

First Brisbane Symposium on Emotions and Worklife

BOOK OF ABSTRACTS

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Development of the job passion scale and its relationships with work attitudes

Neal M. Ashkanasy, Alison V. Flint, Steven Cady*, and Peter Noordink

In this presentation, we introduce the psychological variable of Job Passion. To date, this term has been restricted largely to popular press, but has recently been identified as a subject for bone scientific research. In an initial pilot study (N = 80 undergraduates), we tested a 90-item scale that was based on emotional, cognitive, and behavioural attitudinal components. The resulting 18-item scale was tested in a main study with 138 union members led to identification of three internally consistent dimensions: 'affective passion' (8 items, alpha = .86), 'job-before-leisure' (5 items, alpha = .76), and 'performance-focus' (5 items, alpha = .72). The overall job passion alpha was .86. Job passion was found to be an effective predictor of burnout, over and above job satisfaction, organisational commitment, organisational citizenship behaviours, and demographic variables, as revealed by hierarchical regressions. A two-group discriminant analysis established professionals differed significantly from general staff on the affective passion dimension only. Findings suggest that job passion does exist as a legitimate psychological variable, with a beneficial reduction in the emotional exhaustion component of burnout, for those scoring highly on the affective dimension of job passion in particular. Implications are notable at both the individual and organisational level.

A further study is under way to test the scale in a wider population, using a web-based measure of Job Passion, and including a measure of workaholism.

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The leader's impact on conflict, emotions and outcomes in diverse workgroups

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Using a multi-method approach, this paper presents both a qualitative and quantitative examination of the leader's impact on conflict, emotions and outcomes in culturally diverse workgroups. Two major studies were undertaken for the present research. Data for Study 1 emerged from semi-structured interviews conducted with 50 group leaders and group members from six workgroups in two large public sector organisations. Interviews were transcribed and analysed using systematic interpretative techniques. Findings from Study 1 showed the prevalence of conflict and conflict-induced emotions at work. Also, avoidance was the leader's most preferred intervention for intragroup conflict and emotions. Study 2 surveyed 528 staff in 97 workgroups from seven public sector organisations. Regression analysis provided support for the predictive links between leader emotions management skills, reactions to conflict and group outcomes. The implications of the findings are discussed.

Key words: Diversity, conflict, emotions and leadership.

Exploring the emotions expressed in complaint behaviour

Rebekah Bennett, UQ Business School

Charmine E. J. Härtel, Department of Management, Monash University

Janet R. McColl-Kennedy, UQ Business School

Emotions are part of every-day life and how we feel influences our behaviour as a parent, child, partner, friend, employee, employer, consumer and service-provider. While there is extensive knowledge of decision-making in consumer behaviour, little is known about emotional responses (Bagozzi, Gopinath et al. 1999) and the impact this has on organisations. Complaints that are not handled effectively can result in substantial damage to a company, both materially and to its reputation and relationships. While there is a good body of literature on cognitive antecedents of complaints and the complaint process (Warland, Hermann et al. 1975; Gronhaug and Zaltman 1981; Singh 1990; Singh and Wilkes 1996) (Hirschman 1970) (Liefeld, Edgecombe et al. 1975; Warland, Hermann et al. 1975; Gilly and Gilb 1982; Richins and Verhage 1985; Feick 1987; Singh 1988; Mooradian and Olver 1997; Stephens and Gwinner 1998; Hogarth, English et al. 2001; Marquis and Filiatrault 2002) (Singh 1989) (Davidow 2003) (Gilly and Gilb 1982), little is known of the emotional antecedents of complaining (Stephens and Gwinner 1998).

Complaints to 3rd parties is still a particularly under-researched area yet these complaints can significantly impact on a business. This paper provides a taxonomy of emotions expressed in complaint behaviour to 3rd parties based on analyses of transcripts of four focus groups' discussion of service failures and the events and feelings leading to complaint behaviour to a 3rd party. Our research demonstrates that people will pursue a service-encounter gone wrong for days or months, feeling intense emotions that create severe physical consequences, even when the money at stake is trivial. We propose that the emotional motivations for complaint may be more powerful in driving behaviour than previously recognised and that organisations need to address emotional concerns in a more-informed manner to achieve more effective complaint handling.

