# Contents

*List of figures*  
List of tables  
List of contributors  
Acknowledgments

Introduction  
Neal M. Ashkanasy and Cary L. Cooper

## PART I  EMOTION AND AFFECT AS WITHIN-PERSON PHENOMENA

1 The structure of affect: history, theory, and implications for emotion research in organizations  
*Myeong-Gu Seo, Lisa Feldman Barrett and Sirkwoo Jin*  
17

2 Emotion and organizational decision making: the roles of negative affect and anticipated regret in making decisions under escalation situations  
*Carmen K. Ng and Kin Fai Ellick Wong*  
45

3 Fear and loathing in the workplace  
*Julie Fitness*  
61

4 The case for emotion-induced toxicity: making sense of toxic emotions in the workplace  
*Sandra A. Lawrence*  
73

5 Disappointment and regret  
*Wilco W. van Dijk and Frenk van Harreveld*  
90

6 The impact of emotions, moods and other affect-related variables on creativity, innovation and initiative  
*Johannes Rank and Michael Frese*  
103

7 Emotions in and around performance: the thrill of victory, the agony of defeat  
*Cynthia D. Fisher*  
120

8 Affect, satisfaction, and performance  
*Timothy A. Judge and John D. Kammeyer-Mueller*  
136

9 Affective influences on employee satisfaction and performance  
*David T. Wagner and Remus Ilies*  
152

10 Affect and work motivation  
*Ruth Kanfer and Patrick C. Stubblebine*  
170

11 Emotions and counterproductive work behavior  
*Lisa M. Penney and Paul E. Spector*  
183

12 Measuring emotion: methodological issues and alternatives  
*Marie T. Dasborough, Marta Sinclair, Rebekah Russell-Bennett and Alastair Tombs*  
197
PART II  EMOTION AS AN INDIVIDUAL DIFFERENCE VARIABLE

13 The use of emotional intelligence in business: resolving varying definitions and measures and their relationship to work performance 211
   Peter J. Jordan

14 Emotional and social intelligence competencies 226
   Richard E. Boyatzis

15 Learning to face emotional intelligence: training and workplace applications 245
   Catherine S. Daus and Tiffani G. Cage

PART III  EMOTIONAL EFFECTS IN DYADIC INTERACTIONS

16 Emotion scripts in organizations: a multi-level model 263
   Donald E. Gibson

17 Emotion regulation in the workplace 284
   Stéphane Côté, Sue Moon and Christopher T.H. Miners

18 Emotional labour and employee well-being: an integrative review 301
   David Holman, David Martinez-Iñigo and Peter Totterdell

19 Not all emotional display rules are created equal: distinguishing between prescriptive and contextual display rules 316
   James M. Diefendorff and Erin M. Richard

20 Doing emotion in service encounters: service agents’ perceptions of emotional labor and emotional contagion 335
   Blake E. Ashforth, Marc A. Tomiuk and Carol T. Kulik

21 Emotions as social entities: interpersonal functions and effects of emotion in organizations 349
   Shlomo Hareli, Anat Rafaeli and Brian Parkinson

22 Affect and justice: current knowledge and future directions 360
   Yochi Cohen-Charash and Zinta S. Byrne

23 Emotion in conflict and negotiation: introducing the emotions as social information (EASI) model 392
   Gerben A. Van Kleef

24 The power of presence: strategic response to displayed emotions in negotiations 405
   Shirli Kopelman, Ilan G. Gewurz and Vera Sacharin

PART IV  EMOTION AS A GROUP-LEVEL PHENOMENON

25 Kindling fires and extinguishing candles: the wind of mood contagion in work groups 423
   Richard Saavedra

26 Group-level emotional intelligence 441
   Vanessa Urch Druskat and Steven B. Wolff

27 Research trends in emotions and leadership 455
   Ronald H. Humphrey, Janet B. Kellett, Randall G. Sleeth and Nathan S. Hartman
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td>Leadership, affect, and emotions</td>
<td>465</td>
</tr>
<tr>
<td></td>
<td>*Daan van Knippenberg, Barbara van Knippenberg, Gerben A. Van Kleef</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and Frederic Damen</td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Leadership and emotional expression</td>
<td>476</td>
</tr>
<tr>
<td></td>
<td>*Debra L. Nelson, Susan Michie and Timothy DeGroot</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Leaders as emotional managers, across cultures</td>
<td>489</td>
</tr>
<tr>
<td></td>
<td>*Joyce E. Bono and Laura G. Barron</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>The role of affect in vertical and lateral exchange relationships in</td>
<td>499</td>
</tr>
<tr>
<td></td>
<td>*Herman H.M. Tse and Neal M. Ashkanasy</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>An interactive, process model of emotions and leadership</td>
<td>512</td>
</tr>
<tr>
<td></td>
<td>*Rebecca J. Reichard and Ronald E. Riggio</td>
<td></td>
</tr>
</tbody>
</table>

**PART V ORGANIZATIONAL-LEVEL EMOTION RESEARCH**

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>Establishing positive emotional climates to advance organizational</td>
<td>531</td>
</tr>
<tr>
<td></td>
<td>transformation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Leslie E. Sekerka and Barbara L. Fredrickson</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>How contrasting emotions can enhance strategic agility</td>
<td>546</td>
</tr>
<tr>
<td></td>
<td>*Quy Nguyen Huy</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Contested meanings and emotional dynamics in strategic alliances</td>
<td>561</td>
</tr>
<tr>
<td></td>
<td>*Rajesh Kumar</td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>How to build a healthy emotional culture and avoid a toxic culture</td>
<td>575</td>
</tr>
<tr>
<td></td>
<td>*Charmine E.J. Härtel</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>An identity-based view of emotional ambivalence and its management in</td>
<td>589</td>
</tr>
<tr>
<td></td>
<td>organizations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>*Lu Wang and Michael G. Pratt</td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Functions of emotion from an organizational perspective</td>
<td>605</td>
</tr>
<tr>
<td></td>
<td>*Agneta H. Fischer and Antony S.R. Manstead</td>
<td></td>
</tr>
</tbody>
</table>

**Index**                                                                 | 617  |