3rd Asia Pacific Symposium on Emotions in Worklife

University of Newcastle, NSW, Australia
Friday 28th - Saturday 29th, November 2008

Hosted by:

THE UNIVERSITY OF NEWCASTLE AUSTRALIA

PROGRAM AND BOOK OF ABSTRACTS

Symposium Chairs

Dr. Herman Tse and Prof. Aron O'Cass

3rd Asia Pacific Symposium on Emotions in Worklife: Program and Book of Abstracts

Editors: Prof. Aron O'Cass and Dr.Herman Tse
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Asia Pacific Symposium on Emotions in Worklife

Welcome from the Chairs

Welcome to the Third Asia Pacific Symposium on Emotions in Worklife. This is the sixth in a series, which began as the Brisbane Symposium on Emotions and Worklife in 2003. The aim of the Symposium is to bring together postgraduate students and academics who are working in the exciting new area of emotions at work. We are pleased to welcome delegates from Australia, USA and Brazil.

The Symposium is being hosted this year by the University of Newcastle's Faculty of Business and Law, Newcastle Graduate School of Business. Thanks to their generous sponsorship and support, we have been able to offer four travel scholarships to assist doctoral students to attend and present their research. Competition for these awards was intense, and we offer congratulations to our winners, Alberto Melgoza (U of Queensland), Donna Wheatley (U of Sydney), Nilupama Wijewardena (Monash U) and Shameem Farouk (Indiana U). The winners will present their work in plenary sessions.

We are very pleased to have Dr. Markus Groth as our keynote speaker this year. Markus is a Senior Lecturer in the School of Organization and Management at the Australian School of Business, University of New South Wales. He will guide us to analyse the current issues of Emotional Labour and identify new directions for future research.

There are four poster sessions relating to different themes and two special discussion forums facilitated by Prof. Cynthia Fisher and Prof. Aron O'Cass. We will be concluding the first day by holding our Post-Symposium Functions 1 & 2 at the Terminal One Restaurant. On Saturday morning, Prof. Cynthia Fisher and Prof. Ken Parry of Bond University, will be conducting two methodological workshops followed by a "state of the field" report from Prof. Charmine Hartel, to outline potential research development for emotions in business.

Posters will be viewed during morning tea, with poster sessions to follow. We are assigning senior scholar poster session chairs to act as "mentors" by providing advice and suggestions to their presenters. Poster presenters are able to continue their conversation with their mentors during tea breaks, lunch hours and special functions.

We would like to extend our gratitude to Kerri Foulds, Vicki Kendros, Wendy Jones, Kaylene Hayman and Ann King, who have done an excellent job assisting us to manage the details of the symposium. Kerri has done a lot of work creating the symposium website for promotion. Vicki assisted in organising the catering services and Wendy, Kay and Ann helped us to look after all administrative duties. Thanks to all these dedicated people for their enthusiasm & hard work.

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3rd Asia Pacific Symposium on Emotions in Worklife
Newcastle Graduate School of Business, University of Newcastle
Friday 28th and Saturday 29th November 2008

Symposium Program – Friday 28th November 2008

8.30 – 9.00am	Registration, Poster Set up and Coffee
9.00 – 9.20am	Welcome and Presentation of Travel Support Scholarship Awards
9.20 – 10.20am	Keynote Address: Dr. Makus Grorh, Senior Lecturer in the School of Organization and Management at UNSW: Taking Emotions to Task: 25 Years of Emotional Labour Research: What Have We Learned, Where Are We Heading?
10.20 – 11.00am	Morning Tea and Poster Viewing
11.00 – 11.45am	Round Table Discussion of Posters: Sessions 1 and 2
11.45 – 12.30pm	Round Table Discussion of Posters: Sessions 3 and 4
12.30 – 1.45pm	Luncheon: Newcastle Graduate School of Business (Level 3 and 4)
Special Presentations - Discussion Forums	
1.45 – 2.15pm	Prof. Cynthia Fisher (Bond University) Happiness in Organizations – A Conversation about a Construct
2.15 – 2.45pm	Prof. Aron O'Cass (University of Newcastle) Emotional Skills and Dyadic Relationships in Marketing
Travel Support Scholarship Recipient Presentations (1 and 2)	
2.45 – 3.05pm	Alberto Melgoza (University of Queensland) Positive and Negative Prejudicial Attitudes and Aggression at Work: The Role of Gender Self-Categorisation, Emotion, And Climate
3.05 – 3.25pm	Nilupama Wijewardena (Monash University). The Use of Humour in Organizations and its Impact on Employees' Emotions and Resilience
3.25 – 4.05pm	Afternoon Tea
Travel Support Scholarship Recipient Presentations (3 and 4)	
4.05 – 4.25pm	Donna Wheatley (University of Sydney) An Emotional Scale for the 21st Century Workplace
4.25 – 4.45pm	Shameem Farouk (Indiana University) The Predictors of Superior Leadership Performance and the Relationship to Emotional Intelligence across Cultures in Malaysia, Belgium and the United States
4.45 – 5.00pm	Symposium Announcement for Saturday 29 November – Dr. Herman Tse
5.00 – 6.00pm	Post-Symposium Function (1) Cocktail at the Terminal One Restaurant in Honeysuckle Precinct
6.00 – 7.30pm	Post-Symposium Function (2) Dinner at the Terminal One Restaurant in Honeysuckle Precinct

