
Introduction

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Studs Terkel (1974), in introducing his acclaimed book, *Working: People Talk about What They Do All Day and How They Feel about What They Do*, after interviewing hundreds of American workers about their job, suggested:

Work is by its very nature, about violence, to the spirit as well as to the body. It is about ulcers, as well as accidents, about shouting matches as well as fistfights, about nervous breakdowns as well as kicking the dog around. It is, above all (or beneath all), about daily humiliations. To survive the day is triumph enough for the walking wounded among the great many of us. (p. xi)

Although this is ostensibly a rather bleak view of work and organizational life, it highlights the fact that emotions in most organizations and workplaces run high. And the field of emotions at work is now a serious topic of concern. Recently, for example, Weiss and Brief (2001) provided a historical account of what they termed ‘affect at work’, highlighting that the precursor to this field of study, in the form of job satisfaction research, had already by 1996 seen the publication of more than 12 400 studies (Spector, 1996). Weiss and Brief then guide us through the various theories and paradigms from the 1930s and onwards from Rexford Hersey (Hersey, 1932) to Weitz (1952) to Herzberg et al. (1959) to Goleman (1998) and beyond. This is one of the fastest-growing areas of research in organizational behavior, and one that deserves, with the increasing stress levels and strained relationships at work, our serious academic attention (see Ashkanasy & Ashton-James, 2005).

This interest is also reflected in a series of recently published collected volumes (e.g., Fineman, 1993, 2000; Ashkanasy et al., 2000, 2002; Payne & Cooper, 2001; Lord et al., 2002; Härtel et al., 2005) and special issues of journals (e.g., Fisher & Ashkanasy, 2000; Weiss, 2001, 2002; Fox, 2002; Humphrey, 2002a; Ashkanasy, 2004; Jordan, 2006). In 2003, moreover, Barsade, Brief, and Spataro declared that an ‘affective revolution’ had taken place in organizational behavior research.

But why have emotions at work become such a topical area? The enterprise culture of the 1980s and the ‘flexible workforce’ of the 1990s helped to transform economies in Western Europe and North America. But, as we were to discover, by the end of these decades, there was a substantial personal cost for many individual employees. This cost was captured by a single word – stress. Indeed, stress has found as firm a place in our vocabulary as laptops, Big Brother, and junk bonds.

These excessive pressures in the workplace have been very costly to business. For example, the collective cost of stress to US organizations has been estimated at approximately \$150 billion a year. In the UK, stress costs the economy an estimated 5 to 10 per cent of GNP per annum. In 2006, for example, the Confederation of British Industry found that workplace stress was the second biggest cause of sickness in the UK economy. If some of the other stress-related categories are added (poor workplace morale, impact of long hours, personal problems), it is the most significant bottom-line cost to UK Ltd.

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By the end of 2004, the Chartered Institute of Personnel and Development's (CIPD) national survey found that stress at work was the largest source of long-term sickness absence in the UK.

Since the industrial revolution, every decade has had its unique defining characteristics. Innovation and challenging the established norms of society epitomized the 1960s; industrial strife and conflict between employer and employee the 1970s; the 'enterprise culture', with its strategic alliances, privatizations and the like, the 1980s; and the short-term contract culture, with its outsourcing and downsizing and long working hours culture, the 1990s.

We are also seeing an Americanization of the workplace spreading throughout the developed world. This trend toward what is euphemistically called the 'flexible' workforce originated in the UK. Britain led the way in Europe toward privatizing the public sector in the 1980s. Its workforce was substantially downsized during the recession of the late 1980s and early 1990s; outsourcing many of its corporate functions, it left the recession behind in the early 1990s, faster than its European counterparts. However, this scenario of 'leaner' organizations, intrinsic job insecurity and a culture of longer working hours is beginning to have an adverse effect on employee attitudes and behavior, and creating the charged emotional atmosphere in many workplaces.

A large survey of British managers a few years ago found that these changes – downsizing, outsourcing, delayering and the like – led to substantially increased job insecurity, lowered morale and, most important of all, the erosion of motivation and loyalty. These changes were perceived to have led to an increase in profitability and productivity, but decision making was slower and the organization was shown to have lost the right mix of human resource skills and experience in the process, as well as creating heightened emotions at work (see Worrall & Cooper, 2004, 2006).

