

Anger and Negative Emotions in Organizations



Professor Anat Rafaeli

TECHNION
Israel Institute
of Technology

Emotion Display rules

- Display rules vary across social circumstances
- Display rules vary across cultures.

(Ekman, 1972; Friesen 1972; Matsumoto et al. 1998, 2005; Matsumoto, 1993)

- Organizational display rules (Rafaeli and Sutton, 1987, 1989)
 - Societal norms
 - Occupational norms
 - Organizational norms

Question 1: How do cultural and organizational display rules integrate?

Comparisons

Emotions

Anger

Happiness

As a
comparison

Targets

Manager

Coworker

Subordinate

Customer

Service rep

Countries

USA

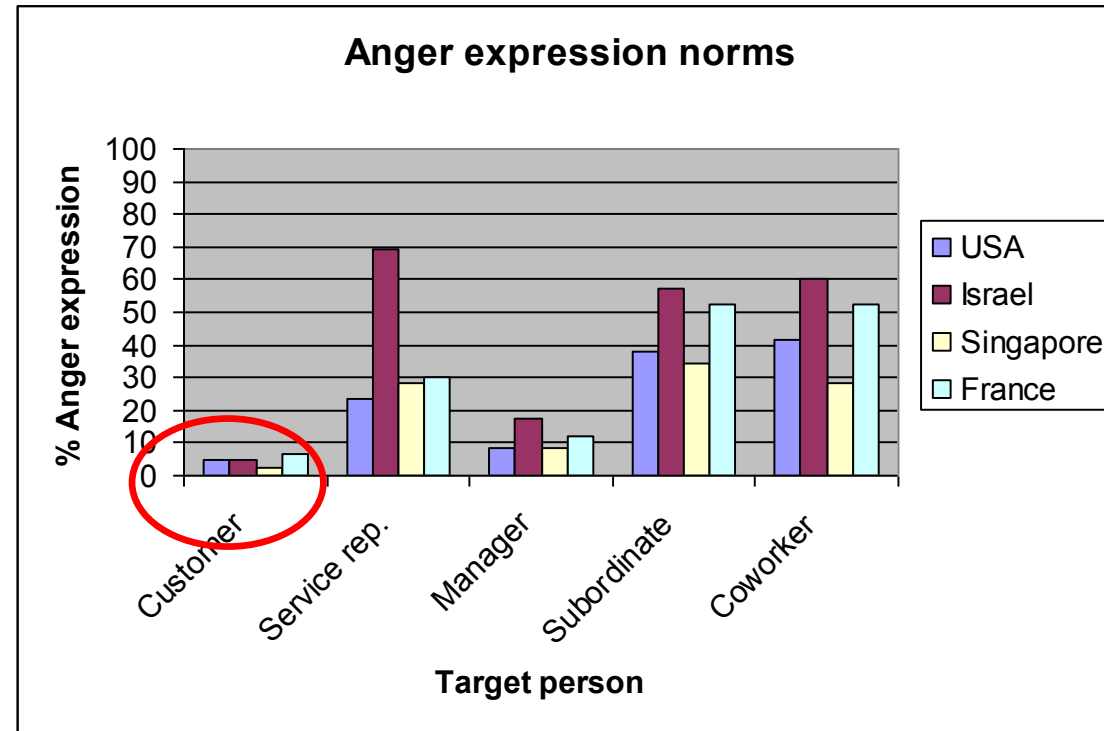
Israel

Singapore

France



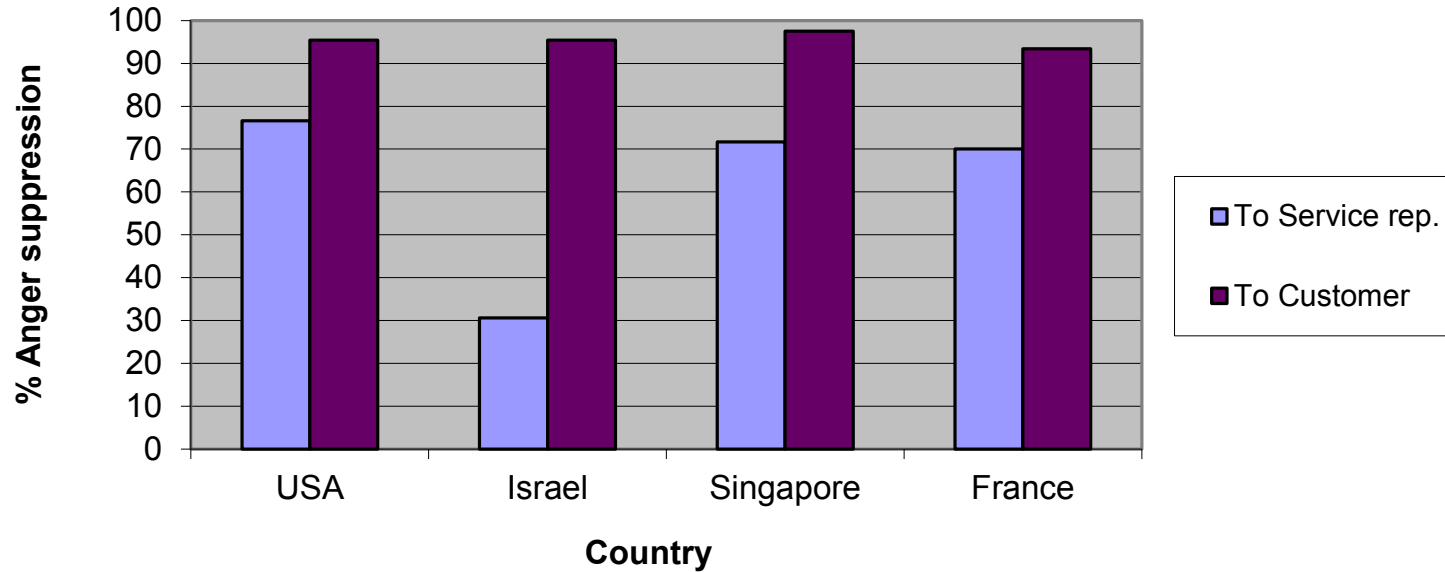
Anger Display Norms towards Different Targets in Different Countries



Differences with all targets but customers

Grandey, Rafaeli, Ravid, & Wirtz (2010)

Anger suppression rules



Gaps in suppression rules between customers and service reps



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"Except for the people, the hours, the work, the stress,
and the pay, this is the best job I ever had!"

Frontline Service Jobs

- * Exposed to Customer Anger
- * High Turnover

Question 2: How do displays of negative emotions influence employees?

Multiple Terms to Displays of Negative Emotions

**Anger ... Abuse ... Bullying ...
Deviance ... Contempt ...
Irritation ... Rudeness ...
Incivility**

Question 2: How do displays of negative emotions influence employees?