Symposium Program – Saturday 29th November 2008

8.30 – 9.15am	Registration and Coffee
	Methodological Workshops
9.15 – 10.00am	Prof. Cynthia Fisher (Bond University) Practical Issues in Using the Experience Sampling Method
10.00 – 10.45am	Morning Tea
10.45 – 11.30am	Prof. Ken Parry (Bond University) Qualitative Research Methodology
	Symposium Closing Presentation
11.30 – 11.50am	Symposium Close and Future Planning - Prof. Charmine Hartel
11.50 – 12.00 pm	Symposium Acknowledgement – Dr. Herman Tse
12.00 – 1.30 pm	Luncheon: Newcastle Graduate School of Business (Level 3 & 4)

Round Table Discussion of Posters

Sessions 1 & 2
11.00am – 11.45am

Table 1:
Mentor: Dr. Markus Groth
1. Frances Peart (U of Queensland): An ethnographic interpretation of an organizing framework for emotion labour: Nurse managers performing emotional labour.
2. Robyn E. Goodwin (U of NSW): Soft skills hard facts: Emotional labour of call-centre employees and organizational well-being.
3. Christopher White: The impact of emotions on service quality, satisfaction and positive word-of-mouth intentions: A longitudinal perspective.

Table 2:
Mentor: Prof. Charmine Hartel
1. Ann Christie, Peter Jordan & Ashela Troth (Griffith U): Identifying links among trust, emotional intelligence and control.
2. Jane Murray (Bond U) and Peter Jordan (Griffith U): Further examinations of the impact of training on emotional intelligence.
3. Judy Nixon & Jennifer Bryce (The Australian Council for Educational Research): Measuring emotional intelligence in the workplace: Ability or self report.

Sessions 3 & 4
11.45am – 12.30pm

Table 3:
Mentor: Prof. Ken Parry
1. Sally Russell (CSIRO): Examining the effect of emotion on issue ownership and workplace proenviromental behaviour: Two quasi- experiential studies – Table 3
2. Tom Cockburn (U of NSW): Webs of emotion: A study of the formation of team identity
3. Beverley Kirk (Tamborine Medical Practice): A model of workplace functioning
4. Maulina Pia Wulandari(U of Newcastle): Mapping, understanding and analysing the communication process and system in a large Indonesian organisation.

Table 4:
Mentor: Prof.Cynthia Fisher
1. Christina Kirsch, Warren Parry, & Nicole Dunn (Changetrack research): The impact of emotions on performance improvement in organizational change
2. Skpe Nettleton (Macquarie U): Egoist executives: working without emotions
3. Anand Prakash (U of Delhi): Emergency management: emotions as vehicles of organizational change: Learning from some Indian narratives
4. Lorianne Mitchell & Yochi Cohen-Charash (City University of New York): Performance Appraisal as a Predictor of Emotions and Job Satisfaction: An Empirical Investigation of Appraisal Theory and AET

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SPECIAL DISCUSSION FORUMS

TRAVEL SUPPORT SCHOLARSHIP RECIPIENT PRESENTATIONS

Keynote Address

Markus Groth
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Taking Emotions to Task: 25 Years of Emotional Labour Research: What Have We Learned, Where Are We Heading?

Emotional labour refers to the regulation of one's emotions and emotional displays as part of the work role. The essential idea is that employees must conform to emotional display rules regardless of their felt emotions, and this often entails using emotion regulation strategies. Ever since sociologist Hochschild (1983) coined the term in her seminal book, The Managed Heart, interest in emotional labour has increased substantially. Now, in the age of the "affective revolution" in Organisational Behaviour (OB) (Barsade, Brief, & Spataro, 2003), the growth of the number of articles on emotions in OB has exceeded the growth in other mainstream topics in the past few years. In this presentation, I will provide a brief overview of 'what we have learned' from 25 years of research on emotional labour. I will provide a background in the development of the emotional labour concept and its challenges. Furthermore, I will summarise major findings and major theories underpinning emotional labour research and examine to what extent they are consistent or contradictory. Equally important, I will address the question of 'what we still need to learn' by identifying and highlighting the emerging trends in the emotional labour literature and providing an agenda for future emotional labour research**.**

Round Table Discussion Papers

Ann Christie, Peter Jordan & Ashela Troth
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Identifying Links among Trust, Emotional Intelligence and Control

In recent years, significant research has been conducted exploring trust in the workplace. Trust is one of the key issues in understanding how individuals and organisations can cooperatively work together in the absence of formal contractual arrangements and involves coordinating individuals' expectations, interpersonal relationships, and social structures (Hosmer, 1995). Control is another construct that is receiving increasing interest in organizations. A distinction can be made between objective control, subjective control, and the experience of control. In our research subjective control is examined. This can be described as a potential for control or a perception of or a sense of control. It includes having a feeling that there is potential for a controlling response whether or not control is exerted.