More worrying about this trend was the major increase in working hours and the impact of this on the health and well-being of managers and their families. The survey found that 81 per cent of executives worked more than 40 hours a week, 32 per cent more than 50 hours and 10 per cent more than 60 hours. Also, a substantial minority frequently worked at weekends.

What is so disturbing about this trend toward a 'long-hours culture' is the managers' perception of the damage it is inflicting on them and their families. The survey showed that 71 per cent of the executives reported that these long hours damaged their health; 86 per cent said that they adversely affected their relationship with their children; 79 per cent that they damaged their relationship with their partner; and 68 per cent that long hours reduced their productivity.

Another manifestation is the increasing level of job insecurity. Historically, in many developed countries, very few white-collar, managerial and professional workers have experienced high levels of job insecurity. Even blue-collar workers who were laid off were frequently re-employed when times got better. While possession of emotional intelligence may provide employees with some resilience to deal with this (Jordan et al., 2002), the question that we have to ask is: can human beings cope with a permanent state of job insecurity?

In the past, the security and continuity of organizational structures also provided training, development and careers. This substantial decline in perceived job security was coupled with a huge decline in employee satisfaction in terms of employment security and a concomitant rise in the emotional atmosphere at work.

The big questions about the developments are: is the trend toward short-term contracts, long hours and intrinsically job-insecure workplaces the way forward for us? How will this affect the health, well-being and emotional stability of employees and of the workplace? Can organizations continue to demand commitment from employees they don't commit to? What will this culture of long hours do to the two-earner family, which is now the majority family unit in developed countries? In comparative terms, the most developed economies are doing remarkably well, but the levels of job insecurity and dissatisfaction are high and growing. Developing and maintaining a 'feel-good' factor at work, and in the economy generally, is not just about the bottom-line factor: profitability. In a civilized society the feel-good factor should include quality of life issues as well, like hours of work, family time, manageable workloads, control over one's career, some sense of job security and a divide of emotional stability.

The chapters in this Companion

To answer these kinds of questions, we seek in this compendium to provide a wide selection of review essays from many of the leading scholars working in the field of emotion and who are actively studying its antecedents and effects in organizational settings. Based on Ashkanasy's (2003a) multi-level of emotion in organizational settings, we have structured this volume into five parts, corresponding to each of the levels identified by Ashkanasy, as follows:

- *Part I Emotion and affect as within-person phenomena* This level represents within-person temporal variations in emotions, behavior, and performance. Chapters in this part cover the structure and measurement of emotion; the antecedents and consequences of positive and negative emotions; and research on work satisfaction and performance.
- *Part II Emotion as an individual difference variable* This includes studies of individual differences in emotion. The chapters included here deal with the popular but controversial construct of emotional intelligence.
- *Part III Emotional effects in dyadic interactions* This level includes research on the expression, recognition, and regulation of emotion; emotional labor; social interactions at work; and negotiation.
- *Part IV Emotion as a group-level phenomenon* Research at the group level of analysis includes the effects and propagation of mood and emotion in groups, and leadership of groups.
- *Part V Organizational-level emotion research* Topics in this part include organizational climate, culture, and identity, as well as research into organizational change.

Part I Emotion and affect as within-person phenomena

Weiss and Cropanzano (1996) point out that emotion is inherently ephemeral. Thus, while researchers have identified that individuals have dispositional predispositions to experience positive and negative emotion (Watson & Tellegen, 1985), people invariably experience highs and lows in their (positive and/or negative) emotional states on a day-to-day and moment-by-moment basis, especially in organizational settings. This is the focus of the chapters in Part I: the ephemeral nature of positive and negative emotion and affect

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at work and the nexus of emotion and performance. (The final chapter in this part discusses issues of measurement within this context.)

In the opening chapter of Part I, Myeong-Gu Seo, Lisa Feldman Barrett and Sirkwoon Jin provide an integrative review of the structure of affect in organizational research, focusing on the valence/arousal and NA/PA models. The authors begin with a historical and theoretical overview of each model. Next, Seo and his colleagues identify points of congruence and difference between the models, discuss implications for researchers, and review how these models have been used in organizational research to date. Overall, the authors suggest that research into the structure of affect has been compromised by a fragmented understanding of the affective experience; the dominant use of certain models and measures; and a narrow research orientation.

