

EMONET VII

SEVENTH INTERNATIONAL  
CONFERENCE ON  
EMOTIONS AND WORKLIFE

MONTREAL, CANADA  
AUGUST 4 - 5, 2010



# CONFERENCE PROGRAM AND PAPER ABSTRACTS

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Book of Abstracts Seventh International Conference on Emotions and Organizational Life  
UQAM, Montreal, Canada

Editors: Neal Ashkanasy, Charmine Härtel and Wilf Zerbe

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ISBN: 978-1-74272-004-3

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



Dear Colleagues,

Welcome to the *Seventh International Conference on Emotions and Organizational Life* (“Emonet VII”). It is twelve years now since the first Emonet Conference in San Diego way back in 1998. The study of emotions in organizational settings was so young then, and is no less so today.

Consistent with earlier Emonet Conferences, this year we again have a wonderful selection of papers by scholars from all around the world. This is the fourth time that a conference in this series has been held in conjunction with the Academy of Management meetings. After San Diego, Emonet Conferences have been in Toronto, Canada (2000), the Gold Coast, Australia (2002), London, UK (2004), Atlanta, USA (2006), and Fontainebleau, France (2008). All were outstandingly successful, and I anticipate that this year’s conference will be equally as good.

A selection of the papers from this conference will be published in Volumes 7 and 8 of the Emerald/JAI Press Annual Series, *Research on Emotion in Organizations*. Volumes in the series to date have been:

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

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

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

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

**Vol. 5: *Emotions in groups, organizations, and cultures* (2009).**

**Vol. 6: *Emotions and organizational dynamism* (2010).**

These volumes follow earlier books based on the Emonet conferences: *Emotions in the Workplace: Theory, Practice, and Research* (2000, Quorum), *Managing Emotions in the Workplace* (2002, M.E. Sharpe), and *Emotions in Organizational Behavior* (2005, Lawrence Erlbaum Associates). The themes for Volumes 7 and 8 will be announced following the 2010 conference.

I want to thank everyone who has supported this conference in any capacity. Thank you facilitators, reviewers, discussants, helpers, editors, research assistants, organizers, and submitters. We wish especially to thank the Université du Québec à Montréal (UQAM) for hosting this year’s conference, and our Local Organizer Dr. Céleste Brotheridge in particular. We have a great conference again this year, and it would not have been possible without your support. Once again, we have been blessed with wonderfully helpful and efficient people, who make the conference run like a well-oiled machine.

I would also like to express my gratitude to our sponsors: Emerald Group Publishing, Memorial University, Wiley-Blackwell Publishing, and Sage Publishing.

Finally, I want to express my deep appreciation to those of you who have supported this year's conference. At the time of writing, registrations for the conference are going well, and the conference attracted 65 high quality submissions. I hope that all delegates will find the conference to be both stimulating and enjoyable; and it is my pleasure to invite you to the next conference in this series, which will be held in 2012 at a date and venue to be announced.

Best wishes for successful conference,



Neal M. Ashkanasy, PhD  
Conference Co-Chair

### **Program Committee**

My sincere thanks goes to all that made this conference possible, especially to Conference Co-chairs Charmine Härtel and Wilf Zerbe, Kaylene Ascough (Conference Coordinator), Céleste Brotheridge (Local Coordinator), Michel Cossette (Doctoral Workshop Organizer), David Ashkanasy (conference website), Anna Wickham and Rebecca Michalak (administrative assistance), and the members of the program committee.

Neal M. Ashkanasy  
Conference Co-Chair

### **Program Committee Members**

Abdul Karim Khan, Alastair Tombs, Amanda Martin, Amanda Mead, Ann Parkinson, Anushri Rawat, Asha Bhandarkar, Asim Satpathy, Barbara Katharina Zimmermann, Beatriz Coningham, Ann Russell Brona, Cara Jonker, Cathy Daus, Daniela de Carvalho Wilks, Dave Hatfield, Dirk Lindebaum, Don Gardner, Donna-Louise McGrath, Dorthe Eide, Elaine Hollensbe, Ellora Panda, Erin M. Richard, Ethel Brundin, Eugene Tee, Frances Peart, Gail Kinman, Gang Wang, Joanne Abbey, Ken Parry, Kerri Anne Crowne, Kevin Cruz, Kevin B Lowe, Koji Takahashi, Konstantinos Kafetsios, Lisa T Stickney, Lorna Doucet, Maria Saberi, Marie-Elene Roberge, Markus Groth, Martha Mattare, Meetu Khosla, Nicole Hartley, Noor Maya Salleh, Alison O'Malley, Patti K. Madrill, Paul Harvey, Cornelia Viljoen Rica, Robert G. Jones, Roy Kark Smollan, Sanjee Perera, Shane Connelly, Sofia Kauko-Valli, Sushanta Mishra, and Yongmei Liu.

