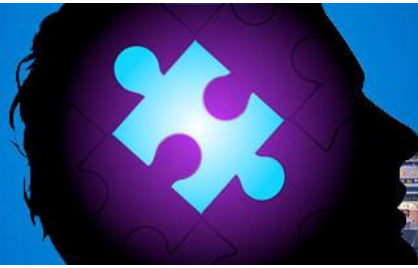


EMONET VIII

EIGHTH INTERNATIONAL
CONFERENCE ON
EMOTIONS AND WORKLIFE

HELSINKI, FINLAND
JULY 2 - 3, 2012



CONFERENCE PROGRAM AND PAPER ABSTRACTS

Sponsors



Published by: UQ Business School
Faculty of Business, Economics and Law
University of Queensland
St Lucia Queensland 4072
Telephone: +61 7 3346 8006
Facsimile: + 61 7 3346 8188
Email: n.ashkanasy@uq.edu.au

Book of Abstracts Eighth International Conference on Emotions and UQAM, Helsinki, Finland

Editors: Neal M. Ashkanasy, Wilf J. Zerbe and Charmine E.J. Härtel

© 2 June 2012

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic or mechanical, photocopying, recording or otherwise without the prior permission of the copyright owner. Copyright rests with the publisher.

ISBN: 978-1-74272-056-2



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



Dear Colleagues,

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

Consistent with earlier Emonet Conferences, this year we again have a wonderful selection of papers by scholars from all around the world. This is the first time that a conference in this series has been held in conjunction with the European Group on Organization Studies (EGOS) Colloquim. After San Diego, Emonet Conferences have been in Toronto, Canada (2000), the Gold Coast, Australia (2002), London, UK (2004), Atlanta, USA (2006), Fontainebleau, France (2008), and Montréal, Canada (2010). All were outstandingly successful, and I anticipate that this year’s conference will be equally as good.

A selection of the papers from this conference will be published in Volumes 9 and 10 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 display* (2006).**
- Vol. 3: *The functional role of emotion in organizations* (2007).**
- Vol. 4: *Emotions, ethics, and decision-making* (2008).**
- Vol. 5: *Emotions in groups, organizations, and cultures* (2009).**
- Vol. 6: *Emotions and organizational dynamism* (2010).**
- Vol. 7: *What have we learned? Ten years on* (2011)**
- Vol. 8: *Experiencing and managing emotions in the workplace* (2012)**

These volumes follow earlier books based on the Emonet conferences: *Emotions in the Workplace: Theory, Practice, and Research* (2000, Quorum), *Managing Emotions in the Workplace* (2002, M.E. Sharpe), and *Emotions in Organizational Behavior* (2005, Lawrence Erlbaum Associates). The themes for Volumes 9 and 10 will be announced following the 2012 conference.

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

I would also like to express my gratitude to our sponsors: Emerald Group Publishing, Memorial University, UQ Business School, Hanken School of Economics and Foundation for Economic Education.

Finally, I want to express my deep appreciation to those of you who have supported this year's conference. At the time of writing, registrations for the conference were going well, and the conference attracted 55 high quality submissions. I hope that all delegates will find the conference to be both stimulating and enjoyable; and it is my pleasure to invite you to the next conference in this series, which will be held in 2014 at a date and venue to be announced.

Best wishes for a successful conference,



Neal M. Ashkanasy, PhD
Conference Co-Chair

Program Committee

My sincere thanks goes to all that made this conference possible, especially to Conference Co-chairs Wilf Zerbe and Charmine Härtel, Kaylene Ascough (Conference Coordinator), Aino Tenhiälä (Local Coordinator), Timo Vuori (Doctoral Workshop Organizer), David Ashkanasy (Conference Website), Jennifer O'Connor (Conference Website and Administrative Assistance) and Nita Smith (Administrative Assistance), and the members of the program committee.

Neal M. Ashkanasy
Conference Co-Chair

Program Committee Members

Yvonne Athanasaw, William Becker, Geetu Bharwaney, Marina Biniari, Maree Boyle, Koh Chengboon, Arik Chesin, Paraskevi Christoforou, Pylin Chuapetcharasopon, Nicholas Clarke, Beatriz Coningham, Kerri Crowne, Mark Fenton-O'Creevy, Michael Fields, Terrill Frantz, Donald Gardner, Leire Gartzia, Ella Glikson, Nicole Gullekson, David Hatfield, Dan Ispas, Anna Jenkins, Moyi Jia, Robert Jones, Peter Jordan, Ana Junça Silva, Karen Krupar, Julia-Jooa Lee, Kerstin Limbrecht, Yongmei Liu, Carina Lomberg, Patti Madrill, Miriam Matteson, Kari I. Mattila, Jochen Menges, Melanie Milovac, Sushanta Mishra, Shazia Nauman, Ellora Panda, Ann Parkinson, Frances Peart, Catherine Prentice, Amanda Roan, Brona Russell, Sally Russell, Wolfgang Georg Scherl, Zhaleh Semnani-Azad, Ruchi Sinha, Roy Smollan, Martin Svensson, Alastair Tombs, Veronique Tran, Ashlea Troth, Rica Viljoen, and Gang Wang.

Table of Contents

CONFERENCE PROGRAM	3
BEST PAPER ABSTRACT	9
Service employees' trait authenticity and customer satisfaction	9
PAPERS IN THEMATIC OR INDIVIDUAL SESSIONS	10
Nine months of emotions: A phenomenological exploration of Cypriot academics' emotionality	10
Managing envy to foster organizational innovation	10
Antecedents and consequences of impulsive buying: Can impulsive buying be understood as dysfunctional emotion regulation?	11
The role of positive emotions in the creation of positively deviant business-to-business services.....	11
How, when, and why do discrete emotions impact performance? Perceived control, coping, and emotional intelligence	12
The wisdom of letting go: Emotions and performance at work.....	12
Gender and person/role conflict in management: A study of gender, management position and dissonance amongst managers in a Scandinavian setting	13
Fools rush back? Attributions, learning and the motivation to re-enter self-employment after firm failure	13
Managing grief: A key to re-entry into self-employment after firm failure	14
Who am I? Entrepreneurial role identity negotiation, passion and entrepreneurial effectiveness.....	14
Ability emotional intelligence predicts suicidal ideation beyond personality, affectivity, and cognitive intelligence	15
Mapping the terrain of aggression within the workplace context.....	15
Organizational consequences of supervisor-subordinate age differences: A study on the role of emotions	16
Some ethical reflections on using neuroscience in leadership research	16
A model linking emotional intelligence to deviance from normative control	17
Emotional intelligence and leadership: A model of context-sensitive leader scripts and emotional labor	17
The vicious cycle: The interplay between customer and employee emotions before, during, and after service transactions, and the role of emotional labor.....	18
Emotion regulation and ideation.....	18
Innovative work behavior engagement: The role of high-activated positive moods, support for innovation and openness to experience	19
Shared well-being in a work community – Exploring well-being generating relational systems.....	19
Putting emotion back: Exploring its role in the process of disengagement	20