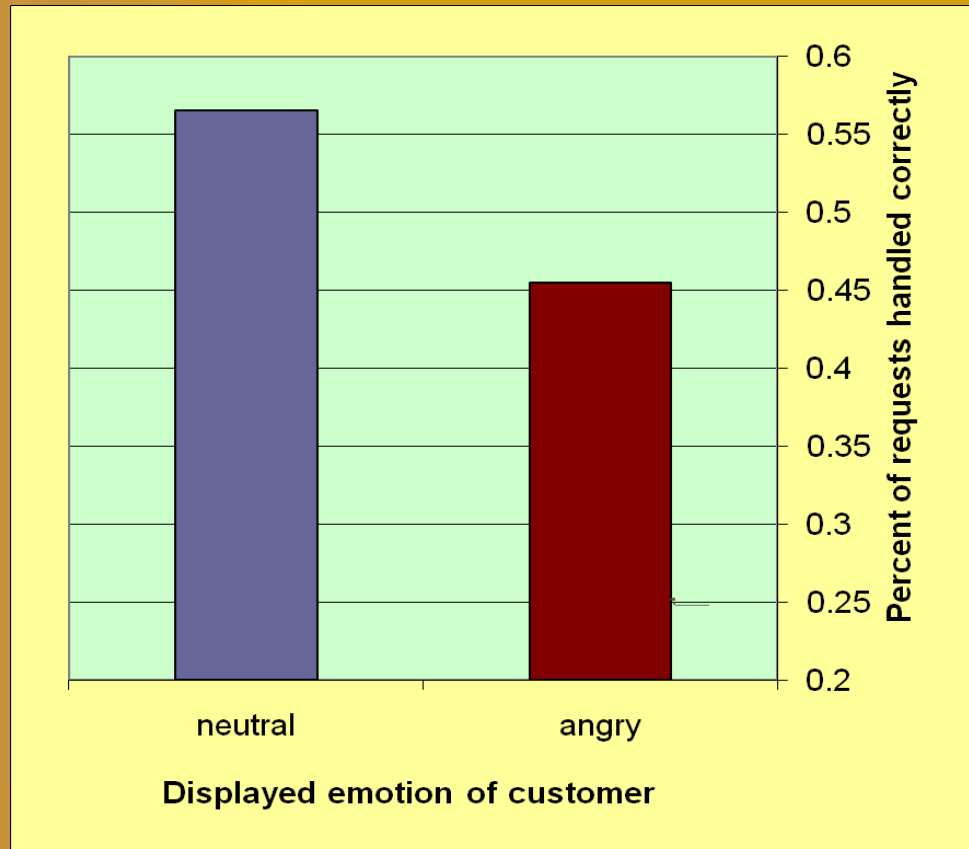
Research Paradigm

Polite Customer	Angry – Rude Customer
<p><u>My home phone</u> number changed. Need to <u>update</u> it please. My number is 03-7526654. Thank you very much, George Ashley.</p>	<p>It's such a nightmare to reach you! Your service is just horrible. <u>Update my home phone</u> to 03-7526654. George Ashley</p>
<p>Hi please note my request to move me <u>to the weekend deal</u>. My password is "Friends". Thank you, Josh.</p>	<p>I am sick and tired of your lousy service. Move me <u>to the weekend deal</u>. Password is "Friends". Josh.</p>



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Customer anger reduces employee accuracy