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## Conference Program

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All conference activities (with the exception of the Reception and Dinner) will take place at:

Université du Québec à Montréal (The University of Quebec at Montreal - UQAM)  
405 rue Sainte-Catherine  
Montreal, QC H2L 2C4  
Local Conference Coordinator: Céleste M. Brotheridge  
Phone: 514-987-3000, extension 6540

### Wednesday, August 4

Time	Description	Location
9:00am – 11:30am	<b>Doctoral Consortium (by invitation only)</b>	<b>R-R130</b>
	The Doctoral Consortium is proudly hosted by Université du Québec à Montréal.	
11:30am – 1:00pm	<b>Registration</b>	<b>D-R200</b>
1:00pm – 1:30pm	<b>Opening Plenary Session (Session 1)</b>	<b>R-R130</b>
	Facilitators: <i>Neal M. Ashkanasy, University of Queensland</i> <i>Charmine E. J. Härtel, University of Queensland</i> <i>Wilfred J. Zerbe, Memorial University of Newfoundland</i>	
1:30pm – 3:00pm	<b><u>Concurrent Sessions – Sessions 2A and 2B</u></b>	
	<b>Emotions in Leadership (2A)</b>	<b>R-R120</b>
	<i>Facilitator: Jochen Menges, University of Cambridge</i>	
	<u>Papers</u> Cadet emotions: The effects of the emotional quality of life on the perception of leadership styles in the military <i>Chris Kowal and Chris Kasker</i> (Winner of Best Paper Award)	
	Emotional intelligence as a moderator of quality of leader member exchange and work-related outcomes <i>Nicholas Clarke and Nomahaza Mahadi</i>	
	Relative leader-member exchange, negative affectivity and social identification: A moderated-mediation examination <i>Herman H. M. Tse and Neal M. Ashkanasy</i>	

**1:30pm – 3:00pm    Emotions and Perceived Justice (2B)    R-R130**

*Facilitator: Wilfred J. Zerbe, Memorial University of Newfoundland*

Papers

Rewarding anger: Intensity, anger disposition and injustice  
*Arik Cheshin and Ella Glikson*

Adaptive responses to anger and embarrassment  
*Paraskevi T. Christoforou*

Emotional responses to the injustice of organizational change: A qualitative study  
*Roy Kark Smollan*

**3:00pm – 3:30pm    Break and Poster Presentations    D-R200**

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

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

Posters:

Observer perceptions of emotional labor: Can they be influenced?  
Do they matter?  
*Robyn Goodwin and Markus Groth*

The role of cognition and attitude in driving behavior: Elaborating on Affective Events Theory  
*Brona Ann Russell and Jacob Eisenberg*

Physical work environment, employee territoriality, affectivity and outcomes  
*Oluremi (Remi) B. Ayoko, Neal M. Ashkanasy and Karen A. Jehn*

Emotion regulation strategies among customer service employees: A motivational approach  
*Michel Cossette and Ursula Hess*

Mapping the moods of creative practice  
*Barbara Simpson and John Sillince*

An exploratory study: Cultural exposure, emotional intelligence, and cultural intelligence  
*Kerri Anne Crowne*

**3:30pm – 5:00pm**     **Concurrent Sessions – Sessions 3A and 3B**

**Emotions in Teams and Groups (Session 3A)**

**R-R120**

*Facilitator: Sanjee Perera, University of South Australia*

Papers:

A multi-level conceptualization of affective empathy to explain how diversity increases group performance

*Marie-Elene Roberge and Rolf Van Dick*

Shared display rules and emotional labor in work teams

*William J. Becker*

Team member emotional exchanges and workgroup performance: Workgroup emotional climate and emotional labor as important team features

*Xiao-yu Liu and Charmine Hartel*

**3:30pm – 5:00pm**     **Conceptual Issues in the Study of Emotional Labor (3B)**

**R-R130**

*Facilitator: Céleste M. Brotheridge, UQAM*

Papers:

Understanding the relationship between emotional labor and effort

*Robyn E. Goodwin*

Trading in emotions: A closer examination of emotional labor

*Frances Peart and Amanda Roan*

Synthesizing what we have known and looking ahead: A meta-analytic review of 30 years of emotional labor research

*Gang Wang, Scott E. Seibert and Terry L. Boles*

**5:00pm – 7:00pm**     **Conference Reception**



Hotel Lord Berri  
1199, rue Berri  
Montréal (Québec)  
Canada H2L 4C6



This event is proudly hosted by Emerald Group Publishing.

**Thursday, August 5**

**9:00am – 10:30am    Concurrent Sessions – Sessions 4A and 4B**

**The Suppression of Emotion (4A)**

**R-R130**

*Facilitator: Charmine E. J. Härtel, University of Queensland*

Papers:

To show or not to show: The intrapersonal effects of emotion suppression in negotiation

*Lu Wang, Greg Northcraft and Gang Zhang*

Smiling towards customers and co-workers: A diary study on daily emotion regulation, emotional exhaustion and work engagement

*Carmen Binnewies and Anna Pollmann*

Exploring the antecedents and consequences of authenticity of emotional expression

*Sushanta Kumar Mishra*

**9:00am – 10:30am    Emotions and National Culture (4B)**

**R-R120**

*Facilitator: Christoforou Paraskevi, National University of Singapore*

Papers:

Ability emotional intelligence: A tale of two countries

*Jahanvash Karim*

(Winner of Best Paper Award)

Emotions, emotion events, and emotion management of employees in a gold mine environment in South Africa

*Cara Sophia Jonker and Nadia Bothma*

Why do we need someone who is fit to serve? Person-job fit, customer desirability and emotional labor

*Wing Lam, Yuanyuan Huo and Ziguang Chen*

**10:30am – 11:00am    Break**

**D-R200**

**11:00am – 12:30pm Concurrent Sessions – Sessions 5A and 5B**

**Emotions in Emergency Workers (5A)**

**R-R120**

*Facilitator: Lisa T. Stickney, University of Baltimore*

Papers:

The emotion work of police

*Catherine S. Daus and Shanique Brown*

Performance and emotion management of emergency workers:

The impact of emotion management socialization

*Linda Dyer and Nicole Berube*

**11:00am – 12:30pm Anger and Aggression (5B)**

**R-R130**

*Facilitator: Wilfred J. Zerbe, Memorial University of Newfoundland*

Papers:

A compassionate response model of workplace anger

*Angela C. Zenteno-Hidalgo and Deanna Geddes*

Thanks for your kind help! A call center simulation on customer behavior to extend boundaries of service resources