Carmen K. Ng and Kin Fai Ellick Wong next examine (Chapter 2) how emotion influences decision making in organizational settings, focusing specifically on recent studies that have explored the effect of negative emotions on making decisions under escalation situations. The authors begin with a discussion of the emotion and decision making literature, noting that the majority of research investigating escalation of commitment has investigated cognitive rather than affective determinants. Next, they review the results of their own studies which suggest that people seek to remove themselves from escalation situations so as to reduce their negative emotions. They argue further that anticipated regret can exert an important influence on decision making and provide evidence for its effects in this context.

In Chapter 3, Julie Fitness deals with the potentially negative or harmful consequences of the experience and expression of negative emotions in organizations. Fitness begins with a brief discussion of the functionalist perspective to emotions, and continues with a review of the empirical literature concerning the features and functions of specific negative emotions, namely, anger, hate, disgust, contempt, and shame. She then considers how emotional states and dispositions may influence employees' cognitions and behaviors, and maintains that researchers should consider the role of power, gender, and injustice in managing emotions in organizations.

Continuing the discussion of negative emotions, in Chapter 4 Sandra A. Lawrence reviews the nature of emotion-induced toxicity in organizational settings, and the consequences of this phenomenon in employees. Lawrence initially considers the relationship between organizational justice-related events, negative emotions, and employee outcomes. Based on evidence from multiple research domains, Lawrence argues that the repeated suppression of intense negative emotions is responsible for producing 'toxic' effects in employees. She argues against using the term 'toxic emotions', and offers alternative expressions to describe this phenomenon, namely 'emotion-inducing toxicity' and 'toxic emotional reactions'.

In Chapter 5, Wilco W. van Dijk and Frenk van Harreveld explore the definition and nature of disappointment and regret, and consider how individuals experience these emotions. Here, they note that although both disappointment and regret arise following an unwanted outcome, the emotions differ markedly in experiential content, particularly with respect to action tendencies and motivational goals. Van Dijk and van Harreveld argue that disappointment and regret arise from different sources of comparison, and discuss the key role of counterfactual thinking in this context. They conclude by considering the regulation of these emotions, and make suggestions for some specific antecedent- and response-focused regulation strategies.

The focus in Chapter 6 moves to an examination of the influence of affect-related variables on creativity, innovation and initiative. Authors Johannes Rank and Michael Frese first consider the effect of positive and negative affect on these three processes, noting that while researchers have found generally a positive relationship between positive affect and creativity, studies investigating the role of negative affect have obtained mixed results. Next, Rank and Frese consider the impact of discrete emotions on these processes, including a discussion of the role of self-conscious emotions. The authors conclude with a discussion of several individual- and group-level variables relevant in this context, including emotional intelligence, emotion control and affective tone.

In the following three chapters of Part I, the focus moves to the nexus of emotion and performance. In Chapter 7, Cynthia D. Fisher explores the nature of the person–task–performance transaction, arguing that researchers should consider the nature of the task and task performance as immediate antecedents of affect and emotion in the workplace. Fisher considers how task characteristics shape participants' emotions; how employees' perceived performance may influence their affective responses; and discusses the specific emotions that may arise before, during, and after performance. She also considers the individual differences and characteristics of the work environment that may influence how individuals respond affectively to perceived performance.

In Chapter 8, Timothy A. Judge and John D. Kammeyer-Mueller review the literature concerning the relationship between affect, satisfaction, and performance, and present a conceptual model to demonstrate these linkages. Their model has five paths: Path A represents the effect of affective traits on affective states; Path B represents the effect of affective traits on work outcomes, including satisfaction and performance; Path C represents the effect of affective states on work outcomes; Path D represents the effect of situational factors on affective states; and Path E represents the effect of emotion regulation processes. The authors review each path separately and offer suggestions for future research.

This theme is continued in Chapter 9, by David T. Wagner and Remus Ilies. These authors adopt Weiss and Cropanzano's (1996) Affective Events Theory to explain the link between affect and these organizational outcomes. In addition, they review the evidence linking trait and state affect, respectively, to satisfaction; and examine how affect relates to task performance, customer service performance, team performance, organizational citizenship behaviors, counterproductive work behavior, and creativity. The authors consider the potential mechanisms underlying the relationship between affect and performance, focusing in particular on motivation, goal setting and self-efficacy.