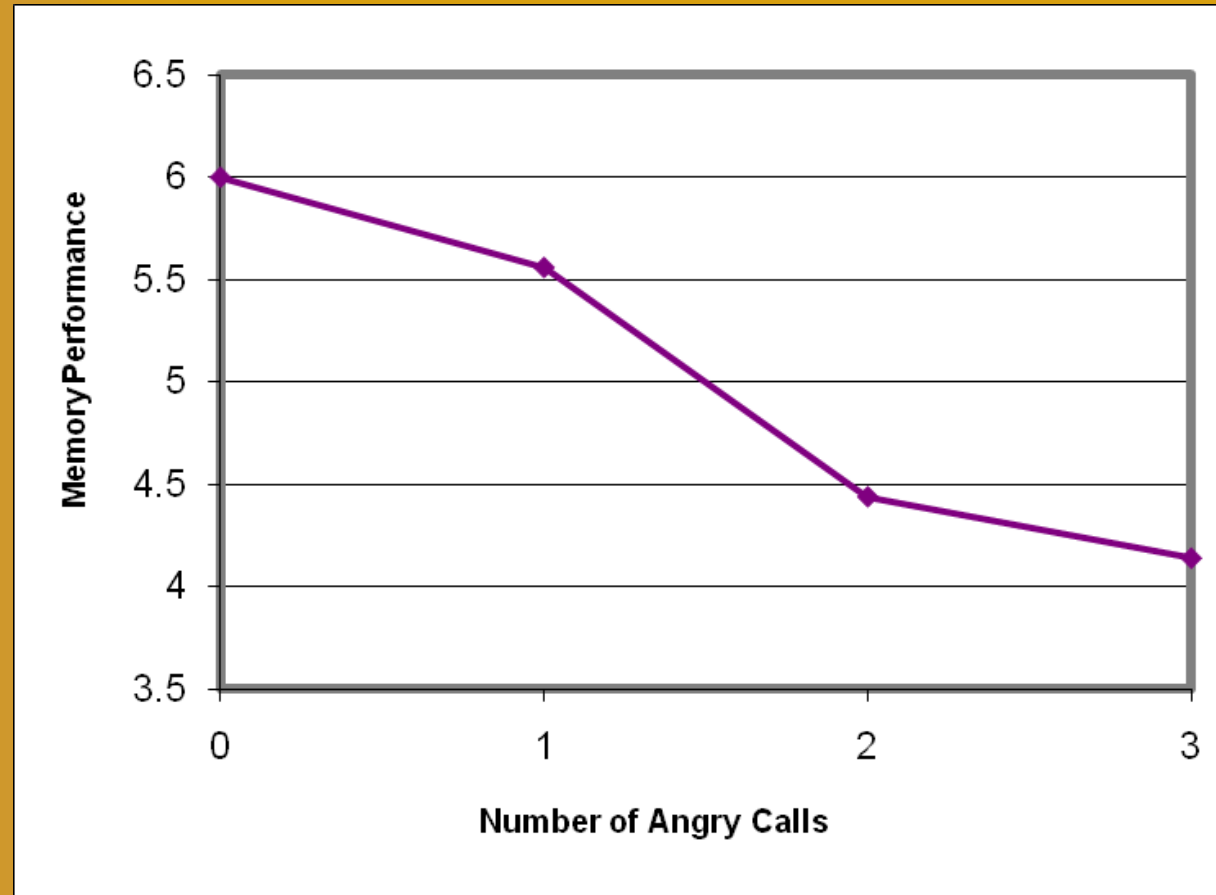


Rafaeli et al, Journal of Applied Psychology, (2012)