*Barbara Katharina Zimmermann, Sarah Dudenhoffer and Christian Dormann*

Muted anger in the workplace: Changing the “sound” of employee emotion through social sharing

*Deanna Geddes and Lisa T. Stickney*

**12:30 pm – 1:30 pm Lunch**

**D-R200**

**1:30 pm – 3:00 pm Concurrent Sessions – Sessions 6A and 6B**

**Emotions in Sales and Service (6A)**

**R-R120**

*Facilitator: Cynthia Kivland, WorkPlace Coach Institute*

Sales employees’ emotional labor: A question of image or support

*Sushanta Kumar Mishra*

Emotionally intelligent people get what they want: The relationship between understanding emotions, persuasiveness, and sales performance

*Jochen I. Menges and Peter Salovey*

Emotion strategies and control moves- customer service employee tactics in performing emotion work

*Sanjeewa Perera*

**1:30 pm – 3:00 pm    Emotional Intelligence (6B)    R-R130**

*Facilitator: Felicia Lassk, Northeastern University*

Papers:

Emotion work, emotional intelligence and well-being of human resource employees in South Africa: A wellness model  
*Nadia Bothma and Cara Jonker*

Self- Report Emotional Intelligence Test Short-Form (SREIT-SF): Testing for factorial invariance across countries  
*Jahanvash Karim and Robert Weisz*

We are all mad in wonderland: An organizational culture framework for emotions and emotional intelligence research.  
*Catherine S. Daus, Peter J. Jordan, Marie T. Dasborough, and Neal M. Ashkanasy*

**3:00 pm – 3:30 pm    Break    D-R200**

**3:30 pm – 5:30 pm    Research Incubator and Closing Plenary (Session 7)    R-R120**

*Moderators:*

*Neal M. Ashkanasy, University of Queensland*

*Charmine E. J. Härtel, University of Queensland*

*Wilfred J. Zerbe, Memorial University of Newfoundland*

Discussion of participant research ideas and projects  
Report outs by tables  
Full group discussion  
Plenary and summary

**6:30 pm – 9:30 pm    Conference Dinner**

A 5-course dinner and cruise aboard the Cavalier Maxim



This event is proudly hosted by Memorial University

## **Best Paper Abstracts**

The Best Paper Awards are proudly sponsored by Wiley Blackwell and Sage Publications Limited.

### **Joint Winner Best Paper Award**



#### *Ability emotional intelligence: A tale of two countries*

Author: Jahanvash Karim, Centre for Studies and Research in Management of Aix-Marseilles (CERGAM)

Contact: j\_vash@hotmail.com

#### **Abstract:**

Cross-cultural validity of emotional intelligence scales is a constant concern in organizational behavior research. The present study examines the factorial and discriminant validity of the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT: Mayer et al., 2003) in French and Pakistani cultures. In summary, (a) French students scored higher than Pakistani students on perceiving emotions, understanding emotions, managing emotions, and total EI; (b) The MSCEIT has the same theoretical latent structure, the same strength of the relationships among factors and items, the same reliability of items, and the same nature of covariances among the MSCEIT factors regardless of the country; Finally (c) for both samples, results provide supporting evidence for the discriminant validity of the MSCEIT vis-à-vis Big Five personality dimensions, trait EI measures, and cognitive intelligence.

### **Joint Winner Best Paper Award**



#### *Cadet emotions: The effects of the emotional quality of life on the perception of leadership styles in the military*

Authors: Chris Kowal, University of Connecticut  
Chris Kasker, United States Military Academy

Contact: christopher.kowal@uconn.edu

#### **Abstract:**

During the summer months, West Point Cadets are required to conduct military field training. In July and August 2009, 225 West Point cadets participating in Cadet Leader Development Training (CLDT) completed paper and pen surveys measuring personal emotions and the perceptions of the leader (76% male, 45.6% white, mean age of 21). Cadets involved in the training are deployed to Camp Buckner at West Point, New York and the surrounding training area in which they perform targeted missions in platoons. All cadets were incoming seniors. The General Emotional Quality of Life scale influenced the perception of compassion and the overall credibility of the cadets in charge.

## **Papers in Thematic or Individual Sessions**

(Author alphabetical order)

### ***Physical work environment, employee territoriality, affectivity, and outcomes***

Authors: Oluremi (Remi) B. Ayoko, University of Queensland  
Neal M. Ashkanasy, University of Queensland  
Karen A. Jehn, University of Melbourne

Contact: r.ayoko@business.uq.edu.au

#### **Abstract:**

Organizational behavior researchers have to date largely ignored research that examines the connection between physical workplace environment, employee territoriality, affective events (e.g. conflict) and emotional reactions in organizational settings. In this article, we propose a conceptual model intended to shed some light on the processes by which the physical work environment can elicit employee territorial behaviors that, in turn, might lead to affective events and emotional responses and outcomes for employees. Additionally, we theorize that employee territorial behaviors will initially be linked to negative affective processes and outcomes but that over time, and given the influences of time, tenure, and team composition, these negative affectivity and behaviors (e.g., conflict, anger) will change for the better. We conclude by exploring the implications of our model for theory, research and practice.

### ***Shared display rules and emotional labor in work teams***

Author: William J. Becker, Texas Christian University

Contact: beckerwj@u.arizona.edu

#### **Abstract:**

This study proposes a process model of emotional labor that extends from display rules to job attitudes and behaviors. It is unique in that it investigates display rules and emotional labor at the group level of analysis. It also includes coworkers as well as customers as targets of emotional labor. Display rule commitment is proposed as an important moderator between emotional labor and important individual job attitudes and behaviors that may account for previously mixed findings in the literature. Therefore, the findings from this study provide several promising new insights and directions for emotional labor research.

