

# EMONET XII

TWELFTH INTERNATIONAL CONFERENCE  
ON EMOTIONS AND WORKLIFE

A VIRTUAL CONFERENCE  
JULY 8 – 9, 2020



## Conference Program and Paper Abstracts



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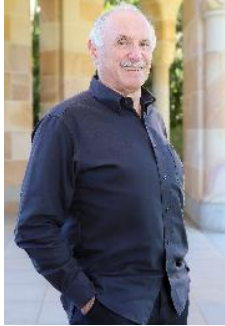
Prepared by Audrey Y. L. Teh  
Book of Abstracts Twelfth International Conference on Emotions and Worklife, A Virtual  
Conference

Editors: Neal M. Ashkanasy, Ronald H. Humphrey, and Ashlea C. Troth

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## Welcome

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



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Dear Colleagues,

Welcome to the *Twelfth International Conference on Emotions and Worklife* (“Emonet XII”). It is now twenty years 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, and I hope this year’s conference will prove to be as successful and as enlightening as ever.

Consistent with earlier Emonet conferences, this year we again have a wonderful selection of papers by scholars from all around the world. We intended that this year’s conference would be held in Lancaster, UK but, because of the COVID-19 Pandemic, this year we are holding our first on-line “virtual” conference. After San Diego, past Emonet Conferences have been in Toronto, Canada (2000), the Gold Coast, Australia (2002), London, UK (2004), Atlanta, USA (2006), Fontainebleau, France (2008), Montréal, Canada (2010), Helsinki, Finland (2012), Philadelphia, USA (2014), Rome, Italy (2016), and Chicago, USA (2018). All were outstandingly successful, and I anticipate that this year’s conference, although offered via a different medium, will be equally as good.

A selection of the papers from this conference will be published in Volume 17 of the Annual Book Series, [\*Research on Emotion in Organizations\*](#), published by the Emerald Group. 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 and display, 2006.*
- Vol. 3: Functionality, intentionality, and morality, 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.*
- Vol. 7: What have we learned? Ten years on, 2011.*
- Vol. 8: Experiencing and managing emotions in the workplace, 2012.*
- Vol. 9: Individual sources, dynamics, and expressions of emotion, 2013.*
- Vol. 10: Emotions and the organizational fabric, 2014.*
- Vol. 11: New ways of studying emotions in organizations, 2015.*
- Vol. 12: Emotions and organizational governance, 2016.*

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*Vol. 13: Emotions and identity, 2017.*

*Vol. 14: Individual, relational, and contextual dynamics of emotions, 2018.*

*Vol. 15: Emotion and leadership, 2019.*

*Vol. 16: Emotions and service in the digital age, 2020\**

\*To be published in September 2020.

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 theme for Volume 17 will be announced following the 2020 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 Ms. Audrey Teh, our Conference Coordinator, who did most of the work to make this virtual conference a reality. Despite the difficulties, we have a conference as good as any in the past, and it would not have been possible without Audrey's support.

This year, we also have a new Chair Team, which will comprise, in addition to me, Prof. Ronald Humphrey from the University of Lancaster in the UK, and Prof. Ashlea Troth from Griffith University in Brisbane, Australia. On behalf of the new team, I express our deep gratitude to past Co-Chairs, Profs. Charmine Härtel (Monash University, Melbourne, Australia) and Wilfred Zerbe (Fairleigh Dickinson University, Vancouver, Canada) for their tireless work to make past Emonet conferences so successful.

I would also like to express my gratitude to our sponsors: Emerald Group Publishing and The University of Queensland Business School.

Finally, I want to express my deep appreciation to those of you who have supported this year's conference. I hope that all participants 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 2021 in Lancaster, England, UK.

Best wishes for a successful conference,



Neal M. Ashkanasy, PhD  
Conference Co-chair

## **Emonet XII Program Committee**

Neal M. Ashkanasy	Karen Moustafa Leonard
William Becker	Honghua Li
Sherry Carroll	Mouna El Mansouri
Michael Collins	David Martinez-Iñigo
Mark Alexander Conley	Miriam Matteson
Valentina Cucino	Atma Prakash Ojha
Anna Deréky	Ann Parkinson
Rebecca Dickason	Belinda Rae
Ekaterina Elgayeva	Adam Robertson
Jan Ferguson	Sally Russell
Joshua Gerlick	Linna Sai
Manuel Gonzalez	Roy K. Smollan
Lindsey Greco	Sheema Tarab
Dritjon Gruda	Audrey Y. L. Teh
Bichen Guan	Basil John Thomas
Ronald H. Humphrey	Ashlea C. Troth
Shahid Khan	Hongguo Wei
Sandra Krisberga-Sinigo	Bradley Winton
Sean Lawler	Ning Xu

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## Conference Program (8<sup>th</sup> and 9<sup>th</sup> July 2020)

All live conference activities have taken place via Zoom. Only plenary sessions have been recorded and they are available for access through the links provided below.