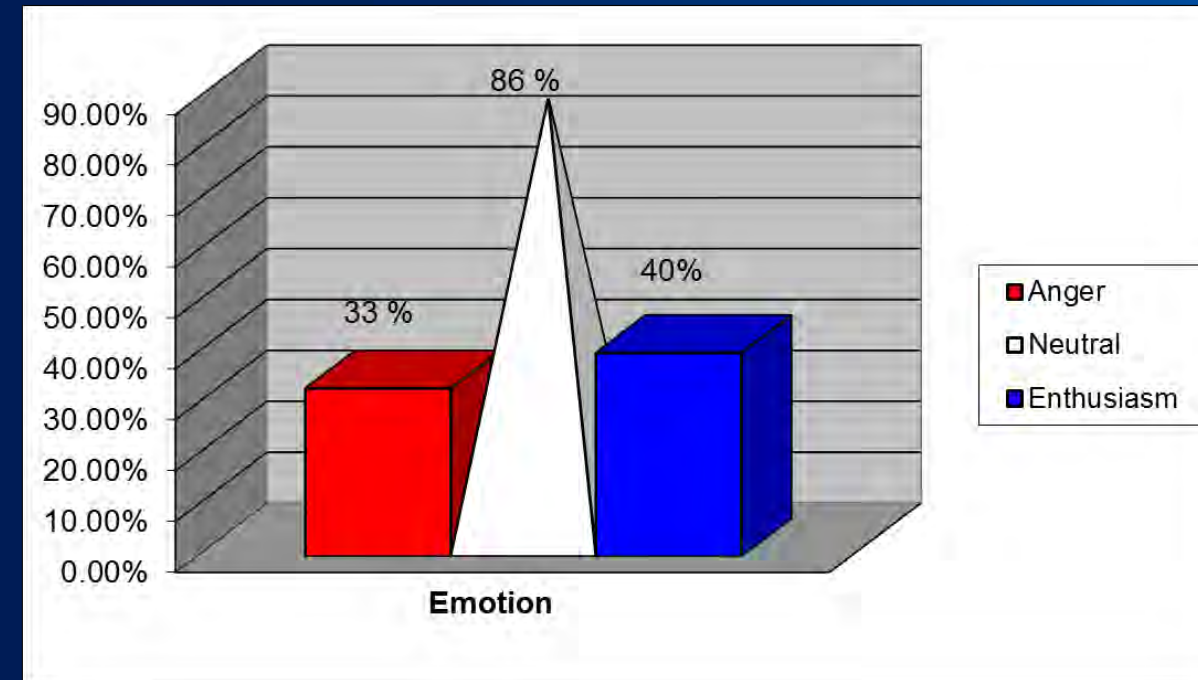
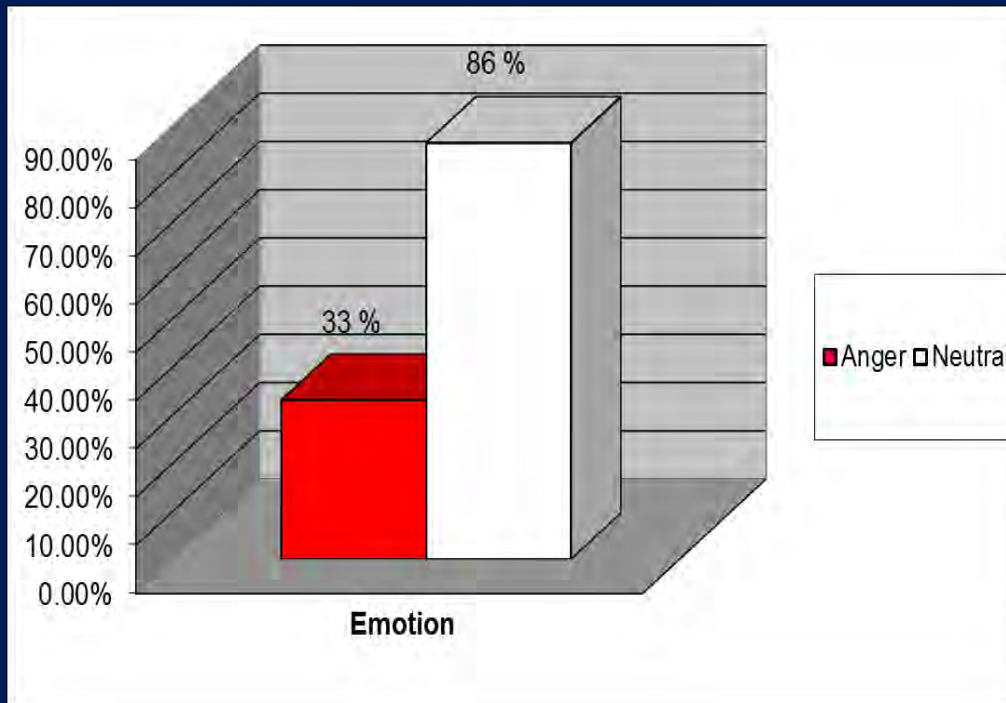
Customer Anger Increases Employee Fatigue (Burnout)