At the same time an increasing number of researchers argue that emotions are an integral part of organisational life. Indeed the construct of emotional intelligence (Mayer & Salovey, 1997) has been promoted as improving the quality of work life and work performance. Emotional intelligence is comprised of a set of abilities to perceive, identify, understand, and manage emotions (Mayer & Salovey, 1997) and this definition, based on mental ability, is used in this research. The aim of our research is to examine the relationship between trust, control and emotional intelligence in organizations.

We outline a cross-sectional study of 224 university students to examine the relationship between emotional intelligence, subjective trust, self control and sense of control. While control has previously been seen as the antithesis to trust, we argue that these two constructs can be considered complementary in nature. Indeed our findings show that emotional intelligence (Jordan & Lawrence, 2008) is positively associated with subjective trust (Dunn & Schweitzer, 2005) but not with propensity to trust (Mayer & Davis, 1999). Emotional intelligence is also positively related to sense of control (Shapiro, 1994), desire for control (Shapiro, 1994) and self control (Tangney, Baumeister, & Boone, 2004). Self control is positively associated with a positive sense of control (negatively with a negative sense of control) but not with a desire for control. Self control is also positively related to propensity to trust. We conclude with a discussion of implications for research and practice.

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Webs of Emotion: A Study of the Formation of Team Identity

This paper is based on empirical studies carried out using a sample of more 130 MBAs in action learning teams in the UK and in New Zealand. The size of the teams ranged from 4 to 6 people. The study particularly focused on mapping MBA teams' learning and related emotional webs that they developed within a commitment framework based on axes of team trust and team anxiety. These impacted upon perceived 'psychological contracts' of individuals and the team as a whole as well as the generation of social capital within the teams' narrative of how they formed their identity.

Teams are treated as Complex Responsive Systems whereby interactions of individuals within group as individuals and as team members as intertwined, reinforcing and contending at various points and times as their team 'story ' emerges or unfolds. A typology of team's emotional regimes and an embodied multi-spiral model of individual and collective learning were observed. These were seen to be dynamically interactive components illustrating the development of emotional capital embodied in each team's performative practice or habitus.

The emotional webs and learning in the teams were exhibited in various ways during their engagement in live consulting projects in years 1997-2000 and 2004-2005. Their semester-long projects ranged across a variety of organisational types from start-up SMEs to major corporations and across functional areas from HR/OB to marketing, strategy, supply chain management and quality systems. The industry sectors covered include both public and private sector and the MBAs were both full- and part-time students.

Data gathering and analysis included a triangulation of participant reflections in individual diaries allied to observer and host organisation managers' notes and meeting logs as well as textual analyses of these, plus sample 'exit' interviews. A complexity-based frame of analysis utilising the attractor construct was employed to analyse the data.

I begin with a brief review of the importance of teams and some definitions, followed by a definition of tacit knowledge and emotions. This leads into some description of the research and methods used. The research results are then summarised and discussed. The emergent model of teams' emotional regimes and learning is then considered. I conclude with reference to some potential organisational applications and future research development.

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Soft Skills Hard Facts: Emotional Labour of Call-Centre Employees and Organizational Well-Being

Research on the topic of emotional labour (Hochschild, 1983) – the display of organisationally prescribed emotions of service employees – has yielded a number of interesting findings. The two commonly researched emotional labour strategies used by employees to comply with emotional display expectations are surface acting (techniques of displaying emotions not actually felt) and deep acting (modification of felt emotions resulting in a genuine emotional display). Empirical evidence has illustrated that these emotional labour strategies are associated with a host of subjective employee well-being outcomes, such as job satisfaction and emotional exhaustion (Grandey, 2003), depersonalization and personal accomplishment (Brotheridge & Grandey, 2002), distress and job stress (Pugliesi, 1999) and turnover intentions (Côté & Morgan, 2002). However, there exists scarce research concerned with the relationship between emotional labour strategies and objective employee outcomes, such as performance and turnover.

The present research aims to address this gap in the literature by investigating the relationship between surface/deep acting and objective measures of absenteeism, turnover and job performance. A total of 159 call centre employees of a large Australian financial institution were surveyed about their emotional labour and various job attitudes. Surveys contained established measures of various job attitudes and workplace behaviours, including surface and deep acting, job satisfaction and burnout. Data on job performance, employee absenteeism, and turnover (collected 17 months after the surveys were completed) were provided by the company and matched with individual survey data.

Reliability analysis and confirmatory factor analyses demonstrated convergent and discriminant validity of our study measures. Regression results show that both surface and deep acting were significant predictors of job performance in that job performance was negatively related to surface acting and positively related to deep acting. In addition, surface acting predicted the number of sick days taken by employee, although deep acting was not a significant predictor. Finally, logistic regression revealed that employee reported high levels of surface acting were less likely to remain with the organisation 17 months after survey completion.