***Smiling towards customers and coworkers: A diary study on daily emotion regulation, emotional exhaustion, and work engagement***

Authors: Carmen Binnewies, University of Mainz  
Anna Pollman, University of Konstanz

Contact: carmen.binnewies@uni-mainz.de

**Abstract:**

In this diary study, we examined intra-individual relationships between daily emotion regulation strategies (surface acting and deep acting) in customer interactions and in coworker interactions with daily emotional exhaustion and work engagement. In addition, we explored different mediators (daily emotional dissonance in customer and coworker interactions, daily rewarding relationships with customers and coworkers, and daily self-regulatory resources) in these relationships. In total, 82 employees from a furniture store responded to a general survey and five daily surveys over the course of one working week. Hierarchical linear modeling (N = 380 days) showed that both daily emotion regulation in customer interactions and in coworker interactions were related to daily emotional exhaustion and daily work engagement. Mediator hypotheses were partly confirmed showing differential relationships for predictor and outcome variables. Our results emphasize that with regard to employee well-being, we should not only consider emotional labor in customer interactions as an important predictor but also emotional labor in other interpersonal interactions, such as interactions with coworkers.

***Emotion work, emotional intelligence, and wellbeing of human resource employees in South Africa: A wellness model***

Authors: Nadia Bothma, Anglo Gold Ashanti  
Cara Jonker, North-West University: Potchefstroom Campus

Contact: Cara.Jonker@nwu.ac.za

**Abstract:**

The objective of this study was to develop and test a structural model of work wellness of human resource employees in a mining environment in South Africa. A cross-sectional survey design was utilized in this study. An availability sample (N = 465) was taken from human resource employees in a gold-mine and chrome-mine. The Utrecht Work Engagement Scale (UWES), Oldenburg Burnout Inventory (OLBI), Frankfurt Emotion Work Scale (FEWS), Greek Emotional Intelligence Scale (GEIS) and Social Support Scale were administered. The results obtained from structural equation modeling (SEM) showed that emotional intelligence and social support are negatively related to emotion work and burnout, and positively related to engagement, which means that employees with emotional intelligence and social support will be less likely to experience negative effects of emotion work and burnout and more likely to experience work engagement. Results also indicated that emotion work is positively related to burnout, meaning that emotion work leads to burnout.

***Rewarding anger: Intensity, anger disposition, and injustice***

Authors: Arik Cheshin, Technion - Israel Institute of Technology  
Ella Glikson, Technion - Israel Institute of Technology

Contact: acheshin@tx.technion.ac.il

**Abstract:**

Being a subject of injustice can lead to anger, however how does the expression of anger or the persons affective disposition effect the compensation they will receive? This study examines the effects of anger intensity and prior knowledge regarding an individual affective disposition on the allocation of compensation after being a subject of injustice. Using a 2 X 3 design, high and low intensity anger display were manipulated, as well as prior knowledge about the angry person (usually, nice and calm, hot tempered or no information). One hundred and fifty eight engineering students participated in this lab study. The results of the study, that were counter to the predictions made based on the limited literature on this subject, have found that higher intensity anger display and angry affective disposition has lead to greater compensation. Moreover, surprisingly, the evaluation of injustice suffered by the angry person was influenced by both intensity display and affective disposition.

***Adaptive responses to anger and embarrassment***

Author: Paraskevi T. Christoforou, National University of Singapore

Contact: christoforou@nus.edu.sg

**Abstract:**

Employees' affective responses to adverse experiences may differentially influence their adaptive behaviors. In this study, I draw on the affect-as-information view to argue that salespeople's attributions of blame relevant to anger and embarrassment as experienced in response to customer hostility will trigger different responses. The results showed that, indeed, anger and embarrassment informed salespeople's choice of avoidance behaviors and interactional justice judgments in distinct ways.

***Emotional intelligence as a moderator of the quality of leader-member exchange and work related outcomes***

Authors: Nicholas Clarke, University of Southampton  
Nomahaza Mahadi, University of Southampton

Contact: n.r.clarke@soton.ac.uk

**Abstract:**

A growing body of study has found emotional intelligence to be associated with the self-perceived quality of interpersonal relationships. Indeed, researchers in the field of leadership are increasingly turning their attention to the concept of emotional intelligence in order to better understand how aspects of individual difference may help to explain variations in leadership behaviour. Importantly leadership practices that foster positive affectivity have been found to be associated with important job and work related outcomes. While, increasing studies examining the impact of emotional intelligence in the leadership are appearing in the literature, however, there are limits to what extent the idea of leadership relationship development can be taken. This study aims to investigate whether emotional intelligence moderates the relationship between a measure of Leader-Member Exchange (LMX) and important work-related outcomes within in Malaysia. LMX was found to be positively associated with organizational citizenship behaviour, job satisfaction, organizational commitment, psychological well-being and in-role performance. However the relationship between LMX and job satisfaction, LMX and organizational commitment, LMX and psychological well-being, and LMX and in-role performance was also found to be moderated by emotional intelligence. The findings suggest that emotional intelligence can help leaders and subordinates to facilitate stronger identification and emotional attachments with each other.

***Emotion regulation strategies among customer service employees: A motivational approach***

Authors: Michel Cossette, University of Quebec at Montreal  
Ursula Hess, University of Quebec at Montreal

Contact: cossettemichel@yahoo.ca

**Abstract:**

In this study we proposed and tested a motivational framework of emotional labor process which incorporates positive and negative affect, customer service orientations, motivation to express positive emotions, emotional regulation strategies (emotion suppression, reappraisal and naturally felt emotions) and job satisfaction. Based on a sample of 147 employees, results generally supported our model and indicated that employees' motivation to express positive emotions seems to facilitate the adoption of a more authentic stance towards their customers and increased the use of reappraisal while decreasing the use of emotion suppression. Moreover, job satisfaction seems to be associated with a more authentic demeanor.