“Calling again...” – Relationships between customer repeat calls, hostility and service quality	21
How angry are you? The moderating role of justice climate in individuals’ negative emotional reactions to unfairness.....	21
@ the emotional verge: When enough is enough in email conversations	22
Vocal emotional expressions: Proxies for decision making in emergency calls?	22
To be one of us, you have to feel like one of us: How leaders’ expressed emotions influences followers’ perceptions of leader self-sacrifice intentions and effectiveness in a crisis situation	23
Affective reactions to pay system reform and their impact on employee behavior.....	23
Emotional sensegiving	24
Understanding employee responses to corporate social responsibility: The moderating role of social axioms	24
Service employees’ trait authenticity and customer satisfaction	25
Outcomes of anger expression in the workplace: The social interaction effect	25

Receive a 30% discount on any book in the series ***Emotions in Organizational Behaviour.***

Go to <http://books.emeraldinsight.com/offer/> and enter the code **EMONET2012** to receive 30% off the price of any book in the series.

Conference Program

All conference activities (with the exception of the Lunch on Tuesday and Dinner Cruise on Tuesday) will take place at:

Aalto University
School of Economics
Runeberginkatu 14-16
Helsinki, FI-00076 Aalto, Finland
Local Conference Coordinator: Dr Aino Tenhiälä
Phone: +358 9 47001

Monday, July 2

Time	Description	Location
9:00am – 12:00pm	Doctoral Consortium (by invitation only) The Doctoral Consortium is proudly hosted by: Dr. Aino Tenhiälä and Dr. Timo Vuori	A-305
11:30am – 1:00pm	Registration	
12:00pm – 1:00pm	Doctoral Consortium Lunch (by invitation only) Restaurant Proffa at Aalto University School of Economics	
1:00pm – 1:30pm	Opening Plenary Session (Session 1) Facilitators: <i>Neal M. Ashkanasy, The University of Queensland</i> <i>Wilfred, J. Zerbe, Memorial University of Newfoundland</i>	A-301
1:30pm – 3:00pm	<u>Concurrent Sessions – Sessions 2A and 2B</u> Emotions in Service Performance (2A) Facilitator: <i>Wilfred, J. Zerbe, Memorial University of Newfoundland</i> <u>Papers:</u> Antecedents and consequences of impulsive buying: Can impulsive buying be understood as dysfunctional emotion regulation? <i>Mark Fenton-O’Creivy, Adrian Furnham, Sally Dibb and Gareth Davies</i>	A-304

The vicious cycle: The interplay between customer and employee emotions before, during, and after service transactions, and the role of emotional labor
Xiao-Yu Liu and Yongmei Liu

Service employees' trait authenticity and customer satisfaction **Best Paper**
Dana Yagil and Hana Medler-Liraz

Emotions in Leadership (2B)

A-305

Facilitator: *Neal Ashkanasy, The University of Queensland*

Papers:

Some ethical reflections on using neuroscience in leadership research
Dirk Lindebaum

Emotional intelligence and leadership: A model of context-sensitive leader scripts and emotional labor
Dirk Lindebaum and Peter J. Jordan

To be one of us, you have to feel like one of us: How leaders' expressed emotions influences followers' perceptions of leader self-sacrifice intentions and effectiveness in a crisis situation
Eugene Tee, Yin Ly Ng and Neil Paulsen

3:00pm – 3:30pm Break and Poster Presentations

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

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

Posters:

Nine months of emotions: A phenomenological exploration of Cypriot academics' emotionality
Marilena Antoniadou, and Peter John Sandiford

The role of positive emotions in the creation of positively deviant business-to-business services
Merja Fischer

3:30pm – 5:00pm

Concurrent Sessions – Session 3A and 3B

Emotional Intelligence and Performance (3A)

A-304

Facilitator: *Peter Jordan, Griffith University*

Papers:

The wisdom of letting go: Emotions and performance at work

Janaki Gooty, Mark Gavin, Neal M. Ashkanasy and Jane Shumski

Ability emotional intelligence predicts suicidal ideation beyond personality, affectivity and cognitive intelligence

Jahanvash Karim, Robert Weisz and Haider Shah

A model linking emotional intelligence to deviance from normative control

Dirk Lindebaum and Marie T. Dasborough

Emotions and Innovation (3B)

A-305

Facilitator: *Nicholas Clarke, The University of Southampton*

Papers:

Managing envy to foster organizational innovation

Marina Biniari and Quy N. Huy

Emotion regulation and ideation

Carina Lomberg and Tobias Kollman

Innovative work behavior engagement: The role of high-activated positive moods, support for innovation and openness to experience

Hector Madrid, Kamal Birdi, Malcolm Patterson, Pedro Leiva and Edgar Kausel

5:00pm – 7:00pm

Conference Reception

Lobby of Aalto University School of Economics

Proudly sponsored by: Liikesivistysrahasto,

Foundation for Economic Education



Tuesday, July 3

9:00am – 10:30am

Concurrent Sessions – Sessions 4A and 4B

A-304

Emotions and HRM Practices (4A)

Facilitator: *Mark Fenton-O'Creevy, The Open University*

Papers:

Organizational consequences of supervisor-subordinate age differences: A study on the role of emotions
Florian Kunze and Jochen Menges

Gender and person/role conflict in management: A study of gender, management position and dissonance amongst managers in a Scandinavian setting
Hulda Mjöll Gunnarsdóttir

Affective reactions to pay system reform and their impact on employee behaviour
Aino Tenhiälä and Robert B. Jr. Lount

The Emotions of Identity (4B)

A-305

Facilitator: *Marina Biniari, University of Strathclyde*

Papers:

Shared well-being in a work community – Exploring well-being generating relational systems
Frank Martela