Date / Time	Virtual Conference Activities
–	<b>Doctoral Consortium (by invitation only)</b> Host: <i>Audrey Y. L. Teh</i>
–	<b>Emonet XII Opening Plenary (Pre-recorded)</b> Speakers: <i>Neal M. Ashkanasy, Ronald H. Humphrey, Ashlea C. Troth, Audrey Y. L. Teh</i> URL: <a href="https://www.youtube.com/watch?v=tIJBzGKOvaA">https://www.youtube.com/watch?v=tIJBzGKOvaA</a>
<b>8<sup>th</sup> July 2020, UTC 04:00</b>	<b>Emonet XII Paper Session 1: Happy Vibes</b> Session Chair: <i>Peter J. Jordan</i>  <u>Papers</u>  1) “The what and how of positive feedback: A review and experimental study of positive feedback ‘best-practices’” Authors: <i>Elena Svetieva &amp; Paulo Lopes</i>  2) “Emotions in workplace: An organizational context” Author: <i>Basil John Thomas</i>  3) “Unmet entitlement and employee’s emotion regulation motives to achieve job satisfaction” Authors: <i>Dan H. Langerud, Peter J. Jordan, Matthew Xerri, &amp; Amanda Biggs</i>
<b>8<sup>th</sup> July 2020, UTC 06:00</b>	<b>Emonet XII Paper Session 2: Emotions in Human Resources</b> Session Chair: <i>Charmine E. J. Härtel</i>  <u>Papers</u>  1) “The social consequences of job crafting: An examination of crafting type on emotional and behavioral reactions of co-worker” Authors: <i>Zhijun Chen &amp; Feifan Yang</i>  2) “Affect under need satisfaction and need thwarting: A new classification for the prediction of creative performance in employees” Authors: <i>Jian Zhang, Lan Ye, &amp; Xing Bu</i>



**8<sup>th</sup> July 2020,  
UTC 12:00**

**Emonet XII Paper Session 3: Emotions in Abuse and Incivility**

Session Chair: *Audrey Y. L. Teh*

Papers

- 1) “Effects of authentic and inauthentic emotion expression in response to abusive supervision”  
Authors: *Alannah E. Rafferty, Ashlea C. Troth, & Peter J. Jordan*
- 2) “When and why do people sleep poorly after unfair treatment from their colleagues? The role of negative emotions and dispositional optimism”  
Author: *Marc Ohana*
- 3) “How supervisors’ compassionate but unethical behavior impacts subordinates’ unethical behavior: A sensemaking process”  
Authors: *Hongguo Wei, Shaobing Li, & Yunxia Zhu*
- 4) “Volunteering as a coping strategy of incivility: A theoretical model”  
Author: *Sheema Tarab*

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**8<sup>th</sup> July 2020,  
UTC 14:00**

**Emonet XII Paper Session 4: Emotional Labour**

Session Chair: *Ronald H. Humphrey*

Papers

- 1) “A conceptual framework of research themes and future directions for a frontline employee-customer interpersonal exchange approach to emotional labor”  
Author: *Michel Klein*
  - 2) “Revisiting Joseph and Newman: Specifying the role of emotional labor in the cascading model of emotional intelligence”  
Authors: *Jim McCleskey, Raul Berrios, & Dritjon Gruda*
  - 3) “Emotional labor on the ward: The intricacies of rules and space”  
Author: *Rebecca Dickason*
  - 4) “The group matters: Linking group identification and intergroup conflict to emotional labour strategies”  
Authors: *Dragana Nedeljkovic, Esther Gracia, Vicente Martínez-Tur, Vanesa Hidalgo, & Alicia Salvador*
-

9<sup>th</sup> July 2020,  
UTC 03:00

**Emonet XII Paper Session 5: Not-So-Pleasant Emotions**

Session Chair: *Ashlea C. Troth*

Papers

- 1) “The social consequences of anger expression: An interpersonal perception perspective of anger expression, anger apology and leader emergence”  
Authors: *Xuting Jiang, Xueling Fan, & Wei He*
  - 2) “Understanding revenge behaviors toward the supervisor's negative gossip: Roles of gossiper, victim, and innocent”  
Authors: *Zizhen Geng, Weiyi Chen, & Chao Liu*
  - 3) “The emotions of failure in organizational life”  
Authors: *Roy K. Smollan & Smita Singh*
  - 4) “The impact of social rejection on value priorities: The mediating role of emotional reactions”  
Authors: *Mahsa Amirzadeh, Neal M. Ashkanasy, & Hamidreza Harati*
- 

9<sup>th</sup> July 2020,  
UTC 05:00

**Emonet XII Paper Session 6: Emotions and Performance**

Session Chair: *Neal M. Ashkanasy*

Papers

- 1) “Resistance to proactive behavior: Impact on proactive individuals’ emotions and subsequent behaviors”  
Authors: *Mouna El Mansouri & Karoline Strauss*
  - 2) “Examining the identity leadership and team performance relationship: A two stage moderation-mediation model”  
Authors: *Agata Bialkowski, Neal M. Ashkanasy, Michael Collins, & Charmine E. J. Härtel*
  - 3) “Does supervisor family support trigger job performance? Role of demand, conflict, balance and attitude”  
Author: *A K M Mominul Haque Talukder*
- 

9<sup>th</sup> July 2020,  
UTC 08:00

**Emonet XII Live Closing Plenary 1**

Speakers: *Neal M. Ashkanasy, Peter J. Jordan, Charmine E. J. Härtel, Audrey Y. L. Teh, Ronald H. Humphrey*