Managing Affective Events in the Workplace

Marie Dasborough and Neal Ashkanasy, UQ Business School

This exploratory study is based on Affective Events Theory, which posits that managers shape the affective events that determine employees' attitudes and behaviours in the workplace. Within this framework, we argue that effective managers ameliorate employees' hassles by providing frequent small emotional uplifts. The resulting positive affective states are then proposed to lead to more positive employee attitudes and behaviours, and more positive regard for the manager. Importantly, managers who demonstrate these ameliorating behaviours are likely to require high levels of emotional intelligence. To investigate this model, we conducted interviews and focus groups with managers and employees. Findings confirmed that these processes do indeed exist in the workplace, and that to be effective, managers must display behaviours associated with emotional intelligence.

Keywords: *Affective Events, Management, Emotions, Emotional Intelligence*

Ethical Entrepreneurship

Louise Earnshaw, UQ Business School

Research into the similarities between entrepreneurs and marginalised youth identifies factors critical to ethical entrepreneurship. Whether innate entrepreneurial talent is used constructively or destructively is dependent on the moderating variables of resilience. A model of ethical entrepreneurship provides a framework that isolates emotional intelligence as a moderator of potentially destructive behaviour. The model in application suggests that once the etiology of inappropriately attributed emotions can be sourced, “acting out” desists and the fundamental personality attributes critical to entrepreneurship can be directed into ethical entrepreneurial pursuits.

A Within-Person Examination of Correlates of Performance and Emotions While Working

Cynthia D. Fisher, Bond University

This paper proposes and tests within-person hypotheses about real-time correlates of momentary performance and emotions while working. Experience sampling methodology was used to prompt repeated reports of momentary task cognitions and emotions. Hypotheses were largely supported, with task difficulty, skill, interest, and effort predicting momentary perceived performance within-person. Task interest had an effect on performance beyond that due to its contribution to effort. Skill, interest, effort, and performance predicted concurrent emotions. The effect of effort on positive emotions was fully mediated through performance, while interest had an effect on emotions beyond performance. The effects of skill and effort on emotions changed sign when performance was controlled, suggesting that it is unpleasant to be skilled or exert effort when performance does not improve commensurately. Perceived performance accounts for unique variance in emotions beyond that due to other predictors.

Passion and contentment as key dimensions and outcomes of spirituality

Chia-Fang Hsu and Charmine E. J. Härtel, Monash University

This paper will discuss the emergent evidence of the link between positive emotions and spirituality, in the workplace context. One of the angles put forward by scholars to study the relevance and the role of spirituality in the workplace is to examine its potential linkages or impacts on emotions and emotions-related variables within organizational context (see eg., Tischler, Biberman, & McKeage, 2002). This paper discusses the preliminary findings from an interview study set out to examine how spirituality is conceptualized in the workplace as well as what its perceived impacts are, among top management. Results derived from eight in-depth interviews with headquarter senior managers across diverse industries located in Melbourne suggest that spirituality is intrinsically linked with two key emotions, namely, passion and contentment, at work. In particular, passion emerges as one of the key components that are used by managers in conceptualizing the often elusive essence of spirituality; while feelings of contentment (fulfillment) is an outcome experience when work roles are perceived to be in tune with the spiritual beliefs and values, as well as the passion, of the individual. It is hoped that such findings can provide initial glimpses of the intricate ways in which work-related emotions and spirituality interplay and intertwine, as well as help to identify some of the emotional dimensions potentially important to the ways of conceptualizing spirituality in the workplace.

Taking the funny side seriously: an investigation of humour in organization

Allanah Johnston, UQ Business School

This presentation examines the under-explored relationship between humour, management and organisation. While humour has been historically addressed by a number of philosophers, theoreticians and scholars from disparate disciplines, it remains relatively systematically under-researched. It will be argued that an investigation of humour enables us to gain a greater understanding of social actors and groups in organisations. Using humour as a means of investigating organisational life presents the opportunity to unravel the complexities and ambiguities of the 'serious' domain of organising.