Emotional sensegiving
Timo Vuori and Quy Huy

Understanding employee responses to corporate social responsibility: The moderating role of social axioms
Bettina West, Kevin Money and Carola Hillenbrand

10:30am – 11:00am

Break

11:00am – 12:30pm

Concurrent Sessions – Session 5A and 5B

Emotions, engagement and entrepreneurship (5A)

A-304

Facilitator: *Dirk Lindebaum, University of Liverpool*

Papers:

Who am I? Entrepreneurial role identity negotiation,
 passion and entrepreneurial effectiveness
Maria Kakarika, Marina Biniari and Margarita Mayo

Fools rush back? Attributions, learning and the
 motivation to re-enter self-employment after firm failure
Anna Jenkins

Putting emotion back: Exploring its role in the process
 of disengagement
Ann Parkinson and Richard McBain

A-305

Technology Mediated Emotional Expression (5B)

Facilitator: *Aino Tenhiälä, Aalto University*

Papers:

“Calling again...” – Relationships between customer
 repeat calls, hostility and service equality
Tali Seger and Hana Medler-Liraz

Vocal emotional expressions: Proxies for decision
 making in emergency calls?
Martin Svensson and Erik Lindström

@ the emotional verge: When enough is enough in
 email conversations
Martin Svensson and Alf Westelius

12:30pm – 1:30pm

Lunch
 Hanken School of Economics

1:30pm – 3:00pm

Concurrent Sessions – Sessions 6A and 6B

A-304

Anger and Aggression (6A)

Facilitator: *Deanna Geddes, Templer University*

Papers:

*Mapping the terrain of aggression within the
 workplace context
Stacey Kent, Peter Jordan and Ashlea Troth

How angry are you? The moderation role of justice
 climate in individuals' negative emotional reactions to
 unfairness
Yumi Seo

Outcomes of anger expression in the workplace: The social interaction effect
Angela Zenteno-Hidalgo

Emotions and Job Performance (6B)

A-305

Facilitator: *Roy Smollan, Auckland University of Technology*

Papers:

How, when, and why do discrete emotions impact performance? Perceived control, coping, and emotional intelligence
Janaki Gooty, Mark Gavin, Neal M. Ashkanasy and Jane Shumski

Managing grief: A key to re-entry into self-employment after firm failure
Anna Jenkins

The Emotional Effort Construct: Development and Cross-National Validation of the Perceived Emotional Effort Scale
Cristina Quiñ-García, Raquel Rodríguez-Carvajal and Nicholas Clarke

3:00pm – 3:30pm

Break

3:30pm – 5:30pm

Research Incubator and Closing Plenary (Session 7)

A-301

Moderators:
Neal M. Ashkanasy, The University of Queensland
Wilfred, J. Zerbe, Memorial University of Newfoundland

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

6:30pm – 9:30pm

Conference Dinner Cruise
Starting from Kauppatori (m/s King Royal Line)
Proudly sponsored by: Liikesivistysrahasto,
Foundation for Economic Education



Best Paper Abstract

The Best Paper Awards are proudly sponsored by Emerald Group Publishing.

Winner Best Paper Award

Service employees' trait authenticity and customer satisfaction

Authors: Dana Yagil, University of Haifa
Hana Medler-Liraz, Academic College of Tel-Aviv Yaffo

Contact: dyagil@research.haifa.ac.il

Abstract:

Purpose - The purpose of this study is to explore the effect of service employees' trait authenticity on customer satisfaction as mediated by work engagement, surface acting and perceived authenticity.

Design/methodology/approach-Data were collected from service employee-customer dyads.

Findings -The results indicate that employees' work engagement and surface acting mediate the effect of trait authenticity on customers' satisfaction and perception of authenticity. Trait authenticity is positively related to work engagement and negatively related to surface acting.

Practical implications: Evidence that authenticity is desirable in service roles suggests that organizations should consider this characteristic as a significant factor in selection and placement of service employees.

Originality/value -This is the first study demonstrating the effect of employee trait authenticity on customer-related outcomes.



Papers in Thematic or Individual Sessions

(Author alphabetical order)

Nine months of emotions: A phenomenological exploration of Cypriot academics' emotionality

Authors: Marilena Antoniadou, Manchester Metropolitan University
Peter John Sandiford, Manchester Metropolitan University

Contact: marlen1982@hotmail.com

Abstract:

This paper reports some of the early findings of an ongoing research project that explores the emotional experiences of Higher Education (HE) academics in Cyprus. An interpretive phenomenological approach was adopted investigating the events that influence academics' emotions together with their outcomes. Narrative interviews were conducted with twelve male and female academics working in Cyprus. The study findings demonstrate how the workplace itself can give rise to a variety of emotions through emotion-causing events, which are mainly caused from interactions with students, colleagues, managers and the students' relatives. The paper describes the short and long-term consequences that these interactions have on the academics well-being. It was concluded that the academics' emotions are cultural products, which are largely dependent on the learned social and cultural rules and context within which they are experienced. The authors also discuss the emotion rules, which influence the academics emotions and expressions in order to display organizationally-desired emotions.

Managing envy to foster organizational innovation

Authors: Marina Biniari, University of Strathclyde
Quy N. Huy, INSEAD

Contact: marina.biniari@strath.ac.uk

Abstract:

Envy as an emotion is prevalent in the workplace and could harm organizational innovation if left unchecked. Little is known about how organizations can channel the potentially harmful effects of such naturally occurring emotions toward beneficial ends. This article describes a distributed model of interpreting and regulating envy in the workplace that characterizes an envy management routine to foster organizational innovation. More specifically, top managers perform the role of emotional architecting and middle managers emotional balancing to motivate enviers and envied employees to regulate their envy through self-actualizing, emulating and reconciling behaviors respectively.

Antecedents and consequences of impulsive buying: Can impulsive buying be understood as dysfunctional emotion regulation?

Authors: Mark Fenton-O'Creevy, Open University
Adrian Furnham, University College London
Sally Dibb, Open University
Gareth Davies, Open University

Contact: m.p.fenton-ocreevy@open.ac.uk

Abstract:

We use data from a large national survey (N=109,000) to examine antecedents and outcomes of buying impulsiveness. Our results are consistent with an account of impulsive buying as arising out of both promotion focused and prevention focused self-regulation systems. Our results also support an account of impulsive buying as a form of compensatory emotion regulation. Contrary to accounts in the retail management and marketing research literature we find high buying impulsiveness to be associated with significant and sizeable adverse financial outcomes.