The next two chapters deal with particular aspects of emotion and performance. In Chapter 10, Ruth Kanfer and Patrick C. Stubblebine review theory and research into the relationship between affect and work motivation processes. The authors begin with a summary of contemporary approaches to motivation, including a detailed review of explicit and implicit motivation systems. Their subsequent discussion of the role of affect and emotions in this context focuses on three major issues: (1) the structure of affect and emotions; (2) how affect and emotions influence explicit work motivation processes; and (3) the relationship between work events, affect, emotions and their outcomes. They conclude by suggesting three key themes to guide future research in this area: affect-driven motivation processes; motivational signatures of discrete emotions; and social and temporal influences on affective reactions to work events.

Lisa M. Penney and Paul E. Spector focus in Chapter 11 more specifically on the relationship between emotions and counterproductive work behavior (CWB). Drawing on cognitive appraisal theories of emotion, the authors present a model of CWB that integrates and simplifies previous models presented to date. Penney and Spector suggest that environmental conditions elicit events that individuals may perceive as stressful, which give rise to negative emotions and ultimately CWB. These negative emotions are considered to play a critical mediating role between perceived events and CWB. Individual differences are also implicated in the model. The authors then review the evidence from workplace studies that supports their model, and provide a discussion of the role of emotion regulation in the relationship between emotion and CWB.

In the final chapter of Part I (Chapter 12), Marie T. Dasborough, Marta Sinclair, Rebekah Russell-Bennett and Alastair Tombs discuss measurement of emotion, and offer a critical evaluation of several popular emotion measures. Dasborough and her colleagues initially consider some key questions concerning the definition of emotion and the consequences for self-report measurement, before turning their attention to specific measures. Here, they review verbal and visual self-report measures of emotion and discuss some of the problems associated with each. They also discuss alternatives to self-report measures, such as physiological measures, neurobiological measures and behavioral observation, noting that these are also accompanied by particular challenges. The authors conclude with recommendations for researchers measuring emotions in organizational settings.

Part II Emotion as an individual difference variable

Part II authors deal with a contemporary and controversial individual difference variable: emotional intelligence (EI). While debate on the EI construct continues today (e.g., see Spector, 2005), there are many advocates who argue that it is important in organizational settings (e.g., Goleman, 1998; Ashkanasy & Daus, 2005). The three chapters in this part all deal with different aspects of EI and its application in organizational settings.

In the opening chapter (Chapter 13), Peter J. Jordan focuses on how emotional intelligence has been used in business settings, and evaluates the extent to which empirical evidence supports the view that EI contributes to work performance. Jordan reports the various definitions and measures of EI that have been used in business settings and the extent to which these measures are associated with performance, concluding that no single method or measure to date has captured the essence of EI. He suggests that a multi-method approach using self-report and behavioral evidence seems to be the most promising method for measuring the EI construct.

Richard E. Boyatzis in Chapter 14 reviews the competency or behavioral approach to emotional and social intelligence. In an initial literature review, Boyatzis offers criteria for labeling a concept as an 'intelligence', considers individual performance in the context of a basic contingency theory, and then discusses competencies in the context of personality. Next, the author reviews Boyatzis and Goleman's model of emotional and social intelligence, and discusses measures of emotional and social intelligence. He argues further that it is possible to identify tipping points for outstanding performance, and presents research that suggests that individuals can develop their emotional and social intelligence competencies using training programs and education.

Finally, in Chapter 15, Catherine S. Daus and Tiffani G. Cage review the literature on emotional intelligence training in organizations, based on Mayer, Salovey and Caruso's

(1999, 2000) four-branch ability model of emotional intelligence. Daus and Cage consider both general and specific EI training that has been offered with respect to each branch. They recommend that researchers focus their efforts on developing empirically sound programs based on the ability model of EI, and argue that trainers should conduct an emotion-focused needs assessment with respect to organizational, job and person-level needs prior to training. Finally, the authors offer recommendations about the types of tools that could be used when conducting the assessment, and how to use the needs assessment to develop content for training.

Part III Emotional effects in dyadic interactions

The nine chapters in Part III deal with the manner in which emotion is regulated and communicated to others in dyadic interactions and social situations. Traditionally encapsulated in the idea of emotional labor (Hochschild, 1983), the field has now expanded into understanding the nature of emotional regulation and the processes of emotional control in negotiation.

