

Zerbe, W.J., Ashkanasy, N.M. and Härtel, C.E.J. (2006). Overview: Individual and Organizational Perspectives on Emotion Management and Display. In Zerbe, W.J., Ashkanasy, N.M. and Härtel, C.E.J.(Ed.), *Research on Emotion in Organizations: Individual and Organizational Perspectives on Emotion Management and Display* (pp. xv-xxii). Oxford, UK:Elsevier.

OVERVIEW: INDIVIDUAL AND ORGANIZATIONAL PERSPECTIVES ON EMOTIONAL MANAGEMENT AND DISPLAY

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Scholarly writing on emotions in organizations has passed an important marker of progress, albeit an informal one. Specifically, up until recently it seemed almost required of theoretical or empirical papers that they begin with a lament that emotions in organizations represented an area that was understudied, misunderstood, neglected, discriminated against, and so on. This is no longer the case. It can safely be reported that, alongside the continuing strength of cognitive approaches to understanding organizational behaviour, the study of affect and emotion has achieved legitimacy, and the role of affect and emotion as important factors in understanding behavior in organizations is well-established. The markers of this legitimacy are many and varied, including numerous conferences devoted to emotion, emotions tracks within broader conferences, books in the popular business press, the increasing number of articles appearing in scholarly journals with emotions as a central focus or as an important explanatory construct, and special journal issues devoted to emotions. Notable among these markers is the presence of this series, which provides an annual forum for current research on emotions in organizational behavior.

THE 2004 EMONET CONFERENCE

As reported in Volume One of *Research on Emotions in Organizations* (Ashkanasy, Zerbe, & Härtel, 2005), the chapters in this volume are drawn from the best contributions to the

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2004 *International Conference on Emotion and Organizational Life* held at Birkbeck College, London, complemented by additional, invited chapters. (This bi-annual conference has come to be known as the “Emonet” conference, after the listserv of members). Previous edited volumes (Ashkanasy, Härtel, & Zerbe, 2000; Ashkanasy, Zerbe, & Härtel, 2002; Härtel, Zerbe, & Ashkanasy, 2004) were published every two years following the Emonet conference. With the birth of this annual Elsevier series came the opportunity for greater focus in the theme of each volume, and for greater scope for invited contributions. This volume contains eight chapters selected from conference contributions for their quality, interest, and appropriateness to the theme of this volume, as well as four invited chapters. We again acknowledge in particular the assistance of the conference paper reviewers (see Appendix). In the year of publication of this volume the 2006 Emonet conference will be held in Atlanta, U.S.A. and will be followed by Volumes 3 and 4 of *Research on Emotions in Organizations*. Readers interested in learning more about the conferences or the Emonet list should check the Emonet website <http://www.uq.edu.au/emonet/>.

THE THEME OF THIS VOLUME

The theme of this volume, *Individual and Organizational Perspectives on Emotion Management and Display*, reflects the central premise underlying the resurgence of interest in emotions in organizations, namely that organizations do manage the emotions of employees and this management has effects on individuals. The seminal work of Hochschild (1983) and Rafaeli and Sutton (1987, 1989) are fundamental examples. From this starting point the field has grown to include study of the antecedents of emotions and the individual and organizational moderators of their effects, group emotional processes such as emotional contagion and organizational affective climate, the role of culture, and so on.

THE CHAPTERS

Studies of the effects of emotional display for employees and organizations, such as the later chapters in this volume, generally point to the importance of emotion management and regulation. As Stephane Côté, Christopher Miners and Sue Moon point out in Chapter 1, this begs the question of what constitute “good” or “wise” regulation of emotions. The authors develop a process model of emotion regulation that outlines the effective regulation of emotion through (1) the setting of goals with respect to which emotion is appropriate for display and at what intensity, (2) the selection of an effective strategy for attainment of these goals, (3) implementation of this strategy, and (4) the adaptation of emotional regulation choices in response to events in the environment. For each of these stages, Côté et al. outline the nature of the choices facing individuals and the factors affecting their choices. In the second half of their chapter, Côté et al., consider how and why individuals who are higher in ability-based emotional intelligence are likely to be more effective in their emotion regulation at each of the four phases of their model. In contrast to previous studies of emotional labor, in which employees are viewed as displaying emotions to meet organizational demands, or as being deviant by resisting such demands, Côté et al. consider how employees can use the display of emotion to meet their own objectives within a work setting.

In Chapter 2 Vanessa Druskat and Anthony Pescosolido continue the topic of the intelligent use of emotions in an empirical study of the effect of leader behavior in self managed work teams. Specifically, Druskat and Pescosolido test propositions following from the socio-emotional theory of group effectiveness (Druskat & Wolff, 2001; Wolff & Druskat, 2003) that leader behaviors which contribute to the development of emotionally competent team norms would result in higher levels of trust, greater openness of team communication, engagement with

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team tasks, and higher team performance and viability. Further they investigated the mediating role of social capital and task processes. In a methodologically impressive study of ongoing, intact self managed teams in a manufacturing setting, Druskat and Pescosolido showed that emergent leaders who build the emotional competence of their teams are much more effective than those who use directive leadership styles.

