
Contents

<i>List of figures</i>	viii
<i>List of tables</i>	ix
<i>List of contributors</i>	x
<i>Acknowledgments</i>	xiv

Introduction	1
<i>Neal M. Ashkanasy and Cary L. Cooper</i>	

PART I EMOTION AND AFFECT AS WITHIN-PERSON PHENOMENA

1 The structure of affect: history, theory, and implications for emotion research in organizations	17
<i>Myeong-Gu Seo, Lisa Feldman Barrett and Sirkwoo Jin</i>	
2 Emotion and organizational decision making: the roles of negative affect and anticipated regret in making decisions under escalation situations	45
<i>Carmen K. Ng and Kin Fai Ellick Wong</i>	
3 Fear and loathing in the workplace	61
<i>Julie Fitness</i>	
4 The case for emotion-induced toxicity: making sense of toxic emotions in the workplace	73
<i>Sandra A. Lawrence</i>	
5 Disappointment and regret	90
<i>Wilco W. van Dijk and Frenk van Harreveld</i>	
6 The impact of emotions, moods and other affect-related variables on creativity, innovation and initiative	103
<i>Johannes Rank and Michael Frese</i>	
7 Emotions in and around performance: the thrill of victory, the agony of defeat	120
<i>Cynthia D. Fisher</i>	
8 Affect, satisfaction, and performance	136
<i>Timothy A. Judge and John D. Kammeyer-Mueller</i>	
9 Affective influences on employee satisfaction and performance	152
<i>David T. Wagner and Remus Ilies</i>	
10 Affect and work motivation	170
<i>Ruth Kanfer and Patrick C. Stubblebine</i>	
11 Emotions and counterproductive work behavior	183
<i>Lisa M. Penney and Paul E. Spector</i>	
12 Measuring emotion: methodological issues and alternatives	197
<i>Marie T. Dasborough, Marta Sinclair, Rebekah Russell-Bennett and Alastair Tombs</i>	

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
	<i>Peter J. Jordan</i>	
14	Emotional and social intelligence competencies	226
	<i>Richard E. Boyatzis</i>	
15	Learning to face emotional intelligence: training and workplace applications	245
	<i>Catherine S. Daus and Tiffani G. Cage</i>	

PART III EMOTIONAL EFFECTS IN DYADIC INTERACTIONS

16	Emotion scripts in organizations: a multi-level model	263
	<i>Donald E. Gibson</i>	
17	Emotion regulation in the workplace	284
	<i>Stéphane Côté, Sue Moon and Christopher T.H. Miners</i>	
18	Emotional labour and employee well-being: an integrative review	301
	<i>David Holman, David Martinez-Iñigo and Peter Totterdell</i>	
19	Not all emotional display rules are created equal: distinguishing between prescriptive and contextual display rules	316
	<i>James M. Diefendorff and Erin M. Richard</i>	
20	Doing emotion in service encounters: service agents' perceptions of emotional labor and emotional contagion	335
	<i>Blake E. Ashforth, Marc A. Tomiuk and Carol T. Kulik</i>	
21	Emotions as social entities: interpersonal functions and effects of emotion in organizations	349
	<i>Shlomo Hareli, Anat Rafaeli and Brian Parkinson</i>	
22	Affect and justice: current knowledge and future directions	360
	<i>Yochi Cohen-Charash and Zinta S. Byrne</i>	
23	Emotion in conflict and negotiation: introducing the emotions as social information (EASI) model	392
	<i>Gerben A. Van Kleef</i>	
24	The power of presence: strategic response to displayed emotions in negotiations	405
	<i>Shirli Kopelman, Ilan G. Gewurz and Vera Sacharin</i>	

PART IV EMOTION AS A GROUP-LEVEL PHENOMENON

25	Kindling fires and extinguishing candles: the wind of mood contagion in work groups	423
	<i>Richard Saavedra</i>	
26	Group-level emotional intelligence	441
	<i>Vanessa Urch Druskat and Steven B. Wolff</i>	
27	Research trends in emotions and leadership	455
	<i>Ronald H. Humphrey, Janet B. Kellett, Randall G. Sleeth and Nathan S. Hartman</i>	

28	Leadership, affect, and emotions <i>Daan van Knippenberg, Barbara van Knippenberg, Gerben A. Van Kleef and Frederic Damen</i>	465
29	Leadership and emotional expression <i>Debra L. Nelson, Susan Michie and Timothy DeGroot</i>	476
30	Leaders as emotional managers, across cultures <i>Joyce E. Bono and Laura G. Barron</i>	489
31	The role of affect in vertical and lateral exchange relationships in teams <i>Herman H.M. Tse and Neal M. Ashkanasy</i>	499
32	An interactive, process model of emotions and leadership <i>Rebecca J. Reichard and Ronald E. Riggio</i>	512
 PART V ORGANIZATIONAL-LEVEL EMOTION RESEARCH		
33	Establishing positive emotional climates to advance organizational transformation <i>Leslie E. Sekerka and Barbara L. Fredrickson</i>	531
34	How contrasting emotions can enhance strategic agility <i>Quy Nguyen Huy</i>	546
35	Contested meanings and emotional dynamics in strategic alliances <i>Rajesh Kumar</i>	561
36	How to build a healthy emotional culture and avoid a toxic culture <i>Charmine E.J. Härtel</i>	575
37	An identity-based view of emotional ambivalence and its management in organizations <i>Lu Wang and Michael G. Pratt</i>	589
38	Functions of emotion from an organizational perspective <i>Agneta H. Fischer and Antony S.R. Manstead</i>	605
	<i>Index</i>	617