Chapter 16 opens Part III. Here, Donald E. Gibson presents a multi-level model of emotion scripts in organizations. Specifically, an emotion script refers to an individual's knowledge of emotion episodes and the prototypical sequence of events characterizing particular emotions. Gibson argues that scripts can emerge at multiple levels, from neurological to the organization, group and individual level. The model includes five types of scripts, each of which corresponds to a particular level: (1) biological; (2) cognitive; (3) social; (4) relational; and (5) organizational. These scripts range with respect to context and script specificity, with biological scripts considered the general foundation on which succeeding, progressively complex scripts build and operate. After providing a comprehensive review of the model, Gibson concludes with suggestions for future research.

In the following chapter (Chapter 17), Stéphane Côté, Sue Moon and Christopher T.H. Miners review the literature concerning emotion regulation in the workplace. They present a definition of emotion regulation and focus initially on three major dimensions of regulation: its forms, directions, and the regulation of discrete emotions. Next, they review the evidence for the consequences of emotion regulation for two specific work outcomes, namely, work strain and job performance. Following this discussion, Côté and his colleagues turn their attention to the potential mechanisms linking emotion regulation to work outcomes, and consider the role of emotional dissonance, personal control, effort, facial feedback, and social interaction. They conclude with suggestions for future research, including understanding the mechanisms underlying regulation, studying moderation effects, and identifying wise versus unwise regulation.

Moving on to consideration of emotional labor, David Holman, David Martinez-Iñigo and Peter Totterdell offer in Chapter 18 an integrative review, emphasizing understanding the positive and negative effects of emotional labor on employee well-being. The authors present a process model of emotional labor involving multiple components, including antecedents (e.g., affective events, emotion rules and dissonance), regulation processes, task performance (i.e., emotion displays), customer reactions, resources and consequences. The authors use this model to illustrate how emotional labor affects employee well-being, and offer a discussion of how individual and contextual factors may influence this process. In conclusion they summarize the strengths of the emotional labor research to date, and suggest directions for future studies in this area.

In Chapter 19, James M. Diefendorff and Erin M. Richard also review the literature surrounding emotional display rules and contrast two major conceptualizations: prescriptive versus contextual display rules. While prescriptive display rules govern employees' emotional displays across many interactions, contextual display rules are more flexible and depend on the situation at a given moment. Building on Diefendorff and Gosserand (2003), the authors propose a complex model describing the relationship between these conceptualizations. Here, they argue that display rules function at two levels in the performance goal hierarchy, such that contextual display rules serve as sub-goals that are initiated in order to achieve higher-order prescriptive display rules. The authors also provide a discussion of the role of felt emotions and interaction targets in shaping contextual display rules, and offer suggestions for future studies.

In Chapter 20, Blake E. Ashforth, Marc A. Tomiuk and Carol T. Kulik focus on emotional labor and emotional contagion, and specifically examine how service agents perceive the role of emotion in service encounters. Here, they report the results of a qualitative study with 105 service agents from a variety of occupations. Among many reported findings, the authors note that employees often engaged in emotional labor proactively to regulate clients' emotions and behaviors, and that emotional labor is not always effortful and appears to become easier over time. Furthermore, they found that service agents were generally aware when emotional contagion was occurring, and some tried to suppress or create contagion as desired.

Chapter 21 is the first of two chapters that deal with the broader issue of social interactions at work. In this chapter, Shlomo Hareli, Anat Rafaeli and Brian Parkinson consider the interpersonal functions and effects of emotion. Specifically, the authors argue that emotions can shape and structure emerging patterns of social interactions in organizations, and that exposure to others' emotions influences observers in many ways. Following a brief literature review, Hareli and his co-authors explore how emotions experienced by individuals affect those who perceive the emotions, specifically in the context of organizational achievements, customer complaints, and negotiations. Finally, they discuss determinants of the nature of interpersonal reactions to different emotions and differential effects of certain emotions, and argue that the informational meanings associated with emotions exert an important influence here.

Chapter 22 is the second chapter on the topic of social interactions. Authors Yochi Cohen-Charash and Zinta S. Byrne review the evidence for the relationship between affect and perceived (in)justice in organizational settings. They review research examining state affect (i.e., moods and emotions) and trait affect (i.e., positive and negative affectivity) as a predictor, moderator and mediator of justice perceptions. The authors also review research examining justice perceptions as the predictor, moderator and mediator of affective reactions to events, noting that the relationship between affect and justice is complex, and that moderating and mediating variables appear to play an important role. They conclude with a list of specific suggestions for future research, including the need to resolve some of the conflicting findings identified in the literature and the need for more cross-cultural research.