Erika Sauer and Arja Ropo take a very different approach to the study of team leadership in Chapter 3. Using a social constructivist analysis of narrative they describe the use of shame by a leader to drive the performance of a theatre ensemble. Rather than opposing directive and supportive leadership styles, as in the previous chapter, Sauer and Ropo consider leadership as a social process that is inherently paradoxical, in which leaders create emotional tensions—such as the simultaneous experience of shame and joy. Interviews and participant observation are used to gather information that is then presented in the form of a fictional narrative, a story of the experience of a leader and the lead that engages the reader in the turbulence and contradictions of leadership in practice.

In Chapter 4 Fleur Piper and Nanette Monin examine similarly emotionally charged incidents involving workers and their supervisors. Using a grounded theory approach Piper and Monin found that the emotions experienced by workers (whether expressed, repressed or edited) following an were overwhelmingly negative with the most commonly cited emotions being feelings of powerless and frustration. Furthermore, their research revealed that a key cause for dissonance was the substantial gap between the supervisor's respect and value for them as workers and the personal and the professional values and expectations of the workers, leading a number of them to reveal that they had lost respect for their supervisor and felt disillusioned about the morality and ethicality of the workplace environment itself. Their findings show the

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importance of a psychologically safe organizational climate in which discontent is acknowledged and discussed and the goal of interpersonal health held in high regard.

The effective management of emotion is particularly relevant to organizational outcomes in service organizations. In chapters 5 and 6 Dorthe Eide and Annabelle Mark look at emotion work performed by employees in the hospitality industry and healthcare organisations where emotional labour is not explicitly considered to be a part of organisational activities, while in chapters 7 and 8 Celeste Brotheridge and Ian Taylor and Andrea Fischbach and colleagues consider the role that culture plays in the perceptions of service workers regarding the emotion work that they undertake.

Dorthe Eide presents an interesting conceptualisation of the role of emotion in service work looking at the phenomenon of care in organizations. Eide presents a framework for the ideal types of practice in frontline work and suggests that emotions are a vital component of the care work undertaken by frontline workers. *Need finalisation once chapter revision complete.*

In the following chapter, conceptualising patients in lifecycle terms and emphasising the need to consider the role of emotion at different stages in this journey, Annabelle Mark considers the role of emotion in the context of healthcare, in particular the National Health Service in the UK. Mark discusses the importance of understanding the role that emotions play in healthcare at both the macro and the micro levels and suggests that “an approach to healthcare based on rational systems approach alone, although necessary, is not sufficient to the task ahead”. The importance of emotion in healthcare is highlight by Mark’s claim that the “distances being created between doctors and their patients, through a lack of attention to emotion, are dysfunctional in enabling recovery”. Overall, this chapter shows how accepting emotion as a driving force in healthcare organisations can increase motivation, enrich job performance, reduce

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stress and enhance relationships as well as present ethical and legal benefits. Ignoring it, in contrast, reduces the quality and quantity of acceptable patient outcomes.

In Chapter 7, Celeste Brotheridge and Ian Taylor explore an issue of considerable international relevance in their examination of cross-cultural differences in emotional labour performed by flight attendants working in a multicultural setting. Using four different perspectives, they examine differences in how workers perform emotional labour. Findings from their research indicate that there appears to be cultural variations in how workers perform emotional labour, “notably deep acting and the hiding feelings dimension of surface acting, but not the faking emotions dimension of surface acting”.

The findings of Fischbach and colleagues, which compares emotion work carried out by travel agents in Germany and the United States, also indicates differences in the way that people from different cultures perform emotion work. The frequency of both neutrality requirements and emotional dissonance were found to be lower in the US than in Germany. However, while sensitivity requirements were expected to be higher in the US sample than the German sample the reverse was found to be true. Furthermore, the data did not support their predictions regarding the frequency of either positive or negative emotion display requirements or sympathy display requirements. Results also indicated that at least in the case of the travel agent role, job requirements for emotion work appear to exert a greater influence on emotion regulation than did cultural difference. The superiority of some emotion work strategies in terms of consequences for workers well-being are also noted and suggested as a model for sales occupations across cultures.

In Chapter 9, Markus Groth, Thorsten Hemmig-Thurau, and Gianfranco Walsh deal with the other side of the service encounter – customer emotions. They present a model which

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includes thirteen propositions relating to the antecedents and mechanisms of customer satisfaction and retention. In their model, service provider job satisfaction and organizational citizenship behavior, together with the strength of the service relationships and service scripts affect emotional labor strategies (deep versus surface acting). These strategies, in turn, influence customer attitudes including the customer's perceptions of the service provider's service orientation, of benefit relationships, and of trust. In the final step of this model, these attitudes together determine customer satisfaction and, ultimately, customer behavior in terms of retention.