The role of positive emotions in the creation of positively deviant business-to-business services

Authors: Merja Fischer, Aalto University

Contact: merja.fischer@aalto.fi

Abstract:

In this conceptual paper a novel theory is provided that explicates how positive emotions of four actors (supervisors, employees, peers and customers) in the service profit chain (SPC) can foster the creation of positively deviant service businesses. This paper suggests incorporating studies and theories of positive organizational scholarship and particularly studies on positive emotions to the services marketing literature.

Four positively deviant performances originating from the positively deviant behaviors of actors in the SPC are exemplified. These positively deviant performances are trust in self and other, feeling of oneness, creativity and seeing the bigger picture. The suggestion is that these positively deviant performances create climate for positivity in the supplier-customer interaction and foster the co-creation of mutual value in service businesses.

How, when, and why do discrete emotions impact performance? Perceived control, coping, and emotional intelligence

Authors: Janaki Gooty, University of North Carolina at Charlotte
Mark Gavin, West Virginia University
Neal M. Ashkanasy, University of Queensland
Jane Shumski, University of North Carolina at Charlotte

Contact: jgooty@uncc.edu

Abstract:

Drawing upon cognitive appraisal theory and affective events theory, we present novel theory suggesting that individual and contextual factors matter to how emotions affect performance, more so than the valence of the emotion (positive or negative). We argue that ability based emotional intelligence could drive variability in coping responses to emotions and subsequently work performance. We conclude with a discussion of implications of our theory for the emerging scholarship in emotions.

The wisdom of letting go: Emotions and performance at work

Authors: Janaki Gooty, University of North Carolina at Charlotte
Mark Gavin, West Virginia University
Neal M. Ashkanasy, University of Queensland
Jane Shumski, University of North Carolina at Charlotte

Contact: jgooty@uncc.edu

Abstract:

Drawing upon affective events theory and conservation of resources theory (Hobfoll, 1988), we develop and test a model of discrete emotions and performance that contains both within- and between-person components. We argue that, when employees feel angry, guilty, joyous, or proud at work, those with higher levels of ability-based emotional intelligence will turn to emotion-focused coping as a means to deal with the immediate aftermath of the emotion. This form of coping requires the least amount of cognitive resources and facilitates performance by helping individuals to meet their task demands. Random coefficient modeling findings from daily diary data collected in a law enforcement setting support our proposed ideas concerning the interactive effects of emotions and emotional intelligence on coping,

Gender and person/role conflict in management: A study of gender, management position and dissonance amongst managers in a Scandinavian setting

Authors: Hulda Mjöll Gunnarsdóttir, University of Stavanger

Contact: hulda.m.gunnarsdottir@uis.no

Abstract:

This paper examines how structural factors related to gender, managerial level, and economic sector may impact the level of experienced person/role conflict in management, based on a representative survey conducted amongst managers in Norway. The dependent variable (i.e., experienced person/role conflict), which was constructed following a factor analysis of a larger set of indicators, appears relevant for understanding emotions in organizations and is linked with emotional dissonance and emotional labor through theoretical and empirical considerations. The research introduces and tests a simple research model of pathways to experienced person/role conflict using a step-wise hierarchical regression analysis. Our findings reveal that the public sector and middle managerial level are supplementary explanations for gender differences in experienced person/role conflict in management. Gender's effect remains significant when controlled for economic sector and managerial level, indicating that experienced person/role conflict can be partially caused by perceived incongruity between internalized and gender role-related expectations as well as managerial role-related expectations.

Fools rush back? Attributions, learning and the motivation to re-enter self-employment after firm failure

Authors: Anna Jenkins, Jönköping University

Contact: anna.jenkins@jibs.hj.se

Abstract:

The present research uses attributional theory (Weiner, 1985, 1986) to formulate hypotheses concerning learning and motivation to re-enter self-employment after firm failure. The hypotheses are tested using data from 126 Swedish entrepreneurs who recently filed for firm bankruptcy. The results suggest that learning is an important mediating variable between attributions for failure and motivation to re-enter self-employment. Specifically, I found that there are two types of entrepreneurs who re-enter self-employment after experiencing firm failure – those that potentially learn the most from failure and those that learn the least.

Managing grief: A key to re-entry into self-employment after firm failure

Authors: Anna Jenkins, Jönköping University

Contact: anna.jenkins@jibs.hj.se

Abstract:

Using transactional model of stress and coping developed by Lazarus and colleagues as an overarching theoretical framework, this paper investigates the role of coping for re-entry into self-employed and feelings of grief after experiencing firm failure. I hypothesize that the negative implications of firm failure in terms of feelings of grief and financial loss influences the relative use of different coping strategies. In turn, the choice of coping strategies influenced re-entry into self-employment and subsequent feelings of grief. To test these hypotheses I developed a unique, longitudinal database of entrepreneurs who recently filed for firm bankruptcy. The findings largely support the hypothesized relationships. I found that it is the relative use of active and avoidant coping strategies that has implications for whether entrepreneurs re-enter self-employment. The findings contribute to the emerging stream of literature on entrepreneurial failure and the habitual entrepreneurship literature by providing valuable insights into the role of coping after firm failure.

Who am I? Entrepreneurial role identity negotiation, passion and entrepreneurial effectiveness

Authors: Maria Kakarika, Euromed Management
Marina Biniari, University of Strathclyde
Margarita Mayo, IE University

Contact: mkakarika@gmail.com

Abstract:

We develop a conceptual model that approaches venture founding and growth as an outcome of role identity salience, passion and social ties. Drawing on identity theory and literature on emotions and identity negotiation, we explore how the way individuals negotiate multiple entrepreneurial role identities shapes entrepreneurial effectiveness. We argue that in coping with the inventor, founder and developer role identities, individuals ensure access respectively to relevant social capital that verifies their salient role, escalates their passion for their role and negatively influences role identity transition, undermining the entrepreneur's effectiveness.

.