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**Performance Appraisal as a Predictor of Emotion and Job Satisfaction:
An Empirical Investigation of Appraisal Theory and AET**

This paper is a presentation of my dissertation research, which is a two-part investigation testing hypotheses derived from a combination of the tenets of appraisal theory (Lazarus & Smith, 1988; Smith & Lazarus, 2001) and Affective Events Theory (Weiss & Cropanzano, 1996). The proposed hypotheses make predictions regarding specific emotional responses to performance appraisal feedback as a result of employees' appraisal of the relevancy, goal congruency and accountability of/to the feedback. In addition, predictions are made regarding changes in employee job satisfaction as a result of the emotion employees experience. The research questions examined are as follows:

Q1: What emotions do employees experience upon appraisal of performance feedback they receive? In other words, what is the relationship between the appraisals of relevancy, congruency and accountability of information derived from performance appraisal and the emotional reactions to the appraisals?

Q2: How do the emotional reactions experienced after receiving performance appraisal feedback relate to employees' general work attitude (job satisfaction) one week later?

These research questions are to be examined in two studies. In the first study, I will examine research question 1, using a sample of students receiving exam scores. In the second study I will examine research question 2 and attempt to replicate the findings of Study 1, using a sample of employees receiving job performance feedback. Expected results for both studies are discussed using the well-established frameworks of appraisal theory (Lazarus & Smith, 1988; Smith & Lazarus, 2001) and affective events theory (Weiss & Cropanzano, 1996).

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A Model of Workplace Functioning

Building on research in the areas of emotional intelligence and self-efficacy, a model of workplace functioning was developed. Emotional Self-Efficacy was the predictor or exogenous variable. Emotional Intelligence, Positive and Negative Affect, Uncivil Workplace Behaviour (from both the target and perpetrator perspective) and Job Satisfaction were the endogenous variables. Two hundred and seven adults participated in the study. As predicted, emotional self-efficacy significantly predicted trait or dispositional emotional intelligence, which in turn was a significant predictor of respondents' negative and positive affect. The relationship between low emotional intelligence and high negative affect was especially strong. Also as predicted, individuals with higher levels of negative affect were more likely to be perpetrators of workplace incivility than individuals with lower levels of negative affect. Individuals who engaged in higher levels of incivility perpetration were more likely to be victims of incivility than individuals who never or rarely engaged in uncivil behaviour. Being a victim of incivility was associated with higher levels of negative affect and lower levels of job satisfaction. Counter to the original predictions, positive affect was unrelated to either incivility perpetration or victimisation.

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The Impact of Emotions on Performance Improvement in Organizational Change

The driving force of organisational change is not the rational understanding of the need and priorities for change. The 'engine' that powers the change journey is the emotional undercurrents, the level of passion and drive that employees feel for the change initiative. In order to successfully manage change, managers need to be able to not only capture the mind, but even more importantly, they need to be able to capture the heart of employees and harness the power of emotions to create the passion and drive needed for the change journey. In order to gain a deeper understanding of how emotional dynamics play out in organizational change projects, a better understanding of the impact of emotions on business outcomes and performance indicators is needed. There is also a need to better understand how the characteristics of the work environment affect the emotional reality experienced by workgroups. This study set out to investigate the impact of the emotional reality of work groups that are confronted with organisational change processes onto various aspects of organisational performance. It also investigates which aspects of the organization and the change process affect employees' feelings. In a large-scale survey of organizations around the world, 92 000 employees completed a survey containing 50 questions relating to the characteristics of the organization, the organisational change project and the emotions experienced within the work group. The results show that feelings are the main drivers of business performance improvements in organisational change processes. The emotion scale 'Passion' – which includes feelings 'excited', 'proud', 'humorous' and 'pleasantly surprised' – showed up as the main driver affecting improvements in units' Effectiveness, Customer Service and Cost Management. The paper will provide a detailed outline of the impact of emotions on project achievement and business performance and of the various aspects of the organisational and project environment that impact employee feelings.

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Further Examinations of the Impact of Training on Emotional Intelligence

POSTER SUBMISSION

This poster presents the results of extended analyses conducted to determine the outcomes of Emotional Intelligence (EI) training for specific groups. Using a quasi-experimental design, two training programs were conducted over 18 months in a Public Sector organisation. Results demonstrated that emotions focused training (2 1/2 days) increased participant EI, and especially their ability to discuss own emotions, awareness of others' emotions, and ability to manage others' emotions. Results also revealed that interpersonal skills training (1 1/2 days) increased participant EI, including their ability to discuss own emotions and ability to manage others' emotions. No change was revealed for a control group.

While these results increase our understanding of the efficacy of training to increase EI, what is unknown is whether participants with markedly different EI scores prior to training had differing outcomes. This poster presents the results of additional analyses conducted to answer this question. Pre-training (or time 1) data from the control (n=89) and two training groups (n= 161, n= 81) were split into three categories. The first category (low EI) contained participants with EI scores in the bottom 25% of scores for their group. Moderate EI consisted of middle range (26-74%) respondent scores. High EI comprised participants with total EI scores in the top 25% of respondents. Split data from the control, emotions focussed and interpersonal skills trained groups were then analysed individually using repeated measures ANOVA.