***An exploratory study: Cultural exposure, emotional intelligence and cultural intelligence***

Author: Kerri Anne Crowne, Widener University

Contact: kabrannen@widener.edu

**Abstract:**

This study examines the influence of cultural exposure on Emotional Intelligence and Cultural Intelligence. Because of the importance of international experience in organizations, and the ease of travel, understanding the impact of exposure to other cultures is critical. In this study, cultural exposure is examined in a variety of ways, such as a binary measure, breadth measure and depth measure as well as the interaction between breadth and depth. The sample included 485 participants from a large culturally diverse university in the northeast part of the United States. Regression analysis was conducted and findings indicated that cultural exposure in all forms had an impact on cultural intelligence, while it did not have an impact on emotional intelligence.

***The emotion work of police***

Authors: Catherine S. Daus, Southern Illinois University, Edwardsville  
Shanique Brown, Southern Illinois University, Edwardsville

Contact: cdaus@siue.edu

**Abstract:**

Two studies were conducted to examine the emotional aspects of police work – the emotional labor of it, and its relationship to an officer's emotional intelligence, cognitive ability, personality, and their interrelationships. The first study used a qualitative design and analysis to capture emotional labor requirements. The second study examined officers' emotional intelligence ability in relationship to scores on standardized cognitive ability, personality and emotional labor tests. Results reveal several strong linkages between emotional labor, emotional intelligence (as measured as an ability), cognitive ability, personality, and work attitudes.

***We are all mad in Wonderland: An organizational culture framework for emotions and emotional intelligence research***

Authors: Catherine S. Daus, Southern Illinois University, Edwardsville  
Peter J. Jordan, Griffith University  
Marie T. Dasborough, University of Miami  
Neal M. Ashkanasy, University of Queensland

Contact: cdaus@siue.edu

**Abstract:**

Emotional intelligence has emerged an important variable in determining individual behavior in organizations. Much of the research in relation to emotional intelligence has been at the individual level of behavior. In this article, we develop a framework for considering the impact of emotional intelligence at the organizational level. Specifically, we link emotional intelligence abilities to an organizational culture schema. Implications for managers are discussed.

***Performance and emotion management of emergency workers: The impact of emotion management socialization***

Authors: Linda Dyer, Concordia University  
Nicole Berube, Concordia University

Contact: dyer@jmsb.concordia.ca

**Abstract:**

This study investigates whether performance in the emergency work context is improved by socialization in emotion management. Survey data were collected from 98 emergency workers, including firefighters, police officers and other first responders. Results suggested that expressing authentic emotions during a recent emergency event was related to having been socialized in emotion management. Socialization in emotion management was not correlated with the use of deep acting or surface acting; however the display of authentic emotions partially mediated a link between the extent of socialization in emotional management and performance during emergency operations.

***Muted anger in the workplace: Changing the “sound” of employee emotion through social sharing***

Authors: Deanna Geddes, Temple University

---

Lisa T. Stickney, University of Baltimore

Contact: Lstickney@ubalt.edu

**Abstract:**

This study is a preliminary effort to examine the muted anger process in the workplace. Muted anger is a unique interpersonal and organizational phenomenon, identified in the dual threshold model (DTM) of workplace anger (Geddes & Callister, 2007). Characterized as a form of “suppressed anger,” muted anger is when angry organizational members intentionally keep their anger hidden from management and those responsible for the problematic situation, and instead express their emotions to colleagues (and others) unrelated to the initial anger-provoking incident. Using the DTM as a framework, we surveyed 300 full time employees about their experience with colleagues approaching them after an infuriating event. Our findings indicate that whether or not muted anger episodes can lead to productive communication practices depends on the anger intensity of both the actor and the sympathetic responder, as well as the responder’s level of organizational commitment. Those responding to muted anger displays with moderate anger intensity and high commitment were more likely to advocate on behalf of their angry colleague and approach management or those in a responsible position to help address the problematic situation. Those with lower anger intensity and organizational commitment typically discussed the situation with one or two additional, but unrelated persons.

***Understanding the relationship between emotional labor and effort***

Author: Robyn E. Goodwin, University of New South Wales

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**Abstract:**

This paper addresses how emotional labor relates to effort, an important mechanism in the relationship between emotional labor and important outcomes. To allow for a more accurate and precise account of these relationships, a new perspective on emotional labor strategies is considered. This new perspective is based on the effort profiles associated with three distinct categories of emotional labor strategies; cause-focused, symptom-focused, and avoidance strategies. The new perspective is contrasted with the current dichotomous understanding of emotional labor strategies; surface acting and deep acting. How these three distinct sets of emotional labor strategies are specifically related to effort - and thus to outcomes of interest - is discussed and propositions are made. This new categorization of emotional labor opens many interesting avenues for future research. For example, potential improvements to current motivational accounts of emotional labor, how emotional labor research may be informed by the literature on coping, and the potential moderating role of discrete emotions.

***Observer perceptions of emotional labor: Can they be influenced? Do they matter?***

Authors: Robyn E. Goodwin, University of New South Wales  
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**Abstract:**

The effects of contextual and display-related variables on observer perceptions—in particular, supervisor perceptions—of employee emotional labor and performance are investigated as part of an experimentally designed study. Results suggest that emotional labor detection is imperfect, and that a contextual factor influenced perceptions of emotional labor; perceived awareness of employee performance monitoring. Moreover, higher levels of employee smiling were related to increased perceptions of emotional labor. In a test of the follow-through effects of these perceptions, the extent to which supervisors perceived the emotional labor strategies of surface and deep acting was significantly related to a measure of overall service performance.