The final two chapters in Part III deal with emotion in negotiation and conflict resolution. In Chapter 23, Gerben A. Van Kleef reviews the current state of research in this field, focussing in particular on studies examining discrete emotions. Next, in an effort to reconcile some of the inconsistent findings, he introduces a new model of the interpersonal

effects of emotions in conflict and negotiation: the Emotions As Social Information (EASI) model. The model suggests that emotions may shape interpersonal interactions through two paths: an informational-strategic path and an affective-reactions path. Van Kleef argues further that how people respond in negotiation situations depends on the comparative motivational strength of the two routes. Here, he suggests that two sets of moderators may play a role, namely individuals' information-processing tendencies and social-relational influences, such as status relations and organizational or cultural norms governing the expression of emotion.

Chapter 24 is the final chapter in Part III. In it, Shirli Kopelman, Ilan G. Gewurz and Vera Sacharin focus on the strategic response to displayed emotions in the negotiation process. Following a literature review, the authors describe studies that have investigated tactics for strategically responding to emotional displays. They note that a shortcoming of the research to date is its failure to explain why strategies are likely to work in some situations and not others. Specifically, Kopelman and her colleagues argue that researchers have neglected to explore the internal reality of the individual using the negotiation tactic. Here, they argue that the responding negotiator must balance the attention paid to their own internal state and the needs and behaviors of other parties. Ultimately, they suggest that a negotiator's 'authentic presence' determines the success or failure of strategic responses to emotional displays.

Part IV Emotion as a group-level phenomenon

Emotions research in the context of groups and group leadership is burgeoning (e.g., see Humphrey, 2002b), and this is reflected in Part IV, especially the topic of leadership, which is the focus of six of the eight chapters.

In the opening chapter of Part IV (Chapter 25), Richard Saavedra provides an overall picture of the role of emotion and mood in group settings and uses the metaphor of fire or flame to describe major features of the emotional contagion process. Drawing heavily on neurological and physiological evidence, Saavedra reviews the mechanisms underlying emotion generation and transfer across individuals. He focuses specifically on how contagion emerges in groups and its behavioral consequences. Additionally, he discusses the role of emotional suppression in this context; how facial expression and body movements can convey emotion; individual differences in susceptibility to contagion; how anxiety and depression influence emotional responses; and how laughter and humor can help to enhance mood, cohesion, creativity and performance in groups.

In Chapter 26, Vanessa Urch Druskat and Steven B. Wolff examine emotional intelligence as a group phenomenon and describe how the awareness and management of emotion can facilitate group effectiveness. The authors begin with a definition of emotional intelligence and discuss its relevance in the team environment. Specifically, they argue that emotional intelligence exists as a group-level norm about how individuals should behave in a team. They describe how norms emerge and present nine emotional competence norms and associated dimensions, which they argue ultimately lead to group social capital. Overall, the authors maintain that organizations should develop the emotional intelligence of their group members and facilitate the development of appropriate norms in order to build trust, efficacy, identity and networks within and between groups.

The remaining six chapters in Part IV deal specifically with emotions and leadership. In Chapter 27, Ronald H. Humphrey, Janet B. Kellett, Randall G. Sleeth and Nathan S.

Hartman provide a broad overview of recent trends in this area. The authors focus on several key issues that represent promising trends, namely the relationship between emotions and core leadership traits and competencies, how leaders influence affective events in the workplace, and the link between emotion and important leader behaviors (e.g., empathy). They also consider how emotions relate to ethical leader behavior. Humphrey and his colleagues identify fertile topics for future research throughout their discussion. These include the relationship between emotions and cognitive intelligence, and the role of emotions in shared leadership and authentic leadership.

In Chapter 28, Daan and Barbara van Knippenberg, together with co-authors Gerben A. Van Kleef and Frederic Damen, observe that the empirical research in this area has focused on three issues: (1) the influence of leader affect on leader effectiveness; (2) how leaders can influence followers' affect, and in turn their attitudes and behavior; and (3) leaders' ability to manage their own and others' affective states. The authors note that many issues remain unresolved and identify areas for future research, including the effectiveness of positive versus negative displays of leader affect, and how follower affect may influence leader responses and effectiveness.