Control group results revealed that low EI participants increased their awareness of and ability to discuss own emotions. Participants with moderate EI showed a decrease in their awareness of emotions. High EI participants demonstrated a decrease in overall EI and awareness of own emotions. Analysis of the emotions training data revealed that low EI participants experienced an increase in overall EI and all related sub-scales except awareness of emotions. Moderate EI participants increased their overall EI, ability to discuss own emotions and ability to manage others' emotions. The high EI participants revealed a decrease in their ability to manage own emotions. Finally, the interpersonal skills group with low EI saw an increase in overall EI, awareness of own, and ability to discuss own emotions. Moderate EI participants showed no change in EI. Finally, high EI participants experienced a decrease in awareness of own emotions. Implications and future directions for research will be identified.

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Egoist Executives: Working Without Emotions

In an age when measuring Emotional Intelligence has become ubiquitous, how can we understand and deal with people who seem to be void of emotions? My thesis is that a 19th century philosopher, Max Stirner, provides key insights into the thinking of people who are either not "emotional" or considered to be emotionally repressed or even psychopathic. This paper outlines the ideas of Max Stirner and evaluates his style of thinking in terms of 21st century worklife.

Stirner was a radical philosopher of power and extreme egoism (Paterson 1971). Central to Stirner's philosophy, outlined in *The Ego and His Own* (1844), was the refusal to be subordinated to anyone or anything. This includes external constraints such as the state and the law, as well as internal constraints such as emotions and appetites. Furthermore, one is not constrained by any personality traits. Rather, a human is a "creative nothingness." This means that people cannot inherit behaviour and there is no extroversion or introversion. Thus any attempt to measure personality traits is meaningless.

The goal of life, for Stirner, is to discover one's frivolity. A fulfilling life is squandered and enjoyed as much as possible. Thus, anxiety and stress are totally uncalled for because when one is anxious, one is distracted from enjoying life. A failed entrepreneur himself, he felt no remorse for squandering other people's money. He became a promiscuous borrower, never repaid his debtors and was twice sent to debtor's prison. Without any apparent anxiety, he shamelessly proclaimed that people are simply objects to be used in the quest to maximise one's enjoyment in life.

While one may not endorse this man's actions or philosophy, I suggest that his way of thinking should not be completely dismissed. Only recently have we seen a wave of high profile financial scandals, where CEOs and directors have been convicted of conspiracies and fraud, been blamed for company collapses or allegedly breached the Corporations Act. Egoist executives such as these may well fit Stirner's model of people who seem either void of, or refuse to be subordinated to, emotions such as anxiety and remorse.

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Measuring Emotional Intelligence in the Workplace: Ability or Self Report

This presentation will focus on the strengths and weaknesses of using ability or self report measures to assess the 'interpersonal' aspects of the emotional intelligence construct in the workplace. More specifically, the merits of using a test of interpersonal reasoning in place of a published psychological measure (the Work Personality Index) will be examined. There will be a general discussion of issues around the use of ability rather than self-report measures.

The Work Personality Index is a popular test used in Australian workplaces. It has the advantage of being easy and quick to administer, it has sound psychometric properties and both the can didate and the organisation receive a report that appears relevant and useful in predicting performance in a workplace. A group of staff at ACER undertook an informal study whereby they completed the WPI, then compared the reports with their actual work performance. The paper will discuss indications that for some candidates, WPI reports may give a false prediction about actual workplace performance. The WPI is self-report and therefore open to 'faking'. Some of the ACER candidates did intentionally 'fake' their responses. Sometimes this was detectable, but not in all cases, whereas some who did not 'fake' their responses received reports judged to be inaccurate by work colleagues.

We will also discuss the development at ACER of the Vocational Selection Test (VST). This test contains a section entitled 'Interpersonal Reasoning' and treats interpersonal competency as an ability, therefore using multiple-choice items to measure understanding in a maximum-performance test. This section of the test is designed to assess the candidate's ability to understand the feelings, motivation and behaviour of other people, and of issues related to working with, or helping, others. Sample items, and item development for the test, will be discussed as will the growing demand for tests which do not rely on self-report.

The utility of tests such as the VST for the workplace will be discussed, as will current proposals for further research in the measurement of Interpersonal Reasoning.

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An Ethnographic Interpretation of an Organising Framework for Emotional Labour: Nurse Managers Performing Emotional Labour

Qualitative enquiry seeks to provide depth of understanding of a phenomenon (Mason, 2002). This poster will outline the findings of a qualitative study which explored the organisational and professional requirements for the emotional labour of nurse managers and the display rules of their organisation as well as their personal experiences. Emotional labour is defined as the effort required to display required emotions in the context of paid employment (Grandey, 2000; Hochschild, 1983; Morris and Feldman, 1996). Participant observation was used to gain a greater understanding of the ways nurse managers are required to display particular emotions as part of their work.