Ability emotional intelligence predicts suicidal ideation beyond personality, affectivity, and cognitive intelligence

Authors: Jahanvash Karim, University of Balochistan
Robert Weisz, Université Aix-Marseille III
Haider Shah, University of Balochistan

Contact: j_vash@hotmail.com

Abstract:

The current study explored the incremental validity of the ability emotional intelligence to predict suicidal ideation beyond the general cognitive ability and the 'Big Five' personality dimensions in a sample of 184 university students (mean age 29.50 years). Hierarchical regression analyses revealed that after controlling for the demographic variables, the Big Five personality traits, affectivity, and the cognitive intelligence, the block of ability emotional intelligence scores (perception of emotion, use of emotion, understanding of emotion, and management of emotion) explained a statistically significant increment of variance in suicidal ideation. It is noteworthy that the predictive power of the ability emotional intelligence appeared to be mostly due to the contribution of its two branch scores – understanding of emotion and regulation of emotion. Findings are discussed with reference to emotional intelligence theory and suicidal behaviors.

Mapping the terrain of aggression within the workplace context

Authors: Stacey Kent, Griffith University
Peter Jordan, Griffith University
Ashlea Troth, Griffith University

Contact: s.kent@griffith.edu.au

Abstract:

Aggression in the workplace has increasingly become a focus of organisational behaviour research given its debilitating effects on employees and consistent links to reduced organizational performance. Research on the critical role of emotions during workplace aggression is growing accordingly. However, the current literature focussing specifically on workplace aggression presents a bewildering array of definitions with overlapping meanings that creates confusion for researchers and academics. In response to this, our aim is to present a taxonomy of aggression-related definitions that encompasses workplace aggression, incivility and violence. Using Andersson and Pearson's (1999) categorisation as a guiding framework, we consider broad to narrow definitions of workplace aggression, and their positioning from highest to lowest intensity (antisocial behavior to social manipulation). This article will contribute to the field by providing a better understanding of the construct definitions of workplace aggression and assist researchers in this field with a taxonomy for aggressive behaviours at work.

Organizational consequences of supervisor-subordinate age differences: A study on the role of emotions

Authors: Florian Kunze, University of St. Gallen
Jochen Menges, University of Cambridge

Contact: florian.kunze@unisg.ch

Abstract:

The demographic change in Western countries has rendered age differences between supervisors and subordinates and their effects on organizational processes and performance an important topic. In particular, how do patterns of status-incongruent age differences (i.e., the supervisor is younger than his subordinate) in organizations shape organizational-level outcomes? In a study with 62 companies and 7,802 employees, we find that the average level of status-incongruent age differences between supervisors and subordinates in companies is related to negative affective climates, which in turn is negatively associated with company performance. This indirect relationship, however, only occurs if employees express their emotions to their supervisor, and is neutralized, if emotions are suppressed. In sum, this study explains the organizational consequences of status-incongruent relational age differences by integrating relational diversity and emotion literature.

Some ethical reflections on using neuroscience in leadership research

Authors: Dirk Lindebaum, University of Liverpool

Contact: d.lindebaum@liverpool.ac.uk

Abstract:

A number of studies seek to integrate leadership research with the field of neuroscience, arguing that neuroscience can aid scholars and practitioners to identify and develop leaders with what I refer to as socially desirable brain characteristics, whilst those leaders not equipped with such characteristics can be subjected to interventions based upon neuroscientific principles or methods. Scrutinising an emerging body of research, I argue that many leadership scholars and practitioners overlook the wider ethical implications of neuroscientific approaches to identifying and developing effective leaders. Given the mounting interest in the topic, I also outline a number useful sources and debates to better respond ethically to the use of neuroscience in leadership research.

A model linking emotional intelligence to deviance from normative control

Authors: Dirk Lindebaum, University of Liverpool
Marie T. Dasborough, University of Miami

Contact: d.lindebaum@liverpool.ac.uk

Abstract:

We problematize the dominant view that emotional intelligence has only positive consequences for management. Specifically, problematization, or thinking differently about what we already know, is applied to challenge the view that employing emotionally intelligent individuals helps prevent deviance at work. Instead, we contend that being emotionally intelligent can lead to deviance in the face of management control that is normative in nature. Normative control refers to manipulation of employees' thoughts, feelings, and values that guide their actions within the organization. This type of control can be exhausting over time, given its reliance on emotional efforts. Utilizing conservation of resources theory to understand this impact, we explicitly stipulate emotions as a resource inherent in all variables presented in our theoretical model, which links emotional intelligence, work exhaustion, and perceived power to deviance from normative control. In our model, the organizations' reliance on normative control is an important boundary condition in which the theory is thought to hold. We highlight ramifications for management research, and offer avenues for future explorations.

Emotional intelligence and leadership: A model of context-sensitive leader scripts and emotional labor

Authors: Dirk Lindebaum, University of Liverpool
Peter J. Jordan, Griffith University

Contact: d.lindebaum@liverpool.ac.uk

Abstract:

Leadership research has focused too narrowly upon the role of Emotional Intelligence as an antecedent in so-called positive models of leadership. Instead, we propose a model that re-conceptualizes the relationship between Emotional Intelligence and leadership by incorporating context-sensitive leader scripts, emotional labor, exhaustion and leader performance. In developing this model, our aim is to problematize and alter our understanding of the relationship between Emotional Intelligence and leadership. Implications for theory and practice are discussed.

The vicious cycle: The interplay between customer and employee emotions before, during, and after service transactions, and the role of emotional labor

Authors: Xiao-Yu Liu, University of International Business and Economics
Yongmei Liu, Illinois State University

Contact: rainy306@163.com

Abstract:

We build on prior theory and research on emotional contagion to propose and test a research model, in which we examine the interplay between customer and employee negative emotions in service transactions, as well as the role of emotional labor in this process. Data from five hundred and ten customer-employee dyads were collected from a chain restaurant in China. We propose that customer pre-service negative emotions are positively related to employee negative emotions during the service, which further induce customer post-service negative emotions. Moreover, we expect employee surface acting increases, and deep acting decreases, customer post-service negative emotions. We further propose that surface acting strengthens the positive relationship between customer pre- and post-service negative emotions, and deep acting weakens such an association. All the hypotheses were supported. Future research directions and practical implications were discussed.