Debra L. Nelson, Susan Michie and Timothy DeGroot examine in more detail in Chapter 29 the nature and process of leader expression of emotion and its possible effects on followers. To begin, the authors review the literature on emotional expressivity and its functions and effects in organizations. Next, the authors focus specifically on the role of nonverbal cues (e.g., facial expressions) and vocal cues (e.g., vocal intensity) in leaders' expressions of emotions. Their suggestions for future research include investigating a broader range of discrete emotions in leader emotional expression, examining how vocal and nonverbal cues are used to communicate emotions, and gender differences.

In Chapter 30, Joyce E. Bono and Laura G. Barron shift the spotlight to the role of emotional management in the leadership process. In their initial review of the literature, the authors focus on two key issues: (1) whether transformational and charismatic leaders differ emotionally from leaders who do not exhibit these behaviors; and (2) how leaders' emotional expressions influence their followers and members of work groups. They contend further that leaders' emotions may shape their employees' emotions through two mechanisms: (a) primitive contagion; and (b) the tactical use of emotions to indicate success and failure, and to emphasize the importance of verbal communications. Next, they compare cross-cultural differences in the meaning and interpretation of leaders' emotional displays. Here, Bono and Barron suggest that US managers are likely to make more deliberate use of their emotions than do Japanese managers, and that this difference can be attributed to cultural differences in assertiveness.

Moving on now to the leader–team nexus, Herman H.M. Tse and Neal M. Ashkanasy identify and discuss in Chapter 31 the implications of affect in 'vertical' supervisor–subordinate exchange relationships and 'lateral' team–member exchange relationships in teams. Adopting Social Exchange Theory (Blau, 1964) and Affective Events Theory (Weiss & Cropanzano, 1996) as unifying frameworks, Tse and Ashkanasy propose a model outlining the role of affect in facilitating vertical and lateral exchange relationships among supervisors, subordinates and co-workers in teams. Specifically, the authors argue that the dyadic relationship between supervisors and subordinates determines subordinates' perceptions about relationship development with other team members, and individuals' affect is conceptualized as a mechanism linking LMX and TMX together.

In the final chapter of Part IV (Chapter 32), Rebecca J. Reichard and Ronald E. Riggio present a process model of the emotional exchange between leaders and followers. Their approach is based on the view that leadership is an interactive engagement between leaders and followers, and involves a bidirectional relationship. Specifically, the authors argue that an ongoing process of leader emotional awareness, experience and regulation influences the follower via the leader's emotional expression and the follower's emotional sensitivity. The follower, in turn, engages in processes of awareness, experience and regulation. Subsequently, the follower's emotional expression and the leader's emotional sensitivity influences the leader's awareness, experience and regulation. Other important elements of the model include the perception and attribution processes of both leaders and followers and the emotional context of the situation. Ultimately, these processes lead to leader–follower relationship quality and an emotional climate.

Part V Organizational-level emotion research

Part V deals with emotions at the organizational level of analysis. This is the least researched facet of emotions in organizations to date, but arguably with the greatest potential. The six chapters in Part V cover the role of organizational culture, climate and identity, as well as emotions in strategic management and organizational change. The section is rounded out with another look at a multi-level view of emotion in organizations.

In the opening chapter (Chapter 33), Leslie E. Sekerka and Barbara L. Fredrickson explain how positive emotional climates can help to build and sustain transformation in organizations. They begin with a discussion of a particular form of organizational change, namely transformative cooperation, and consider how positive emotions contribute to this phenomenon. The authors review studies emphasizing the benefits of positive emotions in organizations, focusing specifically on broaden-and-build theory. They propose that organizations can initiate transformative cooperation with strength-based inquiry, and continue this through a process of broadening and building. Central to this idea is that positive emotions will lead to a positive climate, which will lead to increased organizational identification and relational strength, which in turn will influence organizational growth, performance, and community development.

In Chapter 34, Quy Nguyen Huy argues against the generally negative view of emotion in the strategy literature, proposing conditions under which it can improve an organization's dynamic capability. He suggests specific emotion management routines that facilitate strategic agility and elicit distinct affective responses, which in turn prime two strategic processes: (1) reducing the cost of strategic change; and (2) organizational learning. Furthermore, Huy discusses how managing contrasting emotions at the individual level differs from managing patterns of contrasting emotions in organizations. He argues further that employees' contrasting emotional states such as fear and pride can reduce their resistance to strategic change, and how dissatisfaction and perceived safety in work interactions can enhance organizational learning. Finally, Huy provides recommendations for future researchers, including using a range of measurement tools to study emotions in organizational settings and triangulation of methods.