While there has been an emerging interest in humour in organisations, the majority of researchers and contributors have been concerned with the functional aspects of workplace humour. This presentation addresses humour from a critical framework. It will be argued that a functional perspective fails to account for the nuances and ambiguities that humour highlights. In particular, the focus will be on the potential for humour to challenge managerial control and create change to social structures and/or the status quo. Although debate surrounds the 'subversive' potential of humour, it will be argued that while humour possesses 'symbolic power' by challenging or questioning the status quo, this message is not 'taken seriously', and the social order continues.

Nevertheless, an investigation of humour in organisation provides further insight into the ambiguities of organisational power relationships. Humour and joking acts as both a medium for control and resistance, and demonstrates that this relationship is not always clearly defined, but allows us to see the 'contested terrain' in action.

Feelings experienced during decision-making in a high-risk industry

Peter Noordink, UQ Business School

In this paper I present the results of a qualitative study of the emotions experienced by 27 experts who discuss and reveal their decision-making processes about and during making decisions on which shares and futures to trade. The study represents an exploration of how feelings might influence judgement and decision-making, of which there is yet very little evidence (Forgas, 2001), although some research has found that emotions do have an effect (Carlson, 1997; Mellers, Schwartz & Cooke, 1998). Based on definitions in the literature (Elsbach & Barr, 1999; Epstein, 1992; Weiss & Cropanzano, 1996), emotion is here defined as reactive feelings about objects, other persons or events. The focus of this research is that of critical realism, which assumes that reality exists independent of our knowledge of it, combined with a constructivist perspective where individuals attempt to make sense of this reality (Johnson & Duberley, 2000). It also attempts to explore the interweaving relationship between cognition and affect (see Forgas, 2001), especially with regard to intuition (gut feelings) and emotion.

The research questions address what experts feel during the decision-making process. How do experts in a high-risk industry define terms such as intuition and emotional awareness, or 'emognition'? What importance do expert decision-makers place on these different factors? It is here argued that experts may know what these terms mean, but may not always accept the validity of the experiences that are often discouraged within the industry. I also attempt to determine the feelings experienced in situations of high risk and uncertainty, such as fear of loss, risk aversion, stress, as well as feelings of confidence, self-efficacy, and feelings of the 'gut' or heart.

In an attempt to find some answers to these questions, I make use of various methods such as semi-structured interviewing and think-aloud protocols. The interviewees were 27 traders (institutional or private). This methodology was chosen to supplement the quantitative research being conducted in this area. The results of this qualitative research were to explore and validate factors inserted into a survey. These methods have been used in the area of problem-solving and decision-making previously (Johnson, Grazioli, Jamal, & Zualkernan, 1992; Chaffin & Imreh, 1997; Hoffman & Gilhooly, 1997) and maintain the think-aloud method is one of the best methods in applied psychology to determine unobservable cognitive processes while problem-solving. Yet very little has been done thus far to determine what cognitive styles are used, or how experts combine these factors during naturalistic decision-making. In the presentation, I will divulge the findings of this study, as well as how novices and experts seem to differ in the experience and management of emotional experiences.

The Trials And Tribulations Of Surfacing Emotional Experiences At Work

Michelle K. Pizer and Charmine E. J. Härtel

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This paper discusses the trials and tribulations experienced to date in attempting to surface emotional experiences at work using qualitative methods. The paper is based on data collection efforts aimed at developing and investigating a newly proposed emotional dimension of organizational culture, and its influence on the perception and interpretation of affective events at work. We begin by introducing the focus of the project, development of a construct to describe the emotional dimension of organization culture, followed by a discussion of the project approach and methodological issues and implications.

Birth Order – One of the Antecedents to Emotions in the Workplace?