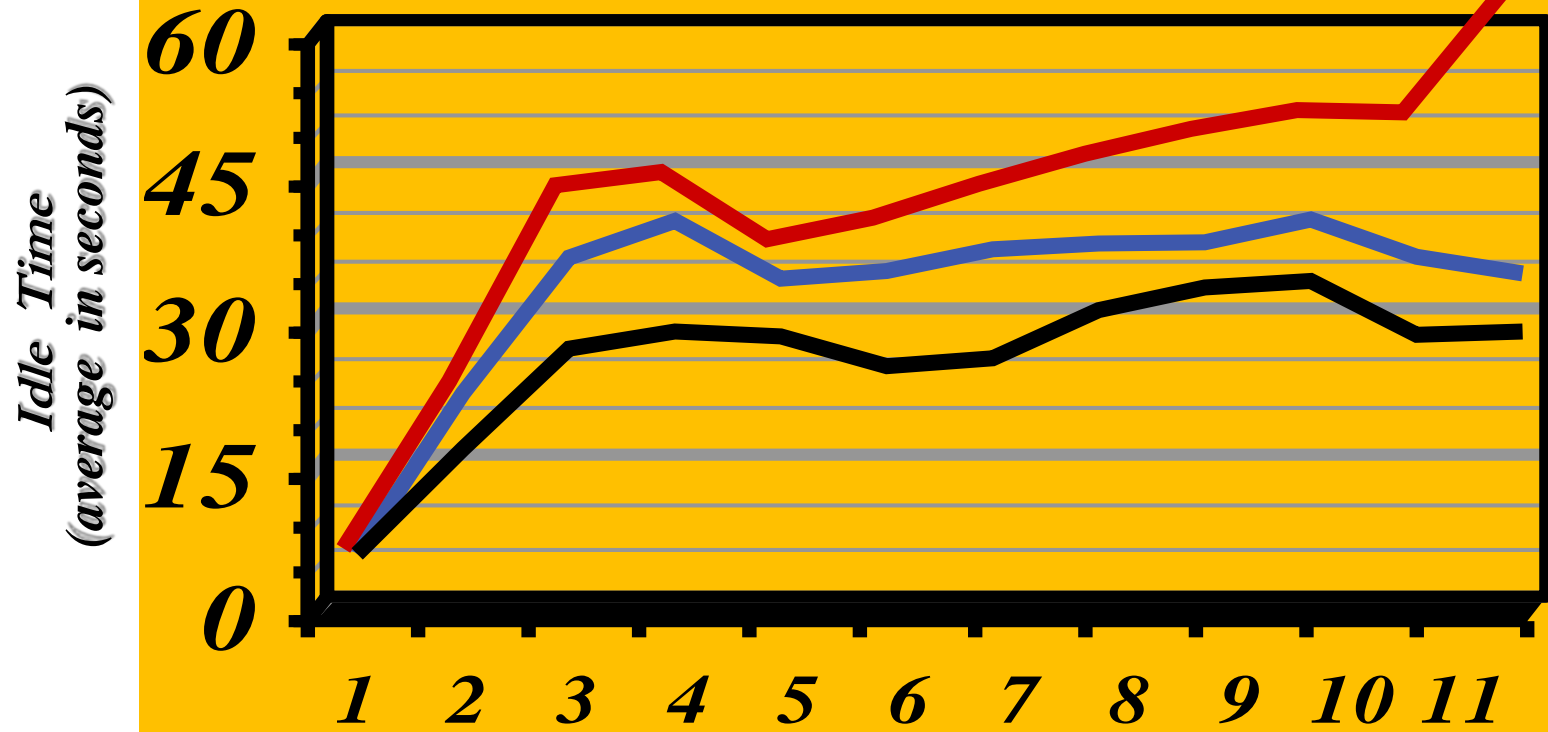
Cumulative Effects on Accuracy of Performance