Emotion regulation and ideation

Authors: Carina Lomberg, University of Berne
Tobias, Kollmann, University of Duisburg-Essen

Contact: carina.lomberg@imu.unibe.ch

Abstract:

Existing theoretical explanations about the influence of affect in the process of creating ideas (ideation) and their corresponding empirical findings are contradictory. The purpose of the present paper is to provide important new insights for research on the role of affect in the ideation process by providing a theoretical explanation that is able to encompass these contradictions and to support this theoretical approach with empirical data. Specifically, we draw on the volitional core of the broader personality-systems-interactions (PSI) theory (Kuhl, 2000) to experimentally analyze the role of affect in concurrence with fundamental cognitive mechanisms of human personality. We use a pre-test/post-test experimental design conducted with 423 individuals to capture dynamic effects between affect and ideation. Our findings emphasize the mediating role of affect in the ideation process and the moderating role of individual action-control in the regulation of affect and respective creative behavior.

Innovative work behavior engagement: The role of high-activated positive moods, support for innovation and openness to experience

Authors: Hector Madrid, University of Sheffield
Kamal Birdi, University of Sheffield
Malcolm Patterson, University of Sheffield
Pedro Leiva, Universidad de Chile
Edgar Kausel, Universidad de Chile

Contact: h.p.madrid@sheffield.ac.uk

Abstract:

This study aims to understand how job-related positive moods lead to innovative work behavior (IWB). Adopting the proposals of the Valence and Arousal Circumplex Model of Affect and the Affective Events Theory, we describe a model where IWB results from positive but high-activated momentary feelings. Furthermore, drawing on the Big Five Model of personality and Appraisal Theories of Affect, openness to experience and support for innovation are proposed as organizational and individual variables respectively, which interplay in the process of engagement provided by high-activated positive moods. Thus, openness to experience interacts with support for innovation leading to high-activated positive moods. Also, openness interacts with these feelings leading to greater levels of IWB. These propositions were tested and supported using diary methodologies and hierarchical linear modeling, based on 893 observations of IWB and job-related moods nested in 10 weekly waves of data. This information was collected from 92 individuals of diverse occupations employed in 73 distinct companies. Theoretical and practical implications are discussed.

Shared well-being in a work community – Exploring well-being generating relational systems

Authors: Frank Martela, Aalto University

Contact: themartela@gmail.com

Abstract:

What makes employees feel well within an organization? Traditionally, employee well-being has been looked at as an emotionally charged assessment by the employee of the job characteristics. The aim of the present article is to start from a paradigm that emphasizes human relationality and affectivity and accordingly focuses on how well-being is emerging from contextual interrelations between the employees. Applying this perspective to a qualitative study of nurses in a nursing home I came to see the work community as a well-being generating system in which the well-being of individual members is constructed together as an ongoing social accomplishment. This system has two dimensions: the emotional dimension of caregiving and the practical dimension of coordination. In addition, I identified four systemic processes within the work community that greatly influence the well-being generating capacity of the system. These are (1) stabilizing systems effects that are a feature of a healthy system, (2) systems of holding back and the effects that blockages have on the system, (3) downward spirals that emerge when the holding capacity of the system is exceeded, and (4) the residents and nurses forming a larger system together with its own internal dynamics that enhance the effects of the sub-system comprised of the nurses.

Putting emotion back: Exploring its role in the process of disengagement

Authors: Ann Parkinson, University of Reading
Richard McBain, University of Reading

Contact: ann.parkinson@btinternet.com

Abstract:

This paper explores the nature and process of disengagement and the role played by emotions to disentangle the overlapping theories and definitions of engagement. The research reported here that forms the basis for the paper comes from two related studies that explored engagement in 10 large public and private sector organisations. Both studies used an interpretive approach with focus groups and interviews involving 75 managers and employees. The paper suggests that the process of disengagement firstly requires that individuals have been engaged before being able to become disengaged, that this involves an emotional reaction, providing a distinction to being not engaged. It then describes the process of engagement and disengagement as a cycle that could be iterative rather than two poles of the same construct, with emotions and affective events playing key roles in the process. The paper represents 'work in progress' and suggests other directions for further development.

The emotional effort construct: Development and cross-national validation of the Emotional Effort Scale (EES)

Authors: Cristina Quiñones-García, University of Northampton
Raquel Rodríguez-Carvajal, Autonomia University of Madrid
Nicholas Clarke, University of Southampton

Contact: cristina.quinones-garcia@northampton.ac.uk

Abstract:

Front-line service employees are required to perform Emotional Labour in order to deal with customers. Emotional Labour has been defined as the effort in meeting the emotional requirements of the role yet this effort has never been directly tested. Building on classic stress and ego depletion theory this study develops the emotional effort construct. The latter has two dimensions: Explicit and Implicit effort. Through a cross-validation strategy, good reliability levels were found in both UK and Spain (Study 1 and 2). Additionally, measurement invariance across countries was also confirmed (Study 2). Finally the effort construct exhibits adequate convergent and divergent validity and seems to predict emotional exhaustion and intentions to leave the organisation beyond the EL strategies alone (Study 3). Future research and practical implications of this work are discussed.

“Calling again...” – Relationships between customer repeat calls, hostility and service quality

Authors: Tali Seger, Ruppin Academic Center
Hana Medler-Liraz, College of Tel-Aviv-Yaffo

Contact: talis@ruppin.ac.il

Abstract:

This study explored the effect of the number of repeat calls on customer and service provider's hostility and on service quality. 107 provider-customer dyads were analyzed. Two separate data sources were used: hostility was coded from audio tapes of service interactions; repeat calls and service quality were collected through telephone surveys. Repeat customer calls were positively related to both the customer's and the service provider's display of hostility. Customers' hostility was negatively related to service quality. This is the first study to examine the effect of repeat calls on hostility dynamics. Second, it extends knowledge on the effects of customer hostility on employee hostility and service outcomes.

How angry are you? The moderating role of justice climate in individuals' negative emotional reactions to unfairness

Authors: Yumi Seo, Cornell University

Contact: ys263@cornell.edu.au

Abstract:

While individuals' negative emotional reactions to unfair events have well been studied by justice and emotions researchers, the cross-level moderating role of justice climate in individuals' reactions has not yet been widely examined in empirical settings. People are affected by their environment, especially by the justice climate in their groups within organizations, to feel certain emotions when facing unfair events. Using field data from 73 teams and 333 individuals, this study found that group-level justice climate moderated the relationship between fairness evaluation and negative emotional reactions at the individual level. Four facets of justice climate (procedural, distributive, interpersonal, and informational justice climate) moderated the relationship between individuals' evaluation of fairness violation scenarios and their negative emotional reactions. In addition, each facet of justice climate showed a specific moderating effect for the respective facet of justice violation. Theoretical and practical implications are also discussed.