URL: <https://www.youtube.com/watch?v=Seu1Sfyk47E>

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**9<sup>th</sup> July 2020,  
UTC 10:00**

**Emonet XII Paper Session 7: Feelings and Change**

Session Chair: *Ann Parkinson*

Papers

- 1) “Ambivalent feelings about organizational change under NPM”  
Author: *Linna Sai*
  - 2) “The evolvement of emotion-related practices in a self-liquidating organisation in the context of radical change”  
Author: *Sandra Krisberga-Sinigo*
  - 3) “Releasing the pressure valve: Workplace relationships in a time of disruption”  
Author: *Ann Parkinson*
- 

**9<sup>th</sup> July 2020,  
UTC 12:00**

**Emonet XII Paper Session 8: Emotions in Entrepreneurship and Sustainability**

Session Chair: *Chao Miao*

Papers

- 1) “It takes more than two to tango: Everyday, passionate consumer-entrepreneurship”  
Authors: *Allan Discua Cruz & Sue Vaux Halliday*
  - 2) “A bibliometric review of the socioemotional wealth and family business literature”  
Author: *Ana Felicitas Gargallo-Castel*
  - 3) “Exploring the emotional experiences and coping strategies of sustainability change agents”  
Authors: *Sally Russell & Stephanie Victoria*
  - 4) “Two minutes to midnight: Unpacking organizational responses to the existential risk of biodiversity loss”  
Author: *Saheli Nath*
- 

**9<sup>th</sup> July 2020,  
UTC 21:00**

**Emonet XII Live Closing Plenary 2**

Speakers: *Neal M. Ashkanasy, Ashlea C. Troth, Ann Parkinson, Chao Miao*

URL: <https://www.youtube.com/watch?v=vf6zeb-yckY>

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## Paper Abstracts

### Best Paper Abstracts

#### **Best Paper Award**

##### *The emotions of failure in organizational life*

Authors: Roy K. Smollan, Auckland University of Technology, New Zealand  
Smita Singh, Auckland University of Technology, New Zealand

Contact: Roy K. Smollan, [roy.smollan@aut.ac.nz](mailto:roy.smollan@aut.ac.nz)  
Smita Singh, [smita.singh@aut.ac.nz](mailto:smita.singh@aut.ac.nz)

##### Abstract:

Failure of organizations to survive has been a common occurrence over centuries, and particularly in the modern era of start-ups, innovation and political, environmental and economic turbulence. The emotions that accompany failure, in and of organizations, and their consequences, have been researched in multiple domains of management but comparative approaches have seldom been attempted. This paper therefore contributes to the literature by explicating the types of emotions that emanate during and after failure across many domains of management research, their dimensions and contributing factors, and the consequences for the individual actor. The model of the emotions of failure that is presented here offers avenues for further research, as we approach an era of even more demanding changes at all levels of society.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/best-paper-award-the-emotions-of-failure-in-organizational-life/>

**Best Student Paper Award**

***Resistance to proactive behavior: Impact on proactive individuals' emotions and subsequent behaviors***

Authors: Mouna El Mansouri, ESSEC Business School, France  
Karoline Strauss, ESSEC Business School, France

Contact: Mouna El Mansouri, [mouna.elmansouri@essec.edu](mailto:mouna.elmansouri@essec.edu)  
Karoline Strauss, [karoline.strauss@essec.edu](mailto:karoline.strauss@essec.edu)

Abstract:

Building on appraisal theory, we investigate how proactive individuals experience and react to resistance to their proactive behavior within organizations on a daily basis. We propose that, for proactive individuals, resistance to their proactive behavior is associated with the negative emotions of anger and anxiety. These emotions, usually seen as problematic, in turn affect differentially subsequent behavior. More specifically, we hypothesize that anger is associated with counterproductive work behavior and that anxiety is associated with further proactive behavior. Using a diary study with event sampling, we asked participants recruited via an online panel during five consecutive days whether they tried to proactively initiate a change at work before displaying event-specific questions. Results based on 124 proactivity events from 82 respondents indicated that resistance to proactive behavior is followed by anger and anxiety. Anger was associated with counterproductive work behavior. Anxiety was associated with further proactive behavior. Our findings highlight that, when faced with resistance, proactive individuals may experience the negative emotions of anger and fear. We also show that some negative emotions (anxiety), usually seen as problematic, may be linked to positive outcomes and fuel further proactive behavior.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/best-student-paper-award-resistance-to-proactive-behavior-impact-on-proactive-individuals-emotions-and-subsequent-behaviors/>

### Papers in Thematic Sessions

#### *The impact of social rejection on value priorities: The mediating role of emotional reactions*

Authors: Mahsa Amirzadeh, The University of Queensland, Australia  
Neal M. Ashkanasy, The University of Queensland, Australia  
Hamidreza Harati, The University of Queensland, Australia

Contact: Mahsa Amirzadeh, [m.amirzadeh@business.uq.edu.au](mailto:m.amirzadeh@business.uq.edu.au)  
Neal M. Ashkanasy, [n.ashkanasy@uq.edu.au](mailto:n.ashkanasy@uq.edu.au)  
Hamidreza Harati, [h.harati@business.uq.edu.au](mailto:h.harati@business.uq.edu.au)