Observation of nurse managers interacting with staff at work provides insight into the enactment of emotional labour as it happens rather than relying on the individuals recollections of the events. The field notes and transcripts of ethnographic interviews are reflexively interpreted and analysed to explain the way nurse managers use emotional labour. In the position of nurse manager, the researcher is well placed to understand, interpret and represent the emotions exhibited by nurse managers as part of their work.

Nurse managers were observed interacting with their staff with specific attention being made to the emotional labour they perform. As part of the research process, the interviewer engaged in dialogue with the nurse managers to clarify whether they are using deep or surface acting. Following transcription and verification of the data, the data were reflexively analysed to determine their congruence with the constructs of the organising framework.

The conceptual framework was introduced at this conference last year and it outlines the circumstances which give rise to the perception and performance of emotional labour, how emotional labour is performed by managers and the effects of that labour on the individual nurse manager. More specifically, the framework illustrates the environmental factors and individual differences which impact upon the performance of emotional labour and examines the consequences of that emotional labour to the nurse managers themselves. The results of this study have added a richness of understanding to the relationships between the constructs of the organising framework and enhanced its accuracy.

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**Emotions as Vehicles of Organizational Change:
Learnings from Some Indian Narratives**

Stories constitute an important ingredient of any organisation's culture. They often express personal and organisational meanings and feelings and depict the emotions directly or in a metaphorical fashion. They can tell something of the myths that an organisation preserves, along with its heroes and deep-seated conflicts and anxieties. With this in view this paper makes an attempt to integrate two frameworks, namely, identity crisis and denial-depression syndrome during the times of change in organization in a study in an Indian organization. The analysis is organized around six common themes: Visible / invisible fears of change, shaking up of images and identities, winning and losing, denial and depression and success, and survival. The study reveals that moral messages are not really compartmentalised in neat segments. It is argued that the disappointed idealism, premature cynicism and critical qualities encouraged and fostered by the change experience in organizations. It is not the change itself but rather the way in which the change is managed is responsible for the negative experiences. However, if management can take the responsibility of creating effective vehicles for communicating changes in a more palatable ways, the intensity of negative emotions can be reduced considerably.

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Examining the Effect of Emotion on Issue Ownership and Workplace Proenviromental Behaviour: Two Quasi- Experiential Studies

In this presentation, I report the results of two quasi-experimental studies that examined the effect of five discrete emotions on issue ownership and proenvironmental behaviour. I argue that examining discrete emotions allows the valence and arousal dimensions of the emotion circumplex to be examined simultaneously, thereby enabling a more sensitive investigation of the role of emotion in explaining proenvironmental behaviour. Further, I argue that past research that has relied on the aggregation of emotion into positive and negative valence may have masked discrete emotion effects.

Emotions were manipulated using audio-visual stimuli developed for the purposes of the research. In Study 1, 194 masters and final year undergraduate students participated in the study, which was conducted under experimental conditions in a laboratory setting. The results showed that emotions of the same valence led to different effects on workplace proenvironmental behaviour intentions and recycling behaviours. Contrary to expectations, results showed no significant effect of emotion on environmental issue ownership.

Study 2 was conducted over the internet, in a field setting, with 135 office-based employees. The emotion manipulations had a significant effect on proenvironmental behaviour as measured by requests for information on improving environmental performance. Contrary to expectations, results indicated no significant differences between the groups on measures of issue ownership and workplace proenvironmental behaviour intention. Comparisons of effect sizes across Studies 1 and 2 showed an attenuation of the effect of emotion in the field setting.

Results underscore the importance of studying discrete emotions (Seo et al., in press), and support the assertion that aggregating emotion can mask important effects (Briner & Kiefer, 2005; Seo et al., in press). Results also revealed that emotion manipulations had no significant effect on environmental issue ownership and therefore challenge the proposition that greater emotional arousal will lead to more environmental issue ownership. Implications for research and practice are discussed.

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The Impact of Emotions on Service Quality, Satisfaction and Positive Word-of-Mouth Intentions: A Longitudinal Perspective

This article examines the impact of emotions on customer satisfaction, service quality, and positive word-of-mouth intention formation process over time. In the study, a confirmatory factor analysis supported a three-dimension model of emotions that then served as predictors in a series of multiple regressions. The findings indicate that two emotion dimensions had a consistent direct impact on all dependent variables in both time periods; however, the interaction effect between time periods and emotions revealed that different emotion dimensions influence satisfaction and word-of-mouth intentions at different stages of the service encounter.

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Mapping, understanding and analysing the communication process and system in a large Indonesian organisation

Communication is a key to organizational excellence (Shockley-Zabalak, 2006). Effective communication plays an important role in increasing employees understanding, in developing a cooperative and productive relationship between employees and management, and in developing employees' satisfaction and quality of life at the workplace (Smith, 1991). The 1998 economic crises in Indonesia affected all industrial sectors especially middle-low enterprises. Many companies and factories had to reduce their workforce, reduced production and reduce or frozen wage payments. This process of downsizing and wage reductions generated a large volume of industrial disputation across the Indonesian economy. Industrial dispute and strike activity leads towards an examination of the extent and effectiveness of employee communication process within Indonesian organizations. When employees strike, external viewers may assume that lack of communication is the most point to be charged (Downs and Adrian, 2004). Reports on the Indonesian industrial disputes suggested that one reason for the strikes and labour demonstrations was the lack of information made available to employees and the inability of employees to access and communicate with management (Wicaksono, 2008; History, 2008; Januar, 2008; Cipta, 2008; Rahman, 2008).