I.Plowman, J.Gardner, N.Ashkanasy, UQ Business School

This paper offers a hypothetical point of departure from research presently being undertaken by the three authors. The issue we are presently exploring is that organizational innovation is, in part, a function of the types of people an organization attracts and retains and that an explanation for this can be found in evolutionary psychology. Our chain of inference is that evolutionary psychology explains birth-order related systemic needs and personality differences which, in turn, explain occupational role preferences, which in turn explain relatively homogeneous needs clusters within an organization. The nature and distribution of those clusters may have implications for innovation within organizations.

Our initial research supports the first part of this chain of inference, suggesting that systematic birth-order differences in motives and personality do lead to differences in occupational role preference. Our present research is exploring whether those occupational role preferences cause people to vote with their feet, either within an organization, or between organization, in order to seek out roles and responsibilities that are fulfilling for them.

The point of departure in relation to emotions, is that, if there is a systematic relationship between occupational roles held and people's needs, both conscious and unconscious, there is likely to also be a corresponding systematic relationship with the emotions associated with those needs. For example, our present research, involving 900 participants from three distinctly separate organizations, includes as part of the survey instrument, two different measures of motives. The first is objective, using an adjective check list; the second is projective, involving interpretation of ambiguous pictures. The motives being measured are need for affiliation, need for achievement, and need for power. The projective instrument looks at two dimensions of each, namely: hope for affiliation, fear of rejection; hope of success, fear of failure; hope for power, fear of loss of power. Our hypothesis is that the first two of these will be more commonly found, and stronger, among people in helping, administrative, and support roles; the middle two of these will be more commonly found, and stronger, among people in technical and professional roles; while the last two of these will be more commonly found, and stronger, among people in supervisory and managerial roles. If so, these three important and somewhat distinct groups may each possess a suite of emotions that differentiates it from the other two groups. Such a finding would have important implications for management.

Our paper outlines the work already completed in the research program and provides research evidence supportive of the hypothesis.

Role of Affect in Intuitive Decision Making

Marta Sinclair

The relationship between affect and intuition is quite multi-faceted. In some instances, affect might preclude or facilitate access to intuition, depending on the context (see Emery, 2001; Palmer, 1998; Vaughan, 1979). In other situations, people use affect as their preferred mode of intuitive reception (Agor, 1986; Bastick, 1982; Cappon, 1994; Vaughan, 1979). It appears that a role is played both by affective traits (see e.g., Booth-Butterfield & Booth-Butterfield, 1990) and affective states (see e.g., Elsbach & Barr, 1999). A special area of interest is how this relationship influences decision making. Since affective reactions can occur prior to conscious awareness of the stimulus (Russ, 2002), they might be registered by the non-conscious process of intuitive decision making. Recent empirical studies (e.g., Elsbach & Barr, 1999; Petitmengin-Peugeot, 1999), however, indicate that decision makers are inclined to use or eschew intuition depending on their affective states. This might be explained by a different role played by positive and negative affect. For example, Isen and her colleagues (Isen, 1999; Isen, Daubman, & Nowicki, 1987) identified the influence of positive affective states on divergent thinking, which requires non-logical processes similar to intuition. Negative affect, on the other hand, seemed to operate through a different neurological path (Isen, 1999), which implies a different impact on decision making. This presentation demonstrates on findings from two web-based studies into the use of intuition how our awareness of affect and its role in the decision -making process can be utilized to achieve a better-informed decision outcome.

The Social-Servicescape: the Influence of the Social Environment on Customer's Affective State

Alastair Tombs, UQ Business School

Considerable empirical research has been published in the marketing literature in the past three decades evaluating the effects of the environment on customers in retail and service environments (cf. Turley and Milliman, 2000). This stream of research provides evidence that environmental variables can substantially influence consumer behaviour in service settings (Donnovan and Rossiter, 1982; Bitner, 1992; Dube and Morrin, 2001). However, research to date has focused on the effects of the physical elements (“atmospherics”), with the social aspects (customers and service providers) of the environment largely ignored. Yet, for many service organizations, such as restaurants, the influence of the physical setting may be minimal compared to the impact that other individuals (customers and service providers) have on the customer's experience. For example, an intimate diner for two can be negatively influenced by rowdy customers at a neighbouring table, even though the physical environment (lighting, comfortable seating, music, etc) is perfect for the occasion. This failure of traditional models to capture the full influence of service environments on customers has led to the development of the social-servicescape (Tombs and McColl-Kennedy, 2003). The social-servicescape defines the environment in terms of the social aspects of the setting (physical density of people, social or observable behaviour of those within the setting and the context or occasion).