#### Abstract:

Social rejection as a negative interpersonal experience leads to emotional, cognitive, and physiological outcomes. We propose that another possible outcome of social rejection for individuals is the formation of a new order of personal values. In particular, we propose that socially rejected individuals assign higher priority to values with a self-protective nature while giving less importance to self-expansive values (opposing values). In addition, we propose that emotional reactions mediate the relationship between the experience of social rejection and change in value priorities. We also articulate the mediating roles of emotional distress and emotional numbness as the two widely emotional outcomes of social rejection. We argue that emotional distress leads to a higher emphasis on self-protective values compared to self-expansive values because the former is grounded in uncomfortable feelings, while the latter reflects greater comfort with life. Emotional numbness also leads individuals toward assigning higher importance to self-protective values compared to self-expansive values; we argue that an emotionally numb state includes psychological characteristics that are compatible with the underlying motivations of self-protective values; this compatibility, in turn, leads to higher emphasize on self-protective values. We provide the theoretical and practical implications of workplace rejection for employees' value priorities in organizational settings.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/the-impact-of-social-rejection-on-value-priorities-the-mediating-role-of-emotional-reactions/>

***Examining the identity leadership and team performance relationship: A two stage moderation-mediation model***

Authors: Agata Bialkowski, The University of Queensland, Australia  
Neal M. Ashkanasy, The University of Queensland, Australia  
Michael Collins, The University of Queensland, Australia  
Charmine E. J. Härtel, Monash University, Australia

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Charmine E. J. Härtel, [charmine.hartel@monash.edu](mailto:charmine.hartel@monash.edu)

Abstract:

Over recent decades, leadership researchers have empirically established the benefits of the social identity model of organizational leadership (SIMOL or “identity leadership”) including improved team performance. Nonetheless, the mechanisms underlying the relationship between identity leadership and team performance are not yet clearly explicated or understood. In this paper, we present a two-stage moderation-mediation model of this relationship. In the first stage, we propose that identity leadership increases team identification in team members and elicits a positive team emotional climate, which in turn enhances team performance. We propose that leader emotional intelligence enhances the relationship between identity leadership and team identification as well as team emotional climate. In the second stage, we propose that team member emotional intelligence enhances the relationship between team emotional climate and team performance. Thus, this paper identifies the positive effects identity leadership can have on team performance via team processes of positive identification and positive emotional climate as well as through the enhancing effect of leader and member emotional intelligence. We argue that leaders should participate in leadership development programs that reinforce their ability to create a shared sense of identity among team members. Such programs provide leaders with an effective approach to enhancing team performance.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/examining-the-identity-leadership-and-team-performance-relationship-a-two-stage-moderation-mediation-model/>

***The social consequences of job crafting: An examination of crafting type on emotional and behavioral reactions of co-worker***

Authors: Zhijun Chen, Shanghai University of Finance and Economics, China  
Feifan Yang, Shanghai University of Finance and Economics, China

Contact: Zhijun Chen, [chen.zhijun@mail.shufe.edu.cn](mailto:chen.zhijun@mail.shufe.edu.cn)  
Feifan Yang, [feifan159@outlook.com](mailto:feifan159@outlook.com)

Abstract:

This paper explores the impact of approach and avoidance job crafting on the cognitive, emotional and subsequent behavioral reactions of co-workers. Across an experiment, we find that approach job crafting is positively and indirectly related to peers' altruism via admiration, and that this relationship is conditional on the gender of the reactor. Specifically, employees who engaged in approach crafting activities earned more admiration from female co-workers than male co-workers. We also find that avoidance job crafting is positively and indirectly related to co-worker ostracism via malicious envy. This work extends our understanding of the outcomes of job crafting by examining how it influences one's cognitive process and emotional process of social comparison, and ultimately whether the crafter received exclusion or help from co-workers. In addition, we add to the knowledge of workplace ostracism and altruism by suggesting that initiating job crafting in a group may not be enough to trigger peers' behavioral responses, it depends on how you craft and who perceive it.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/the-social-consequences-of-job-crafting-an-examination-of-crafting-type-on-emotional-and-behavioral-reactions-of-co-worker/>



***Emotional labor on the ward: The intricacies of rules and space***

Author: Rebecca Dickason, Gustave Eiffel University (Paris), France

Contact: Rebecca Dickason, [rebecca.dickason.pro@gmail.com](mailto:rebecca.dickason.pro@gmail.com)

Abstract:

As specific emotional arenas, hospitals are characterized by the interweaving of various emotional requirements, arising from different sources of norms, rules or guidelines. This study aims to highlight an often-overlooked dimension of emotional labor in healthcare by describing the coexistence of emotional rules through a multilevel perspective. I investigate these emotional requirements for nurses and nursing assistants in a public hospital, focusing on two hospital services: LTCUs (long term care units) and AME (adult medical emergency). The results of my analysis show the pervasive nature of emotional requirements and their modulations through the spatial dynamics of wards.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/emotional-labor-on-the-ward-the-intricacies-of-rules-and-space/>

***It takes more than two to tango: Everyday, passionate consumer-entrepreneurship***

Authors: Allan Discua Cruz, Lancaster University Management School, United Kingdom  
Sue Vaux Halliday, Kirby Laing Institute for Christian Ethics, United Kingdom