As one of major objects of organizational communication study, communication process of organization members (employer, employee, and unions) within the workplace has been introduced since last of 1940s (Putnam & George, 1985). Relating to emotions, the current work will study organizational communication not only its systems and processes but also organization members' feelings, perceptions, and emotions in the workplace. This research will examine communication climate and superior-subordinate relations. Communication climate associates with employees' perceptions and feelings about the quality of relationship, communication in the organization and their degree of participation (Ireland et al., 1978; Falcione & Werner, 1978; Roberts & O'Reilly, 1974; Redding, 1972, Poole & McPhee, 1983). The climate contains five factors: supportiveness, trust and honesty, openness, participation decision making and high performance goals (Redding, 1972). Meanwhile, superior-subordinate relations link with the relationship and communication process between managers and employees (Jablin, 1979; Pace & Faules, 1994).

Research found that communication climate have a strong relationship with job satisfaction and the quality of relationship between superiors and subordinates

(Redding, 1972; Jablin, 1982; Jablin, 1979). The tension between superiors and subordinates possible caused by the worst of communication climate in organization and the low quality of superior-subordinate relations (Redding, 1972; Jablin, 1979). The research will apply audit communication as research methodology to evaluate the organizational communication systems and processes in a large private Indonesian organization.

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Special Discussion Forums

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Happiness in organisations – A conversation about a construct

I have been asked to write a review of "happiness in organisations". In this presentation I will engage the audience in a discussion how we might define the construct of happiness at work. Where do existing constructs like job satisfaction, positive affect (as pleasurable arousal), hedonic tone, engagement, vitality, thriving, and other discrete emotions fit? Are there other existing constructs in OB that should be considered for inclusion (or explicit exclusion) in the construct of happiness at work? For the purpose of the review, should I define happiness exclusively as a transient state (emotion – I feel happy right now) or as a somewhat more stable judgment (I am happy with my job)? Is there scope for the construct of happiness at work to add to what we know or the questions we ask about organisations, is it a useful concept to summarise and aggregate a variety of findings we may already know by other labels, or is it not likely to be helpful at all? Insights from the parallel literature on happiness in general, well-being, life-satisfaction, and the distinctions between them will be discussed, and preliminary findings from the review-in-progress will be presented.

TRAVEL SUPPORT SCHOLARSHIP
RECIPIENT PRESENTATIONS

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The Predictors of Superior Leadership Performance and the Relationship to Emotional Intelligence across Cultures in Malaysia, Belgium and the United States

Many corporations are using results of Emotional Intelligence (EI) tests to make hiring and promotion decisions (Schmit, 2006; HayGroup, 1999), and the corporate training industry is rapidly producing training programs based on EI. However, there is currently limited research evidence to support the claim that EI is related to leadership and employee performance (Jordan et al., 2006; Matthews et al., 2002; Mayer, 1999; Davies, 1998). Further, there have been contradictory findings on the validity and reliability of the Mayor-Salovey-Caruso Intelligence Test V.20 (MSCEIT V2.0) when applied to employees across cultures, as in studies conducted in China and Hong Kong (Wong et al., 2007). Therefore, this research intends to examine if EI, as measured by the MSCEIT V2.0, is a predictor of high leadership performance in corporations across Asia, Europe and the United States using actual performance measures produced by employees such as revenue, profits and customer satisfaction. Middle level managers with team leadership accountabilities and clear performance measures will be selected for the study. Past studies have also revealed that high leadership performance is predicted by capabilities, behavioural traits, motivation and organization culture (Campbell et al., 1970; Bray et al., 1974; Stogdill, 1974; Boyatzis 1982; Mumford et al., 2000; Latham, 2005; Boyatzis, 2008). Consequently, in conjunction with assessing EI, other known predictors of employee performance such has abilities, behavioural traits, motivation and team cultures, will also be assessed to determine the relative contributions and possible interaction of these constructs in predicting leadership performance. High performing managers will be compared to average performing managers to see if there are any significant differences in the characteristics of these two groups of managers.

This study has been conducted in two companies in Malaysia and one company in Belgium with a total of 57 managers. Initial findings overall reveal that there is no statistically significant difference in the total EI scores, as measured by the MSCEIT V2.0, of high performing leaders compared to average performing leaders $F(1, 56) = 0.185$, p >.05. However, in Malaysia the total EI score is significantly higher among high performing leaders, while in Belgium the total EI score is significantly lower among high performing leaders. Differences in working culture, behavioural traits and motivation among these employees are currently being analysed to provide additional insights in these findings. Data is also being collected in the United States to further compare results across the regions.