While the social-servicescape concept provides an alternative perspective to the extant research on the influence of an environment's physical aspects, it stays within the Approach – Avoidance framework (Donovan and Rossiter, 1982; Mehrabian and Russell, 1974). This theory appears to have withstood considerable testing and validation over the last 25 years, albeit with some adaptation and modifications to suit the marketing environment. Taken from an environmental psychology perspective this framework is based on the Stimulus-Organism-Response (S-O-R) paradigm. It proposes that stimuli (S) from the environment would arouse emotions (O) that will consequently influence behavioural responses (R). The model suggests that all behavioural responses toward and within an environment can be classified as either approach or avoidance (Mehrabian and Russell, 1974). To adapt this framework to include the influence of other customers as environmental stimuli the social-servicescape model draws on the socially oriented theories of social facilitation (Zajonc, 1965), behavior settings (Barker, 1968) and affective events (Weiss and Cropanzano, 1996).

The social-servicescape framework develops the notion that the purchase occasion is a specific context that may be the cue that sets tacit social rules, which predetermine customer behavior during the service encounter. The customers' behavior creates part of the servicescape's atmosphere and so becomes an environmental stimulus. Within the social-servicescape there are social interactions (conscious and unconscious) that give rise to emotions and emotional displays. These social aspects of the customer's environment act to facilitate or hinder the customer's enjoyment of the service experience and in turn the customer's affective state influences subsequent approach or avoidance behaviors, such as the customer's intention to return or the customer's intention not to return.

The Role of Emotion in Team-Member Exchange

Herman H M. Tse, UQ Business School

Researchers have been paying increased attention to the role of emotions in the workplace (e.g., see Ashkanasy, Härtel, & Daus, 2002;). A specific focus has been on how emotions influence leader-members relationships (see Ashkansy, 2003; Dasborough & Ashkanasy, 2003). It is arguable, however, that emotions may play an even larger role in social exchanges among team members owing to increased proximity and increased frequency of interactions within teams. This is implied in research that has examined the role of mood, emotions and emotional intelligence within team environments (e.g., Kelly & Barsade, 2001; Wolff, Pescosolido, & Druskat, 2002), but has yet to be examined explicitly.

This paper aims to redress this shortcoming in an exploration of the role of emotions within the specific context of the Team Member Exchange (TMX) by identifying and understanding the role of emotion within the team member social exchange process. We hope to stimulate discussion and motivate researchers to consider team member emotion as an important variable to be studied in conjunction with LMX and TMX relationship development.

Development of a Model of Anger in the Workplace

Karen Weeden, School of Psychology, University of Queensland

Anger in the workplace engenders conflict that results in a range of outcomes that are detrimental for both an individual and the organisation. This paper describes the development of an event-based model of anger in the workplace. Specific antecedents and consequences of anger are identified. The development of the model has been influenced by a number of major theories; affective events theory, the theory of emotional self-regulation of the attitude-intention relationship, the social construction of emotion, appraisal theories, and the stress and coping literature. Findings from a large-scale interview study of 150 participants who described a work event that made them angry are reported. As predicted, contextual variables of status and whether or not the event was public or private in nature significantly affected levels of reported anger. Participants of lower status reported higher levels of anger, and events that were publicly known elicited higher levels of anger. There was a strong positive main effect for anger on both individual reactions including aggressive confrontation and negotiative confrontation; and also a negative main effect of anger on organisational outcomes of absenteeism, tardiness, intention to quit, job search and quitting. The moderating effect of coping behaviours, work attitudes and relational variables are also examined.

