of intuition. The findings also illustrate the importance of a careful construct definition and its alignment with the selected or construed measure. Furthermore, the results demonstrate a differential effect of affective components in a measured construct.

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The Team Decision-Making Process: A Model of the Impact of Emotional Intelligence

Recent research demonstrates that group conflict situations are inherently emotional (Jordan & Troth, 2004). In this paper, we present a conceptual framework that considers the impact of job-related stressors, stress appraisals and individual conflict handling styles on team conflict and team performance during decision-making tasks, and outline how emotional intelligence abilities may influence these relationships. In this model, we argue that a team members' level of emotional intelligence will influence their appraisal of job-related stressors and the coping strategies they enact. This in turn, will influence their conflict behaviours during the team decision-making process. Those team members high in emotional intelligence will be more likely to interpret job-related stressors as less threatening or as a challenge, as compared to those low in emotional intelligence. Additionally, if a stressor is perceived as a threat, those high in emotional intelligence will be more likely to adopt positive coping strategies compared to those low in emotional intelligence. As a consequence of these responses to job-related stressors prior to the team meeting, the conflict handling style they initially adopt during the meeting is likely to be affected. The moderating effect of emotional intelligence on group emotional contagion is also incorporated in the model.

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Effect of Team Member Affect on Interpersonal Exchange Relationships

Research suggests that there is reciprocity between individuals, their supervisors and co-workers, and this social interaction evokes different emotions within the individuals. Researchers have highlighted the importance of identifying the underlying effect of emotions within interpersonal exchange relationships and have regarded this as a salient unexplored issue. The dynamic emotional experiences of individuals will determine on how they develop and maintain their relationships with their managers and co-workers. Little attention, however, has been directed to understanding how team member affect influences interpersonal exchanges relationships.

In this study, I aim to advance the research on interpersonal exchange relationships by testing a model in which positive and negative team affect were conceptualized as mediators influencing the relationship between LMX and TMX. The proposed relationships among the variables were tested using a sample of 160 manager-employee dyads working in different branches of a large Australian banking organisation. Results show that LMX had a significant positive relationship with TMX, and positive team member affect fully mediated the relationship between LMX and TMX. However, negative team member affect did not mediate this relationship. I conclude my presentation with a discussion of my findings, the implications for research and practice.