@ the emotional verge: When enough is enough in email conversations

Authors: Martin Svensson, Blekinge Institute of Technology
Alf Westelius, Linköping University

Contact: mts@bth.se

Abstract:

Emailing does not preclude emotional exchange and many times it causes us to engage in spiraling exchanges of increasingly angry e-mailing? The purpose of this article is threefold: to explore how factors of temporality are related to anger when e-mailing, model circumstances that protect against, but also ignites anger escalation as well as raising a discussion for practitioners of how to avoid damaging email communication. By intersecting literature on communication, information system, psychology and organizational studies, factors leading to an “emotional verge” are identified and summarized in a model showing factors likely to prime, but also protect against anger escalation.

Vocal emotional expressions: Proxies for decision making in emergency calls?

Authors: Martin Svensson, Blekinge Institute of Technology
Erik Lindström, Blekinge Institute of Technology

Contact: mts@bth.se

Abstract:

This study focuses on whether discrimination of expressions of fear in authentic emergency calls is possible, whether fear expressions are devoted more help than neutral expressions and finally, whether the intensity of expression is related to the level of help needed. By using a low-pass-filtered speech stimulus, participants (N=22) were able to discriminate fear from neutral expressions ($t(350) = 2.79$, $p = .006$). Furthermore, there was an indication that fear expressions were devoted more help than neutral expressions ($t(350) = 1.83$, $p = .067$). In turn, judged intensity of expression and judged help need showed a strong correlation ($r = .92$) at the same time as partial correlations indicated that participants use acoustically measured intensity (mean dB) as a cue to infer the intensity/help need relationship ($r = .87$). The findings are further discussed in terms of the implications of emotional expression in call taker work.

To be one of us, you have to feel like one of us: How leaders' expressed emotions influences followers' perceptions of leader self-sacrifice intentions and effectiveness in a crisis situation

Authors: Eugene Tee, HELP University
Yin Lu Ng, HELP University
Neil Paulsen, University of Queensland

Contact: yu.tee@uqconnect.edu.au

Abstract:

Displaying appropriate emotions enhances followers' perceptions towards a leader. The present study examined the moderating effect of leader group-prototypicality on the relationship between leader's emotion appropriateness and followers' perceptions towards the leader (i.e., self-sacrifice intentions and effectiveness). Based on a set of 366 Malaysian students' experimental survey responses, leader group-prototypicality emerged as a significant moderator. Specifically, the effect of leader's emotion appropriateness was stronger for group-prototypical leaders than non group-prototypical leaders. Hence, to enhance their perceived effectiveness, leaders should portray appropriate emotions and ensure that they are viewed as representative by their followers.

Affective reactions to pay system reform and their impact on employee behavior

Authors: Aino Tenhiälä, Aalto University
Robert B. Jr. Lount, The Ohio State University

Contact: aino.tenhiala@aalto.fi

Abstract:

Consistent with some of the central tenets of Affective Events Theory, we argue in this paper that viewing the introduction of a new pay system as an affective event can help to explain employee attitudes and behaviors. The current study examines the impact of employees' initial affective reactions to a pay system reform on subsequent behaviors. The data were collected across two years in a context where a new pay system was implemented. According to the results, positive affective reactions predicted higher levels of voice, and through organizational commitment, lower levels of turnover. Negative affective reactions predicted higher levels of voice and helping behaviors. These results shed light on how affective reactions can influence employee behaviors and attitudes following an important work event, such as the introduction of a new compensation system. The implications for theory and practice are discussed.

Emotional sensegiving

Authors: Timo Vuori, Hanken University
Quy Huy, INSEAD

Contact: tovuori@gmail.com

Abstract:

Research on sensegiving has been dominantly cognitive while the influence of emotion has remained under-investigated. We analyzed unique video-data of 1,252 sensegiving instances from a change seminar. Video data allowed us to recognize both verbal and non-verbal emotional dynamics. We found a form of emotional sensegiving that consists of micro-sequences grouped into three phases: increasing emotional arousal, cognitive framing, and reinforcing commitment. Interestingly, the emotional arousal generated during the first phase could be unrelated to the subsequent organizationally relevant content. When arousal was generated in the first phase, it decayed slowly and became associated with the subsequent content. Sense-receivers therefore internalized the subsequent organizationally relevant content more strongly when moderate arousal had been generated in the first phase than when low arousal had been generated. However, if sense-receivers experienced painful negative arousal due to a self-esteem threat or negative personal memories, they became hostile towards the sensegiver and did not internalize the cognitive message. On the other hand, when the sense-receivers did not find the arousal-content personally meaningful and did not get emotionally aroused during the first phase, they remained neutral and indifferent towards the work-related content of sensegiving.

Understanding employee responses to corporate social responsibility: The moderating role of social axioms

Authors: Bettina West, Ryerson University
Kevin Money, University of Reading
Carola Hillenbrand, University of Reading

Contact: bwest@gwemail.ryerson.ca

Abstract:

In this article, we explore the moderating role of deeply-held individual beliefs, known as social axioms, in the context of corporate social responsibility (CSR) and employee-organization relationships. Specifically, we focus on axiomatic beliefs of employees about 'social cynicism' and 'reward for application' (Leung et al. 2002) and examine how they moderate the relationship between employee experiences, perceptions of CSR and the development of employee attitudes and behaviour intentions towards the firm. Utilizing a sample of 130 employees of a Canadian retailer, we find that CSR impacts more positively on employees low on 'social cynicism' and more strongly reduces distrust with that group compared to more cynical employees. While employees with high beliefs in 'reward for application' are overall less positively impacted by their perceptions of CSR, their experiences of other work-related factors have a stronger impact on reducing distrust in this group compared to their low belief counterparts. Our findings suggest the need for a more differentiated view of CSR in the context of employee studies and offer a number of theoretical and empirical considerations for future research and management practice.

Service employees' trait authenticity and customer satisfaction

Authors: Dana Yagil, University of Haifa
Hana Medler-Liraz, Academic College of Tel-Aviv Yaffo

Contact: dyagil@research.haifa.ac.il

Abstract:

Purpose - The purpose of this study is to explore the effect of service employees' trait authenticity on customer satisfaction as mediated by work engagement, surface acting and perceived authenticity.

Design/methodology/approach-Data were collected from service employee-customer dyads.