POSTERS

The Impact of Workplace Conditions on Affect, Affect Cognition and Interpersonal Functioning

Claire E. Ashton-James and Neal M. Ashkanasy, UQ Business School

In this poster paper, we present the results of a laboratory study of employee requesting behavior as determined by the employee's affective state and cognitive resources. Based on Affective Events Theory (Weiss & Cropanzano, 1996), the Affect Infusion Model (Forgas, 1995), and the Process Model of Affective Responses (Ashkanasy, Ashton-James, & Jordan, 2003), we propose that particular workplace conditions influence individuals' affective states, affective information processing strategies, and ultimately the adaptive success with which they respond to interpersonal encounters. Based on these theoretical underpinnings, we argue that depletion of cognitive processing resources (i.e. resulting from cognitive strain at work) moderates the processes that mediate the relationship of affect and interpersonal response strategies (request politeness). We report two studies. Study 1, which involved 63 undergraduate participants, comprised a preliminary test of the affect-behavior link, and demonstrated that, consistent with Forgas (1999), employee requests are more polite increases in negative mood states, and are less polite in positive mood states. One hundred and two undergraduates participated in Study 2, a 2x3 factorial design, where the independent variables were mood (positive, negative) and cognitive load (high, medium low). We expected that politeness would increase with load, then decrease – an 'inverted-U' relationship. Results confirmed this relationship for negative mood, but we found that request politeness increases linearly with load for positive mood. Implications of these findings for research and practice are discussed.

An Exploratory Study of Emotional Load as an Organisational Level Construct

Dr. Maree V. Boyle, School of Marketing and Management, Griffith University

This poster seeks to provide a preliminary illustration of the contextual variable of emotional load as an organizational level construct. Previous research has been conducted by the researcher on other related organizational phenomena such as the *emotion-laden* organization, and organizational cultural *orientation to emotion* (See Boyle 2002a, 2002b, 2003, Hsu, Hartel and Boyle, 2002). The study of emotions in the workplace has significant implications for certain industries, especially those with a substantive interactive service component. Although much work has been done in this area, a lot more still needs to be conducted so that we can better understand how the management of emotions within the workplace impacts upon overall productivity and efficiency. In relation to this study, we need to understand the role emotional load plays in organizations where the level of emotional intensity experienced with the organization is either continually high or variable with significant spikes of intensity. This exploratory study will investigate how emotional load can be operationalised beyond what the current measures of emotional intensity and emotional contagion (Hatfield, Cacioppo and Rapson, 1994) indicate within an organization. Previous research indicates that emotional load needs to be taken into account when dealing with the consequences of workplace stress, absenteeism and turnover. Further, research also indicates that organizations that have a positive orientation towards the recognition and management of emotional load are more likely to retain staff than those that marginalize or ignore issues relating to emotional load (Weiss and Cropanzano, 1996).

Emotional reactions to job insecurity, emotional intelligence, and their effects on employee behaviour.

**Peter J. Jordan, Griffith University
Neal M. Ashkanasy, UQ Business School**

Insecurity at work is a major experience for many Australian workers and research reveals that perceptions of job insecurity are increasing. A new model of employees' emotional and behavioural reactions to perceptions of job insecurity has been developed that focuses on the emotional aspects of job insecurity and describes how employees cope with job insecurity. In this poster we will outline an original program of research to empirically explore the impact of emotional reactions to job insecurity and extend the model to look at the effect on individual and team decision-making with the aim of improving businesses response to this increasingly common phenomenon.

The project involves a program of three studies designed to test the impact of job insecurity on employees' behaviour and in particular their ability to make decisions. Study 1 will comprise an empirical test of the model proposed by Jordan, Ashkanasy, and Härtel (2002) examining the impact of perceptions of job insecurity on employees' affective commitment and job related stress. Study 2 will advance our earlier work to examine of the impact of perceptions of job insecurity on employees' ability to make decisions. Finally, Study 3 will examine decision-making strategies at the group level to determine the impact of perceptions of job insecurity on the decision-making effectiveness of teams, and examine whether emotional intelligence has a role in producing better outcomes.