Contact: Allan Discua Cruz, [a.discuacruz@lancaster.ac.uk](mailto:a.discuacruz@lancaster.ac.uk)  
Sue Vaux Halliday, [sue.halliday@tyndalehouse.com](mailto:sue.halliday@tyndalehouse.com)

Abstract:

This paper contributes to theoretical development in the form of a new framework to conceptualize passionate consumer-entrepreneurship. We rethink entrepreneurship away from the current articulation of entrepreneurship as a solitary heroic endeavor by adding a more relational, interwoven perspective whereby for many such businesses the intimate other is central to the venture. We liken passionate consumer-entrepreneurship to performing the tango. The passion driving the venture is shared by fellow enthusiasts and a network of sources and resources such that it takes more than two to tango. We draw from literature on consumption, the creation of meaning and on entrepreneurship to weave together understanding of unconventional entrepreneurship. We analyze primary data from couples to see what light it sheds on the literature and on the three questions posed. And then we generate new theory as conceptualization in a framework from this iteration between the literature and our data.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/it-takes-more-than-two-to-tango-everyday-passionate-consumer-entrepreneurship/>

*A bibliometric review of the socioemotional wealth and family business literature*

Author: Ana Felicitas Gargallo-Castel, University of Zaragoza, Spain

Contact: Ana Felicitas Gargallo-Castel, [gargallo@unizar.es](mailto:gargallo@unizar.es)

Abstract:

Family firms represent two-thirds of all businesses across the world. The overlapping of family and business aspects constitutes a unique characteristic that explains the idiosyncrasy of family firms. Family's affective needs are non-financial aspects that influence the making decision process in family firms. Socioemotional Wealth encompasses emotional endowments accumulated in the business by the family. This study focuses on this topic over the last decades. All papers published in family business included in the WoS Core Collection (1900-April 2020) were searched. We examine in more detail the 638 papers on family business and socioemotional wealth (FB&SEW) published from the first article in 2007 until the beginning of April 2020. The aim is to identify the most significant literature in FB&SEW by developing a bibliometric analysis. A quantitative and qualitative perspective has been adopted, offering information on both the percentage of the studies published in the field of family business research and their influence according to the citations they receive. Web of Science Core Collection database has been used to collect data. Our results discovered the significant contributions of the FB&SEW topic in terms of impact, journals, authors, universities and countries. Finally, the studies "highly cited in the field" are analysed.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/a-bibliometric-review-of-the-socioemotional-wealth-and-family-business-literature/>

***Understanding revenge behaviors toward the supervisor's negative gossip: Roles of gossiper, victim, and innocent***

Authors: Zizhen Geng, Xi'an International Studies University, China  
Weiyi Chen, Xi'an Jiaotong University, China  
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Abstract:

The article set out to better understand when, why, and how the victim subordinate experienced the supervisor's negative gossip respond to the gossiper and the other innocent. Integrating social learning theory and social exchange theory, we propose that in the triad relationship of the gossiper, victim, and innocent, supervisor negative gossip exerts a negative influence on the victim subordinates perceived ethical leadership, and then increases the subordinates' gossiping behaviors about their supervisors and other members. We also propose that subordinates are more likely to respond to their supervisor's negative gossip induced ethical leadership perception with the expression of negative gossip about the supervisor when they perceived high LMX. Besides, subordinates are also likely to respond with the expression of negative gossip about other innocent subordinates when they perceived high TMX. This proposition further suggests that a high level of subordinate's social exchange strengthens the indirect positive effects of supervisor negative gossip on subordinate's gossiping behaviors via perceived ethical leadership.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/understanding-revenge-behaviors-toward-the-supervisors-negative-gossip-roles-of-gossiper-victim-and-innocent/>

*The social consequences of anger expression: An interpersonal perception perspective of anger expression, anger apology and leader emergence*

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Abstract:

The social functional view of emotion has regarded leader anger expression as effective in enhancing leadership effectiveness in certain circumstances. But can anger expression benefit the process of leader emergence for non-managers? Integrating emotion-as-social information (EASI) theory with social perception theory, we propose that anger expression has both positive and negative indirect effects on leader emergence through observers' different social perceptions toward the expresser—a positive indirect effect via competence perception and a negative indirect effect via warmth perception. Moreover, we theorize that anger apology benefits leader emergence by recovering the anger expresser's damaged image of warmth as perceived by observers. Two scenario experiments with different work contexts manipulated were conducted to test our arguments. Results from two studies consistently demonstrated the role of social perception of warmth in mediating anger expression's negative effect and anger apology's positive effect on leader emergence. Contrary to our prediction, the mediating role of social perception of competence was not demonstrated. Supplementary analyses revealed that it is the quality of emotional expression (i.e., anger vs. neutral emotion) but not the quantity of emotional expression (i.e., low vs. high anger expression) exhibits these social consequences. Theoretical implications of these findings were discussed.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/the-social-consequences-of-anger-expression-an-interpersonal-perception-perspective-of-anger-expression-anger-apology-and-leader-emergence/>

***A conceptual framework of research themes and future directions for a frontline employee – Customer interpersonal exchange approach to emotional labor***

Author: Michel Klein, University of Montpellier, France

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Abstract:

Based on key insights from the literature, this review suggests a broader definition of emotional labor, from an interpersonal exchange perspective. In addition, the present review proposes a conceptual framework of research themes for a frontline employee - customer interpersonal exchange approach to emotional labor. It highlights the main dimensions of the concept of emotional labor, its nomological variables, and its impacts both on the FLE and the customer. This review also suggests directions for future research and practical implications with regards to emotional labor performed during FLE-customer interpersonal exchanges.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/a-conceptual-framework-of-research-themes-and-future-directions-for-a-frontline-employee-customer-interpersonal-exchange-approach-to-emotional-labor/>

***The evolvment of emotion-related practices in a self-liquidating organisation in the context of radical change***

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Abstract:

Emotions are an integral part of any change event, be it planned or unexpected; however, there is still little known about how and what emotional experiences evolve and how they are managed on an individual and collective level, as well how these levels interact. This empiric research in progress takes an innovative perspective by examining emotion-related practices on an individual and collective level and seeks to build on knowledge regarding how organisations, and specifically middle managers, attend to employee emotions in a context of radical change that is characterised by extreme stress and ambiguity. Our empiric study is based on the data set of retrospective semi-structured interviews and timelines drawn by 44 interviewees across all the organisation, thus providing a unique opportunity to capture insights across all levels of the organisational hierarchy. We suggest that there are several categories of individual emotion-related and collective emotion-related practices that evolve as the self-liquidation of the organisation progresses. Our study contributes to the understanding of the pivotal role that middle managers play in the successful implementation of individual and collective emotion-related practices.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/the-evolvment-of-emotion-related-practices-in-a-self-liquidating-organisation-in-the-context-of-radical-change/>

***Unmet entitlement and employee's emotion regulation motives to achieve job satisfaction***

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Abstract:

In this paper, we present a conceptual model that advances the argument that emotion regulation motives (instrumental or hedonic) influence the way in which employees with unmet entitlement seek to advance their claims. We argue that the way in which unmet needs are pursued will be different for high and low performers. Using Equity Theory and Herzberg's satisfaction framework as underpinning theories, we conceptualize that instrumental and hedonic motives leads to different avenues of employee satisfaction and dissatisfaction. Theoretical and practical implications are also addressed.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/unmet-entitlement-and-employees-emotion-regulation-motives-to-achieve-job-satisfaction/>



***Revisiting Joseph and Newman: Specifying the role of emotional labor in the cascading model of emotional intelligence***

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Abstract:

We conducted a study in a sample of 302 organizational leaders and entrepreneurs examining the relationship between emotional intelligence (EI), leadership effectiveness and emotional labor (EL) strategies. We analyse the data based on the Cascading Model of EI (CMEI) and introduce the role of situational demands and emotional labor strategies. We confirm the efficacy of the CMEI and further explain the role of EL as a boundary condition for EI and organizational outcomes. We offer a brief suggestion for additional research.

Practitioner Points

- Emotional abilities matter for effective leaders
- Emotional intelligence predicts leadership effectiveness
- Emotional labor context changes the extent to which emotional intelligence predicts leadership effectiveness
- Personality and other known covariates impact the emotional intelligence – leader effectiveness relationship

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/revisiting-joseph-and-newman-specifying-the-role-of-emotional-labor-in-the-cascading-model-of-emotional-intelligence/>

***Two minutes to midnight: Unpacking organizational responses to the existential risk of biodiversity loss***

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Abstract:

This paper reflects on the role of urgency, fear and disbelief in tackling biodiversity loss. While biodiversity loss has been extensively investigated in the scientific literature, the management community has paid limited attention to it as a critical business issue separate from the broader challenge of climate change. This study juxtaposes institutional theory and the managerial cognition perspective to unpack differences in the cognitive and emotional frames concerning the issue, and consequent variations in approaches to conservation practices and business initiatives to stymie biodiversity loss.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/two-minutes-to-midnight-unpacking-organizational-responses-to-the-existential-risk-of-biodiversity-loss/>

***The group matters: Linking group identification and intergroup conflict to emotional labour strategies***

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Abstract:

The main goal of this study is to determine whether group identification is related to the choice of emotion labour strategies in intergroup conflict vs. no intergroup conflict situations. The hypotheses were tested using a between-subjects experimental design with a sample of 141 participants distributed in 48 groups of three members each. Of them, 28 groups were subject to an intergroup conflict (experimental condition). Results confirmed the negative relationship between group identification and surface acting and showed a significant positive relationship between group identification and deep acting. Moreover, intergroup conflict increases the use of emotional labour strategies and moderates the relationship between group identification and deep acting.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/the-group-matters-linking-group-identification-and-intergroup-conflict-to-emotional-labour-strategies/>

***When and why do people sleep poorly after unfair treatment from their colleagues? The role of negative emotions and dispositional optimism***

Author: Marc Ohana, Kedge Business School, France

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Abstract:

Several studies have shown the association between the fairness of the treatment received and sleep (e.g. Kim et al., 2010). However, several questions remain about that relationship. Firstly, whereas sleep is considered in most of these studies as a mediator between justice and health outcomes, little is known on the underlying mechanisms linking justice and sleep. In our study, we explore if emotions can explain why people who are treated unfairly sleep poorly. Additionally, we investigate if optimistic individuals will suffer more in terms of negative emotions from being treated unfairly. Results from a 10 days diary study involving 220 employees confirm our hypotheses.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/when-and-why-do-people-sleep-poorly-after-unfair-treatment-from-their-colleagues-the-role-of-negative-emotions-and-dispositional-optimism/>