Findings -The results indicate that employees' work engagement and surface acting mediate the effect of trait authenticity on customers' satisfaction and perception of authenticity. Trait authenticity is positively related to work engagement and negatively related to surface acting.

Practical implications: Evidence that authenticity is desirable in service roles suggests that organizations should consider this characteristic as a significant factor in selection and placement of service employees.

Originality/value -This is the first study demonstrating the effect of employee trait authenticity on customer-related outcomes.

Outcomes of anger expression in the workplace: The social interaction effect

Authors: Angela Zenteno-Hidalgo, University of Concepcion

Contact: azenteno@temple.edu

Abstract:

This article examines outcomes of anger expressions in the workplace, and explores the effect of intensity of the expression, gender of the expresser and the observer, relative power, quality of the relationship, emotional climate and observer response. Full and part-time employees volunteered information about a personal situation when they expressed anger at work. Partial least squares-structural equation modeling (PLS-SEM) analysis revealed that among the variables analyzed observer response and quality of the relationships are the most important ones determining the outcomes of anger expression in the workplace.

Maps

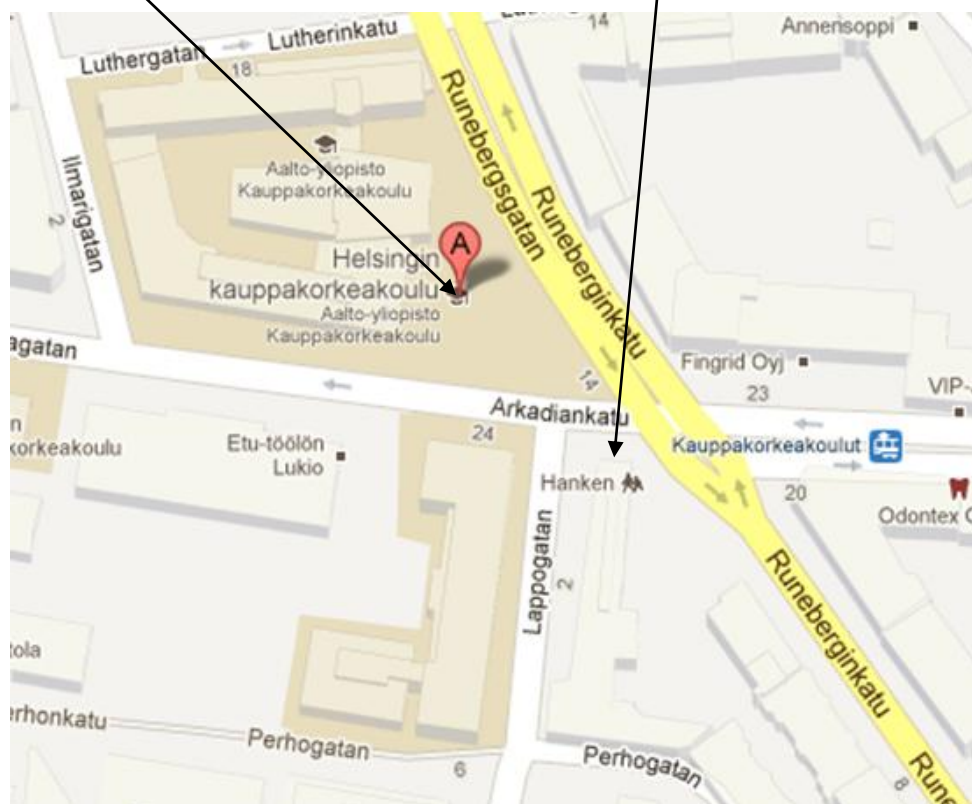
Conference Location

Aalto University

School of Economics
(Main conference venue)

Hanken School of Economics

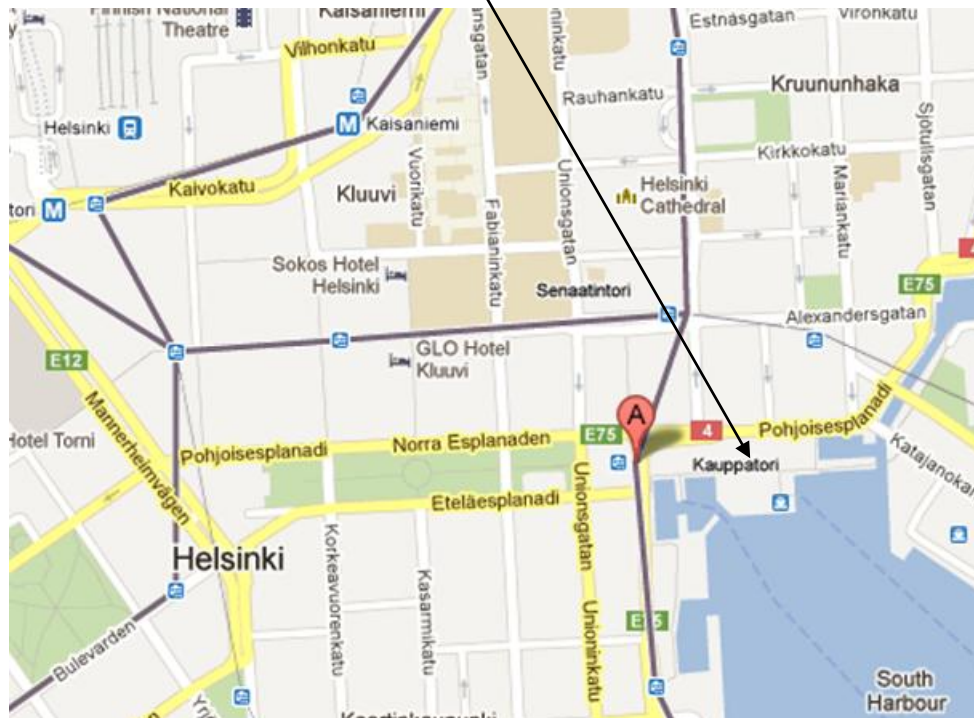
(Lunch Venue and EGOS pre-conference activities)



Dinner Cruise

The dinner cruise will depart from Kauppatori.

Boat: m/s King Royal Line



N.B. Ensure you are on time for the dinner cruise as the boat will leave on schedule and will not wait for late comers.



Contact Details

List: n.ashkanasy@uq.edu.au
Feedback: emonet@uq.edu.au
Phone: +617 3365 8006
Fax: +617 3365 6988
<http://www.emotionsnet.org/>