A Framework for Emotionality in Organisations

Peter J Jordan, Griffith University

Emotions are an increasing area of interest in organisational research, however, there are only a few theoretical models that explain the impact of emotions in a work environment (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 importance of relationships in organisation and how decisions are made in organisations. From these two dimensions, four different types of organisations emerge. The four type of organisations are Irrational organisations in which there is little attention paid to relationships and decisions are made subjectively; Bounded Emotionality organisations that focus on the importance of relationships but in which decisions are made subjectively; Rational organisations, where there is a focus on achievement over relationships and objective decision making; and finally, Emotively Rational organisations where decisions are made objectively, but there is still a high regard for relationships in the organisation. The implications of each of these types of organisations will be discussed.

An empirical study of the link between emotional intelligence, conflict resolution and communication abilities

Peter J Jordan, Ashlea C Troth, Sally Hall-Thompson, School of Management, Griffith University

Managers spend approximately 95 percent of their time communicating so understanding communication abilities will have a significant impact on performance. At the same time, researchers have found that emotions play a central role in increasing organisational performance. In particular, the construct of emotional intelligence is recognised as important in organization settings. This poster examines a project designed to assess the interaction of emotional intelligence, conflict resolution and communication style on individual and team performance.

Specifically, the project outlined will be made up of two studies. In study one, participants will complete a measure of emotional intelligence and then view four video vignettes. These vignettes will display three different communication styles, a conflict, a personal disclosure, supportive communication and a neutral communication. Participants will then rate each vignette according to appropriateness and effectiveness of communication style for the situation.

Study two further explores the link between conflict resolution, communication style and emotional intelligence. Using observation, participants will be rated on their use of different communication styles during a task of resolving a conflict scenario. Participants will also complete self-report and peer measure of the team's conflict resolution and communication style.

Emotional Intelligence Skill Training

Jane Murray, Griffith University

In recent times a significant amount of research has been undertaken in the area of emotions in organisations (Ashkanasy, Härtel, & Daus, 2002). In particular, the emotional intelligence construct has been widely researched and highlighted as a tool that organisations can harness to improve individual performance of organisational members at all levels (Jordan, Ashkanasy, & Härtel, 2002). This has led to an increased offering of emotional intelligence training interventions, many of which lack empirical support. At present, a debate exists over whether emotional intelligence is an ability, or can be learned (Mayer, Salovey, Caruso, & Sitarenios, 2001). Additionally, the research conducted to date, has not fully detailed the relationship between emotional intelligence abilities and specific work skills (Jordan, Ashkanasy, Härtel, & Hooper, 2002). The purpose of this poster is to explore the type of training that may influence emotional intelligence abilities. The poster will propose some preliminary ideas of the interventions that can be developed and validated to improve the skills and abilities and consequently, the performance of work teams within an organisational setting.

Emotion as a Mediator of Work Attitudes and Behavioral Intentions

Michael E. O'Shea, Neal M. Ashkanasy, Cynthia Gallois, & Charmine E. J. Härtel

In this poster paper, we describe a laboratory test of Affective Events Theory (AET: Weiss & Cropanzano, 1996). AET holds that the relationship between work events and attitudes is mediated by affective reactions to those events. In the study, we tested hypotheses, consistent with AET, that positive events (feedback) would be positively related and negative events (feedback) would be negatively related to attitudes and behavioral intentions, and this relationship would be fully *mediated* by the affective reactions to work events measured at the completion of the study. To test these hypotheses, 164 undergraduate students completed nine tasks at computer work stations. Their affective reactions to the tasks were manipulated by giving manipulated positive and negative feedback. Mediating variables were emotions, measured using the three scales: JAWS (Van-Katwyk, Fox, Spector, & Kelloway, 2000); JES (Fisher, 1998); and JAS (Brief, Burke, George, Robinson, & Webster, 1988). Dependent variables were performance and satisfaction with the task and willingness to do the study again. Results were that manipulated positive and negative feedback had an immediate impact on affective states; and that end-state affect fully mediated the effect of negative events on attitudes and behavioral intentions and of positive events on task satisfaction. Thus, the mediation hypothesis was supported, although only in the instance of negative events.