***Emotions, emotion events, and emotion management of employees in a gold mine environment in South Africa***

Authors: Cara Sophia Jonker, North-West University: Potchefstroom Campus  
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**Abstract:**

The objective of this study was to investigate and explore the emotion experiences of employees in a work context. A non-probability sample (N = 52) was taken from the mining industry in the North West and Gauteng Provinces of South Africa. Data collection was done through a phenomenological method of semi-structured in-depth interviews and observations. Content analysis was used to analyze and interpret the research data through open coding. The main goal was to determine the emotion experiences of employees, and the following three themes were extracted on the basis of three research questions: what are the particular emotions employees experience at work; what are the specific events or situations that lead to these emotions; and how do employees manage or control these emotion experiences. Some of the emotions experienced were anger, aggression and frustration, disappointment, and suspicion, skepticism and cynicism. The specific events were divided into three levels namely organisational, group, and individual level. Some of these events included organisational culture, lack of managerial support, supervisory relationships and ineffective communication, relationships at work, and role conflict. It was also found that employees make use of emotion work, emotional intelligence and emotional distancing and detachment to regulate and manage emotion experiences.

***Self-Report Emotional Intelligence Test Short Form (SREITSF): Testing for factorial invariance across countries***

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**Abstract:**

In order to compare psychological research findings across groups, it is important to demonstrate factorial invariance, that is, the items have equivalent meanings across the subpopulations being compared. This study examined the factorial invariance of the Self-Report Emotional Intelligence Test Short-Form (SREIT-SF) across two cultures (i.e., France and Pakistan). Multi-group structural equation models were proposed in order to compare the four-factor structure of the SREIT-SF across the two cultures. Participants of this study included 226 university students from two national cultures: 101 from city of Aix-en-Provence, France (45 males, 56 females), and 125 from city of Quetta in the province of Balochistan, Pakistan (78 males and 47 females). Overall, the findings support an equivalent four-factor structure across the two cultures. Based on these data, it can be concluded that respondents across the two cultural groups interpreted items in a similar manner regardless of their cultural backgrounds.

***Why do we need someone who is fit to serve? Person-job fit, customer desirability, and emotional labor***

Authors: Wing Lam, Hong Kong Polytechnic University  
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**Abstract:**

This paper explores new knowledge on the roles of emotional labor (in the forms of deep acting and surface acting) and customer desirability on the influences of person-job (P-J) fit on psychological well-being and service interaction quality among high contact service employees. A questionnaire survey with a sample of 569 customer-contact employees and their immediate supervisors working in two hotels in mainland China was conducted. The results show that P-J fit is positively related to deep acting, which in turn, results in higher job satisfaction and service interaction quality. Meanwhile, it is negatively related to surface acting, leading to lower burnout, higher job satisfaction, and service interaction quality. In addition, the negative relationship between P-J fit and surface acting becomes stronger when the customer desirability is high. The findings provide implications upon further studies on emotional labor and extend to improving the selection and training of customer-contact employees.

***Team member emotional exchanges and workgroup performance: Workgroup emotional climate and emotional labor as important team features***

Authors: Xiaoyu Liu, University of International Business and Economics, Beijing  
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**Abstract:**

Research is presented in which workgroup emotional climate and emotional labor are conceptualized as contrasting types of emotional exchange within teams, with the former defined as team-member directed emotional exchanges and the latter as the outward directed emotional exchanges required to enact one's role. A sample of 840 workgroup members from 148 workgroups in China provided the data for analysis. Results showed that positive workgroup emotional climate is a source of group efficacy with positive consequences for workgroup performance. The findings also lend support to the idea that people have limited emotional resources and thus, while a positive workgroup emotional climate improves group performance, this relationship is weakened as emotional labor increases. The unexpected positive relationship between negative workgroup emotional climate and workgroup performance in high emotional labor team settings suggest that coping mechanisms may come into play to ameliorate negative workgroup performance outcomes when team-member emotional exchanges are typified as negative.

***Emotionally intelligent people get what they want: The relationship between understanding emotions, persuasiveness, and sales performance***

Authors: Jochen I. Menges, University of Cambridge  
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**Abstract:**

This research focuses on whether understanding emotions leads to greater persuasiveness and sales performance. In a sample of 45 employees working in the private wealth management unit of a large European bank, we examined the relationships among emotional intelligence, peer ratings of each employee's persuasiveness and how many million Euros the employee acquired from new or existing clients. Results revealed that employees who had a better understanding of emotions were seen as persuasive by their peers and gained significantly more new net assets. Findings supported a fully mediated model linking understanding emotions to sales performance through persuasiveness. This study enriches our knowledge of how understanding emotions unlocks opportunities to persuade others and achieve results.

***Exploring the antecedents and consequences of authenticity of emotional expression***

Author: Sushanta Kumar Mishra, Indian Institute of Management, Indore

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**Abstract:**

The study analyzes the relationship between organizational identification and authenticity of emotional expression among medical sales representatives (MSR) during customer interactions. Based on a survey of 468 MSRs in India, the study found significant consequence of authenticity of emotional expression on employees' well-being and turnover intention. The study found evidence of the mediation effect of authenticity of emotional expression in explaining the relationship between organizational identification and well-being. However, contrary to the hypothesis, the study found no mediation effect of authenticity of emotional expression on the relationship between organizational identification and turnover intention. The study addresses an important yet neglected issue: how authenticity might meaningfully contribute to the advancement of theory and practice in business.