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Positive and Negative Prejudicial Attitudes and Aggression at Work: The Role of Gender Self-Categorisation, Emotion, and Climate

Research in the area of prejudice confirms that men and women hold positive and negative prejudicial attitudes toward each other in the workplace, which can result in various behavioural problems. There is also evidence to suggest that behavioural problems may be triggered by emotions and possibly reduced by workgroup climate. However, no studies have been found which have examined the relationship between individual experience of emotions, workplace prejudicial attitudes, and problem behaviours such as aggression. In this research project, using self-categorisation theory (SCT) therefore, I consider that men and women will identify themselves with the gender (socially assigned) roles associated with their biological sex, and because of such categorisation, men and women will have different emotional responses. Specifically, I propose that men's and women's emotional responses shaped by their gender is the foundation for the positive and negative prejudicial attitudes held by men and women regarding each other and each other's behaviours in the workplace and that these prejudicial attitudes can result in aggressive behaviour.

Based on the above, I have developed a cross level model on the influences of individual gender self-categorisation, emotion, prejudicial attitudes, and climate on individual experiences of aggressive behaviour. The conclusion considers the potential limitations of the findings of the research and the implications of this research for theory, further research, and professional employment relations practice.

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An Emotional Scale for the 21st Century Workplace

Contrary to a perception that the only emotions architecture elicits are anger and hatred, architectural projects elicit the entire gamut of emotions. The ability of the design of the workplace to influence the human emotional state has recently been recognised by corporate executives and workplace consultants. As a result architects and interior designers are increasingly being tasked with spatially transmitting abstract values, stated in design briefs, into the designed environment.

A scale, which includes highly emotive semantic questions, has been developed to identify the degree to which the workplace expresses the employees', corporate executives' and the designer's self-image. Data has been collected on ten workplaces around the world. The preliminary findings of the data, collected in July this year, suggest that these three stakeholders (employees, executive and designer) sometimes match and sometimes differ markedly within one workplace. Two workplace examples are presented in this paper. The preliminary analysis suggests that there may be potential to be able to 'design' an emotional response, but it can be a hit and miss opportunity.

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The Use of Humor in Organizations and Its Impact on Employees' Emotions and Resilience

The use of humour in organizational relations is emerging as a noteworthy but much under researched area. Empirical studies conducted thus far indicate that the use of humour in organizations serves a myriad of functions, roles and benefits. Humour has been found to alleviate work stress and boredom, facilitate communication, uplift employees' moods and create group cohesion. With these important outcomes, humour in organisations can no longer be ignored as a research topic in organizational studies.

The aim of this article is to develop the proposition that the strategic use of humour by leaders in managing employees will influence employees' emotions and, as a result, their ability to cope with conflict in the workplace. The argument put forth is that leaders' use of humorous encounters leads to the development of specific affective states in employees which, over the long run, helps to build employees' resilience to conflict. Accordingly, two propositions are presented: Leaders' constructive use of humour will increase the occurrence of positive emotions in employees, thereby increasing their coping skills and resilience for dealing with conflict whereas leaders' destructive use of humour will increase the occurrence of negative emotions in employees, thereby decreasing their coping skills and resilience for dealing with conflict.

Using Affective Effects Theory it is possible to explain how leaders' actions can create specific affective events within the organization that will have an impact on employees' affect and behaviour. Humour is proposed as one such affective event occurring in organizations and depending on the type of humour used, i.e., constructive or destructive, the affective responses of employees will change and consequently so will their behaviour. Constructive humour will facilitate the number of perceived uplifts in the workplace whereas destructive humour will facilitate the number of perceived hassles in the workplace. The Broaden and Build Theory is used to argue the relationship between positive emotions and the enhancement of employee resilience in the long run.

The implication for leaders in this regard is that a resilient workforce will be an asset to the organization as a psychologically and emotionally strong workforce will be better able to cope with the multitude of stressors and setbacks that occur on a daily basis within organizations. Humour therefore can be developed as a tool to enhance employee resilience.

METHODOLOGICAL WORKSHOPS

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Practical Issues in Using the Experience Sampling Method

This workshop provides an introduction to experience sampling methodology. I will discuss reasons for using this approach, then provide an overview of the decisions one needs to make in planning and conducting ESM research. These include the time frame for responses, signalling method and schedule, sample size, instrument design, recruitment and motivation of participants, and data structure and reporting.

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Qualitative Research Methodology

This workshop will help researchers to translate between qualitative data and analysis on the one hand; and quantitative data and analysis on the other. As well as the notion of translation, this workshop will prepare researchers for the role of triangulation in their research. Triangulation builds rigour into research. This workshop will assist participants with tactics to triangulate data and to triangulate analysis, irrespective of the methodological approach they have adopted.

SYMPOSIUM CLOSING
PRESENTATION

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New Directions in Emotions Research

Professor Härtel will reflect on the papers presented in the symposium, identifying areas representing emerging topics and methodological approaches in emotions research and connecting these more generally to the current state of emotions research in the international community. Additionally, she will discuss gaps in organisational practice which require the attention of emotions researchers.

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