Contents

List of figures viii
List of tables ix
List of contributors x
Acknowledgments xiv

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

14 Emotional and social intelligence competencies
   Richard E. Boyatzis

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

PART III EMOTIONAL EFFECTS IN DYADIC INTERACTIONS

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

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

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

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

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

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

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

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

24 The power of presence: strategic response to displayed emotions in negotiations
   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
   Richard Saavedra

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

27 Research trends in emotions and leadership
   Ronald H. Humphrey, Janet B. Kellett, Randall G. Sleeth and Nathan S. Hartman
PART V ORGANIZATIONAL-LEVEL EMOTION RESEARCH

33 Establishing positive emotional climates to advance organizational transformation
   Leslie E. Sekerka and Barbara L. Fredrickson

34 How contrasting emotions can enhance strategic agility
   Quy Nguyen Huy

35 Contested meanings and emotional dynamics in strategic alliances
   Rajesh Kumar

36 How to build a healthy emotional culture and avoid a toxic culture
   Charmine E.J. Härtel

37 An identity-based view of emotional ambivalence and its management in organizations
   Lu Wang and Michael G. Pratt

38 Functions of emotion from an organizational perspective
   Agneta H. Fischer and Antony S.R. Manstead

Index