***Sales employees' emotional labor: A question of image or support***

Author: Sushanta Kumar Mishra, Indian Institute of Management, Indore

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**Abstract:**

Based on a study of 523 medical representatives, the present study investigates the relationships among employees' perception about organizational image, organizational support, with the way they perform their emotional labor during customer interaction. As predicted both perceived organizational support and perceived external prestige was found to be related to the way in which they perform emotional labor. Contrary to the hypothesis, the study found the importance of perceived external prestige of the organization in influencing the relationship between perceived organizational support emotional labor. Implications of the study to practitioners and researchers were discussed.

***Innovation and strategic consensus: The impact of emotional intelligence***

Authors: Kerrie O'Sullivan, Dublin City University  
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**Abstract:**

The recent Annual Review of Psychology (2009) examines the future direction of leadership research. It points to a wave of new theories emerging to reflect the behavioral requirements of successful leadership. This study will investigate if emotional intelligence can be used as a strategic tool to help raise levels of strategic consensus and innovation in Irish professional service firms in particular architectural firms. It will focus on a style of emotionally intelligent leadership which draws from ‘positive psychological capacities and a highly developed organisational context’ leading to greater leader self awareness, and regulated behaviours which in turn lead to positive self development (Luthans & Avolio, 2003, p. 243). This research will move from the traditional dyadic leadership theories and focus on multilevel relationships and explore the emotion management required for effective leading and strategizing.

***Trading in emotions: A closer examination of emotional labor***

Authors: Frances Peart, University of Queensland  
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**Abstract:**

The trade of worker’s emotions can be analyzed from a number of perspectives and this theoretical paper uses a conceptual map to more closely examine the construct. In his multi-level analysis of the study of emotions in organizations, Ashkanasy (2003) placed emotional labor at the mid point – interpersonal level. We maintain that emotional labor is a complex construct and it can also be considered as an organizational level variable and from the within person perspective and that recent fragmentation in the literature has tended to divert the focus from its primary purpose: a value adding activity for the organization. This paper describes the horizontal and vertical relationships between the key elements of the conceptual map and concludes with directions for future research.

***Emotion strategies and control moves customer service employee tactics in performing emotion work***

Author: Sanjeeva Perera, University of South Australia

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**Abstract:**

This study investigated tactics used by customer service employees in performing emotion work during their interactions with customers and those internal to organisations. Based on a qualitative study in the hospitality industry I discovered that customer service employees used a range of tactics that impact different phases of emotion regulation process in order to facilitate emotion work. One group of tactics was directed towards the work context while the other was self directed attempting to regulate the experience and expression of emotion. Taken together these two groups of tactics provide a holistic portrayal of the range of tactics used by customer service employees in performing emotion work.

***A multi-level conceptualization of affective empathy to explain how diversity increases group performance***

Authors: Marie Elene Roberge, Northeastern Illinois University  
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**Abstract:**

The paper focuses on affective empathy and the role it plays in explaining how diversity may increase group performance in organizations. It suggests that both individual empathy and group empathy are key mechanisms that explain how people in diverse groups may work harmoniously together and increase the overall group performance. Finally, the paper addresses the theoretical and practical implications of a multi-level conceptualization of empathy and it provides recommendations for future research.

***The role of cognition and attitude in driving behavior: Elaborating on Affective Events Theory***

Authors: Brona Ann Russell, University College, Dublin  
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**Abstract:**

Affective Events Theory (Weiss & Cropanzano, 1996) proposes a theoretical framework which outlines the structure, antecedents and consequences of affective experiences at work. We elaborate on Affective Events Theory by incorporating recent theory of attitude and by further exploring the role of Work Environment Features within the model. Our proposed model acknowledges the immediacy of judgment driven as well as affect driven behavior, it provides a mechanism through which affect driven or judgment driven behaviors can be more easily predicted and it shows how work environment features not only make certain events more or less likely but also moderate resulting behaviors through attitude formation. We outline the practical application of our model and give direction for future research.

### ***Mapping the moods of creative practice***

Authors: Barbara Simpson, University of Strathclyde  
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#### **Abstract:**

The dynamic interplay between creativity and emotion is under-examined within the organizational sciences. This paper draws on American Pragmatist philosophy to explicitly frame creative practice as an ongoing social process of inquiry that is threaded through with ever-changing moods. It develops an analytical mood space for the mapping of these changing moods, and elaborates this empirically using conversational data from the Senior Management Team meetings of a creative arts company. The results show that there are four discernible rhythms of mood gesturing associated with creative practice. We have labeled these four rhythms 'surfacing', 'tempering', 'brainstorming' and 'reproducing'. This study makes contributions to both theory and practice by reformulating creativity as a social practice that plays out in an ever-changing mood space, by extending existing literatures on meetings and emotional contagion, and by emphasizing the importance of mood tensions rather than unity in creative practice.

### ***Emotional responses to the injustice of organizational change: A qualitative study***

Author: Roy Kark Smollan, Auckland University of Technology

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#### **Abstract:**

Staff facing organizational change often experience negative emotions when they anticipate or encounter injustice. In this qualitative study the personal and contextualized accounts of

participants, who led, managed or otherwise experienced change, reveal the emotions, such as anger, frustration, anxiety and guilt, arising from their perceptions of distributive, procedural, interpersonal and informational injustice in a variety of change situations. The study demonstrates the corrosive effects of injustice on negative emotions and responses to change.