***Releasing the pressure valve: Workplace relationships in a time of disruption***

Author: Ann Parkinson, Henley Business School, University of Reading, United Kingdom

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Abstract:

This research reports on research on the role of workplace relationships in supporting engagement and well-being during disruption and uncertainty. By drawing on Kahn's personal engagement (1990) with its conditions of meaningfulness, psychological safety and availability and Kram and Isabella's (1985) peer relationships, the research explores the relational context map to understand the importance of close work relationships. The study involved two phases, the first collecting diary entries using an app designed to record mood, interactions and feelings based on engagement in real time, the second interview phase explored workplace relationships in greater depth with 25 volunteers from the diary study. The research involved three organisations, two government departments and one utility in the run up to Brexit in early 2020 in the UK but the early findings are also relevant to the global pandemic touching everyone's working lives, especially those working in isolation at home. They demonstrated the importance of relationships for wellbeing as well as engagement, the role of emotions in the deep sharing and acts of kindness amongst close colleagues and the need for relationship work to take place before work begins.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/releasing-the-pressure-valve-workplace-relationships-in-a-time-of-disruption/>

***Effects of authentic and inauthentic emotion expression in response to abusive supervision***

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Peter J. Jordan, [peter.jordan@griffith.edu.au](mailto:peter.jordan@griffith.edu.au)

Abstract:

Abusive supervision is an emotional experience with negative impacts for employee performance. Using an emotional labour framework, we argue that abused employees will vary their expression of authentic and fake anger and joy as a result of their experience of being abused. We also propose that abusive supervision has an indirect negative influence on task proficiency and task adaptivity via its impact on employees' authentic and fake expressions of anger and joy. Conducting a four-wave study with 502 employees, our study highlights the need to consider the impact of different authentic and fake discrete emotional responses to abusive supervision.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/effects-of-authentic-and-inauthentic-emotion-expression-in-response-to-abusive-supervision/>

***Exploring the emotional experiences and coping strategies of sustainability change agents***

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Stephanie Victoria, [smarievictoria@gmail.com](mailto:smarievictoria@gmail.com)

Abstract:

Managing future climate impacts requires an effective and emotionally resilient workforce to successfully embed sustainable changes within wider society. Sustainability change agents are subject to stressors that are considerably unique to their profession; Not only do they deal with a substantial workload and stakeholder apathy, but they must also personally navigate the stress-inducing, existential threat of climate change. Findings from in-depth interviews with sustainability change agents identify how change agents use three different coping mechanisms including emotion-focused coping ('Rational Avoiders'), problem-focused coping ('Committed Go-getters') and meaning-focused coping ('Green Philosophers'). These findings, supported by observed physiological indicators, confirm that sustainability change agency is indeed an emotionally laden profession, and our research calls for further work to help sustainability change agents avoid potential burnout and continue to contribute to the future health of the planet while at the same time maintain their personal wellbeing.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/exploring-the-emotional-experiences-and-coping-strategies-of-sustainability-change-agents/>

***Ambivalent feelings about organizational change under NPM***

Author: Linna Sai, Huddersfield Business School, United Kingdom

Contact: Linna Sai, [l.sai@hud.ac.uk](mailto:l.sai@hud.ac.uk)

Abstract:

This paper uses the concept of ‘emotional ambivalence’, to explore the complex emotions experienced by organizational members under New Public Management (NPM). It is based on an in-depth case study of an English housing association. Twenty-one semi-structured interviews were conducted across hierarchical levels and organizational documents and research fieldnotes were analyzed using thematic and narrative methods. A key conclusion of this paper is that the emotions experienced by organizational members during organizational change are inherently ambivalent. It is also argued that engaging with organizational members who experience ambivalent emotions in response to change offers an important resource which can be utilized by change managers.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/ambivalent-feelings-about-organizational-change-under-npm/>



***The what and how of positive feedback: A review and experimental study of positive feedback 'best-practices'***

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Abstract:

In the present study, we review the purported benefits and effects of positive feedback and specifically examine the recommendation that leaders should give more positive feedback that is specific and mindful of nonverbal delivery (e.g. Porath, 2016). We measure the affective benefits of positive feedback through a naturalistic interaction study where designated 'leaders' interacted with a 'subordinate' in an idea generation and evaluation paradigm. Leaders (n = 90) received brief training in delivering positive feedback, and their subsequent feedback behavior during an interaction with a subordinate was coded by trained research assistants. The design of the study allowed us to identify the leader positive feedback behaviors that had the most impact on subordinates in terms of positive affect, perceptions of the leader, and subsequent task effort. Neither verbal nor nonverbal components of leader positive affect during the interaction had a measurable impact on subordinate positive affect or motivation, though the frequency of leader positive feedback had significant positive impact on subordinate perceptions of the leader, and there was evidence of reciprocal effects of training on the leader. We discuss the implications of these effects for positive feedback theory and application.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/the-what-and-how-of-positive-feedback-a-review-and-experimental-study-of-positive-feedback-best-practices/>

***Does supervisor family support trigger job performance? Role of demand, conflict, balance and attitude***

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Abstract:

Despite the heightened everyday discourse on the corollary of supervisor family support, work-life balance and job performance for individuals working in organization, the research on the nexus among these and their likely mediators are still scant. Building on Conservation of Resources (COR) theory, the present study addresses this void and investigates the effects of supervisor family support through perceived work and family demand, work and family conflict, work-life balance, job satisfaction, life satisfaction and organizational commitment. Results showed that supervisor family support was positively associated with work-life balance, while inversely related to perceived family demand, work-family conflict, and family-work conflict and no significant link to perceived work demand. The findings further reported that work-life balance was positively associated with employee attitudes, e.g. job satisfaction, life satisfaction and organisational commitment. The results showed positive relations between job satisfaction, life satisfaction and organisational commitment and job performance. The results further reported a significant positive relationship between work-life balance and job performance. Research-related and practical implications, as well as the limitations of the study, are discussed.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/does-supervisor-family-support-trigger-job-performance-role-of-demand-conflict-balance-and-attitude/>

***Volunteering as a coping strategy of incivility: A theoretical model***

Author: Sheema Tarab, Aligarh Muslim University India, India

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Abstract:

Stress produced out of the experienced incivility can be costly to organization. Workplace Incivility is a redundant phenomenon, mitigating its outcomes is critical for the wellbeing of employee and organization both. Guided by catharsis beliefs and adapting a stress model, this paper suggests a theoretical model to adopt volunteering as a coping mechanism. There are different ways in which volunteering can be performed and how these can buffer ill effects of stress at individual and organizational level is proposed in the paper.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/volunteering-as-a-coping-strategy-of-incivility-a-theoretical-model/>

***Emotions in workplace: An organizational context***

Author: Basil John Thomas, Sur University College, Oman

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Abstract:

In manufacturing- and service-oriented workplaces, the employee job performance is highly dependent on individual differences in emotional regulation to cope with overwhelming emotional demands. It is added that emotional regulation varies from person to person. Some employees can be more aggressive in terms of both individual characteristics and work-related factors, while others can be pacific. In this regard, the gratitude is considered a significant factor to regulate emotional acts. Moreover, it can buffer the cognitive change on emotional exhaustion, while at the same time it can strengthen the relationship-building within the organization. Drawing from the relationships discussed above, the current research builds a framework of positive employee behavior in an organizational context by identifying its determinants. Henceforth, the study considers employees own personalities within the Big Five Traits, job characteristics, and evaluative judgement, which is considered a determinant of employee mood drawing from the alignment between job feature and self-personality, as well as the interaction among organizational members. Additionally, workaholism is considered as a moderator to assess whether the allocation of exceptional time to work strengthens and weakens the relationship between the determinants of employee job behavior. Finally, gratitude is defined as the second moderator to assess how it reduces the negative emotional consequences notwithstanding the employees' personal and job characteristics. The findings of the study could guide management of organizations to enhance employees' well-being, while at the same time to promote healthy employee-to-organization relationship through the identification and cultivation of the elements that strengthen cognitive, emotional and social resources.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/emotions-in-workplace-an-organizational-context/>

***How supervisors' compassionate but unethical behavior impacts subordinates' unethical behavior: A sensemaking process***

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Abstract:

There has been increasing scholarly attention to the unethical concerns of prosocial behavior at work, such as unethical pro-organizational behavior and pro-group behavior. In this paper, we identify the unethical concerns of supervisors' compassion and address how supervisors' compassion with unethical implications (i.e., compassionate but unethical behavior) impacts subordinates' unethical behavior. Drawing on sensemaking theory, we argue that subordinates' interpretation of the context and supervisors' actions explain their emotional responses, moral self, and unethical behavior. We develop a theoretical model to conceptualize the sensemaking processes and establish a four-quadrant taxonomy specifying subordinates' various meaning interpretations of supervisors' behavior. We develop propositions regarding how subordinates' meaning interpretation shapes their unethical behavior through emotional responses and moral identity. Theoretical contributions and future research directions are discussed and implicated.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/how-supervisors-compassionate-but-unethical-behavior-impacts-subordinates-unethical-behavior-a-sensemaking-process/>

*Affect under need satisfaction and need thwarting: A new classification for the prediction of creative performance in employees*

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Abstract:

The influence of affect on creativity has been an area of active debate focused on whether positive or negative affect leads to better creative performance. Based on self-determination theory, the authors develop an affective classification according to the affective dimensions of valance and intensity. This affective classification posits that affect with respect to need satisfaction is positively related to creativity performance if employees' needs are satisfied, and affect under need thwarting is negatively related to creativity performance if employees' needs are impeded. Study 1 was conducted to identify the content of affect under need satisfaction and need thwarting. The results indicated that there are nine types of affect under need satisfaction, such as moderate levels of excitement, enthusiasm, or pride, and eleven types of affect under need thwarting, such as minimal levels of frustration or distress and low levels of fear or anxiety. Study 2 hypothesized and determined that affect under need satisfaction promoted creative performance and that affect under need thwarting hindered creative performance. We discuss the implications of these findings for creativity theory, research, and management practice.

Link to Paper Presentation: <http://www.emotionsnet.org/conferences/emonet-xii/affect-under-need-satisfaction-and-need-thwarting-a-new-classification-for-the-prediction-of-creative-performance-in-employees/>

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