Rajesh Kumar focuses in Chapter 35 on the role of emotions in the development of strategic alliances. He suggests specific antecedents and consequences of emotions at the formation, operation and outcome stages of alliance development, paying particular attention to how the presence of negative emotions may influence interactions at each

stage and future stages. Additionally, Kumar considers some of the methodological challenges of studying emotions, with a particular focus on the difficulties associated with alliance settings. For example, he notes that alliances and their associated emotional dynamic are evolving phenomena, and interpretations of emotions may change over time. Here, he argues that qualitative methods may enable researchers to obtain new perspectives and insights into the phenomena.

Moving now to considerations of emotions and culture, Charmine E.J. Härtel in Chapter 36 focuses specifically on the notion of an emotional culture. She argues that organizational culture plays an important role in determining the affective events that occur in the workplace and also influences how employees interpret and respond to these events. Furthermore, culture fulfills an emotional need for the individual and also functions as a regulatory tool of emotions. Next, Härtel describes the defining features and emotions of a healthy versus toxic culture. Specifically, she compares the characteristics of an extremely individualistic culture, an extremely collectivist culture and a healthy culture, and considers the likely emotional experiences of employees in each context. Finally, Härtel discusses the benefits of cultivating a healthy emotional culture at work, and emphasizes the role of a positive emotional learning cycle in achieving this goal.

In Chapter 37, Lu Wang and Michael G. Pratt focus on emotional ambivalence in organizations. They argue that identity can help to integrate and extend previous conceptualizations of ambivalence, and discuss two identity-related sources of emotional ambivalence in organizations: (1) when individual-level organizational and non-organizational identities are in conflict; and (2) when two collective-level organizational identities collide. Furthermore, the authors suggest that human resource management practices, as well as structural changes designed to manage organizational identities, can be adopted to manage employees' emotional ambivalence in their relationships with their organizations. They conclude with specific suggestions for future research arising from their discussions in the chapter.

Chapter 38 is the final chapter in this volume. In it, Agneta H. Fischer and Antony S.R. Manstead revisit the topic of emotions and their function across multiple levels of organizational analysis. The authors suggest that emotions can be conceptualized at four levels in the workplace: individual, interpersonal, group and organizational. In contrast to traditional views of emotions as individual reactions to events, however, Fischer and Manstead argue that organizations can elicit, shape and regulate emotions. They argue further that organizational emotions fulfill two functions: (1) they enhance commitment, cooperation and establish organizational boundaries; and (2) they motivate performance and competition among employees. The authors conclude with a discussion of the role of emotion in organizational culture, and discuss in particular how negative emotions can be managed effectively.

Conclusions

The 38 chapters in this Companion offer a wide overview of the major research trends in studies of emotion and affect in organizations. As is immediately evident from the content of these chapters, emotions and affect are indeed pervasive phenomena across all levels of organizational behavior (OB). Indeed, it is really amazing to us that it has taken so long for the penny to drop, and for OB scholars to at last recognize how important the study of emotion is to this discipline. In this respect, it is heartening to see that leading OB textbooks such as Robbins and Judge (2007) now include a stand-alone chapter 'Moods and emotion'.

The question remains, however, as to exactly why this should be so. The answer to this question can be found in Damasio's (1994) description of his patient Elliot, who suffers from a brain lesion that precludes experiences of emotion. Although Elliot has a high IQ based on the standard tests, he is totally incapable of making even simple decisions and is an invalid. This case demonstrates that, without access to emotional information, human beings are incapable of functioning normally. By the same token, organizations – which after all always comprise human beings – are unable to function normally without emotions. In this respect, Ashkanasy (2003b) notes that it is the biological primacy of emotions that makes them so all-pervasive. Human thought processes are inextricably linked to emotional states, whether or not we know it (e.g., see Bargh & Chartrand, 1999).

In conclusion, and returning to our opening points, it should now be abundantly clear to the readers of this Companion that emotions and affect constitute an essential element of our understanding of organizational life. Today's organizations are increasingly under pressure to perform more with less, and their human denizens are coming under increasing levels of stress as they struggle to cope with the pace of change. As such, and as Ashkanasy et al. (2004) have posited, understanding and managing emotions in organizational settings may be the keys to organizational effectiveness in the 21st century.

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