***Managing anger and sadness in emergency call taking***

Author: Martin G.A. Svensson, Blekinge Institute of Technology

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**Abstract:**

In this paper management of emotions in emergency settings is studied. More specifically, how do emergency call takers manage their own and caller's anger and sadness? By triangulating interviews, observations and organizational documentation with theories on management of emotion multiple emotional strategies were identified. The strategies ranged choosing calls, modifying, reshaping/reappraising the content of calls, externalizing an emotional barrier and regulating emotional expression. The different sets of emotional management are discussed in terms of performance efficiency; especially in terms of not letting emotions interfere with decision making capabilities as well as how wellbeing can be maintained for call takers.

***Relative leader-member exchange, negative affectivity, and social identification: A moderated mediation examination***

Authors: Herman Tse, Griffith University  
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**Abstract:**

In this paper, we argue that employees' perceptions of their leader-member exchange (LMX) standing relative to the LMX relationships of other coworkers influence their perceptions of team-member exchange (TMX) development and job performance. Based on principles of LMX and social comparison theory, we develop a moderated-mediated model of the processes linking RLMX, TMX, and job performance, and test it using a sample of 252 employees and 42 managers working in two large Australian banks. Results of hierarchical regression analyses support the model. We found that RLMX was positively related to social identification after controlling for perceptions of LMX, and also that social identification fully mediated the relationships between RLMX and TMX and job performance respectively. We found further that negative affectivity moderated the relationship between RLMX and social identification which, in turn, also mediated the interactive effect on both outcomes. Implications of findings for theory and practice of this study are discussed, and its future research directions are also outlined.

***Synthesizing what we have known and looking ahead: A meta-analytic review of 30 years of emotional labor research***

Authors: Gang Wang, University of Iowa  
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**Abstract:**

The purpose of the current study is to meta-analytically examine the nomological network around emotional labor. The results show that negative display rules, high level of job demands, frequent contacts with customers and lack of autonomy and social support are significantly related to surface acting, whereas display rules, opportunities to display various emotions and frequent, intensive and long time contacts with customers are significantly related to deep acting. Further, people high on negative affectivity and neuroticism are more likely to surface act, whereas people high on positive affectivity and extraversion are more likely to deep act. In addition, surface acting is mainly associated with undesirable work outcomes, whereas deep acting is mainly related to desirable work outcomes.

***To show or not to show: The intrapersonal effects of emotion suppression in negotiation***

Authors: Lu Wang, Australian School of Business (University of New South Wales)  
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**Abstract:**

Emotion often arises when individuals try to reconcile conflicting interests in negotiations. Past research has examined the impact of expressing emotions on negotiation process and outcomes exclusively from an interpersonal perspective. This paper contributes to previous research on emotion in negotiations by investigating the intrapersonal effects of suppressing one's emotion in negotiations. Study 1 showed that suppressing positive emotion drained the suppresser's cognitive resource at the negotiation table which, in turn, significantly affected the suppresser's performance in the negotiation. Extending this finding, Study 2 showed that suppressing negative emotion at the negotiation table also decreased suppresser's cognitive resource and negatively affected negotiation performance. More significantly, Study 2 showed that the depleting effect of suppressing negative emotion was moderated by the negotiation medium. Together, these findings highlight the important intrapersonal effects of suppressing emotions in negotiations.

***The measurement of trait emotional intelligence with TEIQueSF: An analysis based on unfolding item response theory models***

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**Abstract:**

Previous research in the assessment of trait emotional intelligence (or "trait emotional self-efficacy") has been limited to traditional psychometric techniques (e.g. classical test theory) under the notion of a dominance response processes describing the relationship between individuals' latent characteristics and individuals' response selection. In the present study, we applied the Generalized Graded Unfolding Model (GGUM) in order to evaluate the response process and the item properties on the short form of the trait emotional intelligence questionnaire (TEIQue-SF; Petrides & Furnham, 2006). A sample of 866 participants completed the English version of the TEIQue-SF. Results supported the accuracy of the instrument, particularly for low and middle scores on the construct; however several items had low discrimination parameters. Implications for the benefits of unfolding models in the assessment of trait EI are discussed.

***A compassionate response model of workplace anger***

Authors: Angela C. Zenteno-Hidalgo, Temple University  
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**Abstract:**

This paper presents a compassionate response model of workplace anger. The model incorporates an interpersonal feedback loop to show how compassionate responses to workplace anger have the potential for generating gratitude within the angry individual. Both reactions should ultimately result in more favorable organizational outcomes from anger episodes. In addition, the model identifies message, individual, relational, and organizational factors moderating the likelihood that an anger expression, compassion, and gratitude progression takes place. The model proposes that anger expression is not inherently negative for individuals and organizations, but may initiate a series of potentially positive exchanges of emotion and caring.

***Thanks for your kind help! A call center simulation on customer behavior to extend boundaries of service resources***

Authors: Barbara Katharina Zimmermann, University of Mainz  
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**Abstract:**

So far, research has focused on negative customer behavior as a stressor that reduces on service employees' well-being and health. In this study we propose that positive customer behavior represent a potential resource for employees that improves well-being. We expect positive affective reactions to positive customer behavior and negative reactions to negative behavior. These relations are proposed to be qualified by peoples' susceptibility to social cues as reflected in their level of extraversion. In a laboratory setting, we conducted a call center simulation with 72 university students acting as call center agents. Agents had to answer either three positive or three negative calls. Results show that positive customer behavior elicits positive affect (particularly enthusiasm and excitement), whereas negative customer behavior (aggression) elicits negative affect. Agents' extraversion enhanced the relation between positive customer behavior and agents' excitement, which is still positive even if extraversion is low. Therefore, future research on stress among service personnel could benefit for considering positive customer behavior in addition to negative behavior. Also, several practical implications are derived.

## Notes

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