In chapter 10, Janet McColl-Kennedy and Amy Smith address an area that, surprisingly, has attracted little research attention to date: customer emotions following a "service failure." In this model, a customer experiencing an unsatisfactory service encounter experiences a range of negative emotions, culminating in emotions of anger, and even rage. McColl-Kennedy and Smith discuss the nature of customer emotion, including measurement issues, and develop a model based on principles of cognition-emotion, attribution theory, and emotional contagion. Finally, they suggest that customer characteristics such as gender and national culture play a role.

While Chapters 9 and 10 present theoretical models of customer emotion, Kay Yoon and Lorna Doucet in Chapter 11 provide data from 1000 telephone service interactions involving 125 service providers in a retail bank. The focus of this research is on the negative emotions of the service provider associated with "problematic service interactions." Results of this research show that the service providers' negative emotional displays are determined by their prior history of negative emotional displays, especially when they perceive that the customer, rather than the bank, is to blame for the service failure in the first instance.

Finally, in Chapter 12, Mattian Spörrle and Isabell Wolpe provide an innovative perspective on emotional intelligence. Based on the theoretical framework of Ellis's (1973) Rational Emotive behavior Therapy (REBT), they hypothesized, among other things, that people who engage in rational thinking will experience more "adaptive emotions" (fear, annoyance, sadness, regret) in response to stressors in the workplace, while those who engage in irrational thinking will experience "maladaptive emotions" (anxiety, rage, depression, guilt, pride) in the same situation. Moreover, rational thinking (as opposed to irrationality) will tend to be experienced by people with high emotional intelligence. They tested this theory in two studies, and found general support for their hypotheses. In addition, they found that irrationality was associated with lower levels of life and job satisfaction.

CONCLUSIONS

The chapters in this volume constitute a tour of the emotion management and display landscape. We begin with consideration of what effective management of emotion is and how it can and should be undertaken, we examine emotional incidents in the workplace, the role of culture, and management of both employee and customer emotions in service contexts, and conclude, having returned to our starting point, with an examination of emotionally intelligent, constructive responses to workplace stressors. One sign of a maturing area of study is how each of the papers in this volume speaks to the others; how they form a complementary body of work. This is not to say that there are not many fruitful avenues yet to be explored, or that diversity of topical, theoretical or methodological approach should be at all discouraged, but rather to say that the study of emotions is coming to enjoy a coherence that again reflects its importance in understanding organizational behavior. In particular, we encourage scholars to continue to push methodological and theoretical boundaries, going beyond the "low hanging fruit" that this young

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field still enjoys. For example, scholars in mainstream psychology and sociology have a long history of research and theory about emotion. Have organizational scholars effectively leveraged that work to enhance our own understanding? And conversely, how can we make a theoretical contribution to essential understanding of emotions through what we study in organizational settings? One answer to this latter question, we suggest, is to take advantage of the interdisciplinarity and multiplicity of methods that organizational studies are open to. This would mean, for example, undertaking studies at organizational levels of analysis or that cross levels of analysis. The title of this volume is *Individual and Organizational Perspectives on Emotional Management and Display*, yet because emotions reside individuals we tend toward the “individual” at the cost of the “organizational”. It would also mean encouraging study that takes an anthropological, or historical, or dramaturgical point of view, as chapters in this series have. The future is bright, we have a strong foundation from which to go forward, and we look forward to the efforts of our colleagues in this community.

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Appendix: Conference Reviewers

Zerbe, W.J., Ashkanasy, N.M. and Härtel, C.E.J. (2006). Overview: Individual and Organizational Perspectives on Emotion Management and Display. In Zerbe, W.J., Ashkanasy, N.M. and Härtel, C.E.J.(Ed.), *Research on Emotion in Organizations: Individual and Organizational Perspectives on Emotion Management and Display* (pp. xv-xxii). Oxford, UK:Elsevier.

Alia Al-Serkal	Elaine Hollensbe	Anna L. Rosche
Hillary Anger Elfenbein	Alice Hsu	Arie Shirom
Claire Ashton-James	Ron Humphrey	Micheal Stratton
Yvonne Athanasaw	Eisenberg Jacob	Terry Waters-Marsh
Remi Ayoko	Bob Jones	Peter Totterdell
Julie Baker	Peter Jordan	Sue Vickers-Thompson
Lisa Beesley	Tammy Kostecki-Dillon	Xin Yao
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Geetu Bharwaney	Gail Kinman	
Joyce Bono	Susan Kruml	
Celeste Brotheridge	John Lamuch	
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Catherine Daus	Ben Palmer	
James Diefendorff	Ann Parkinson	
Lorna Doucet	Ken Parry	
Vanessa Druskat	Neeta Patil-Adhau	
Dorthe Eide	Anthony Pescosolido	
Gerard Finnemore	Fleur Piper	
Yuka Fujimoto	Michelle Pizer	
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Markus Groth	Erin Remi	
Sally Hall-Thompson	Erin Richard	
Anne Herman		
Olivier Herrbach		

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