Stronger Effect with Vocal Anger



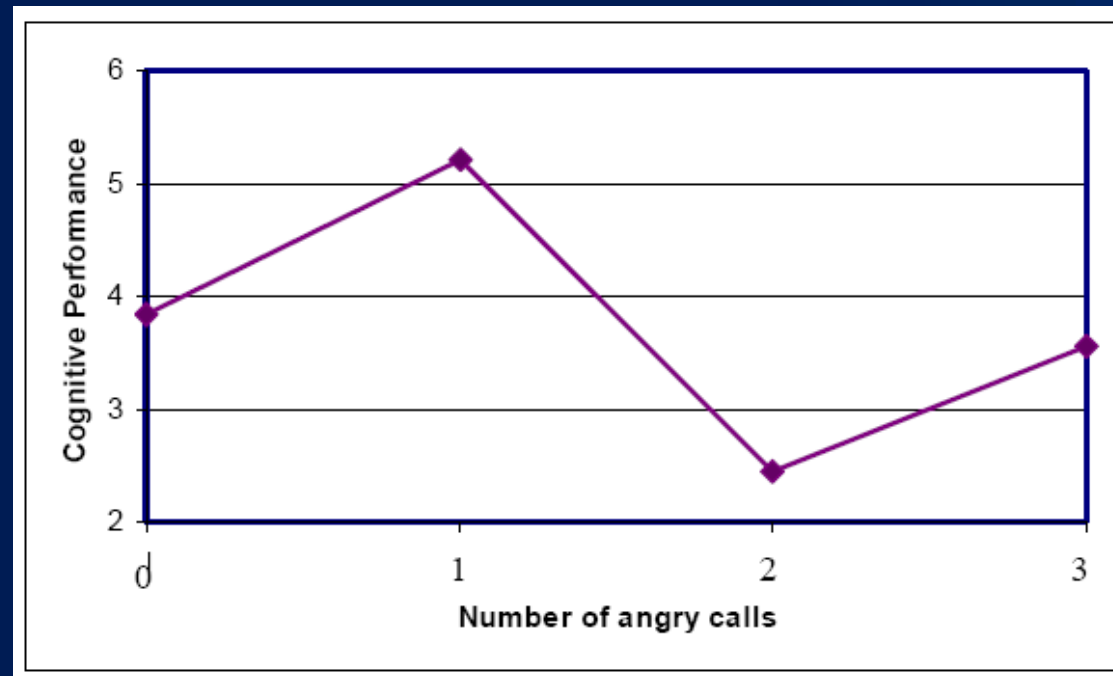
Cumulative effects of customer anger



Customer Number

-  Enthusiasm
-  Neutral
-  Anger

Habituation Challenges



Social Dilemma of Customer Anger

"Sandy and Alex are customers of ... in a recent monthly bill each thought there is an over charge. Both called to complain.

In the conversation

Sandy displayed anger

Alex displayed embarrassment

Complaints were valid."

A Social Dilemma: Self-Other Bias

Employee allowed to give a bonus of 60 minutes to one customer per day;

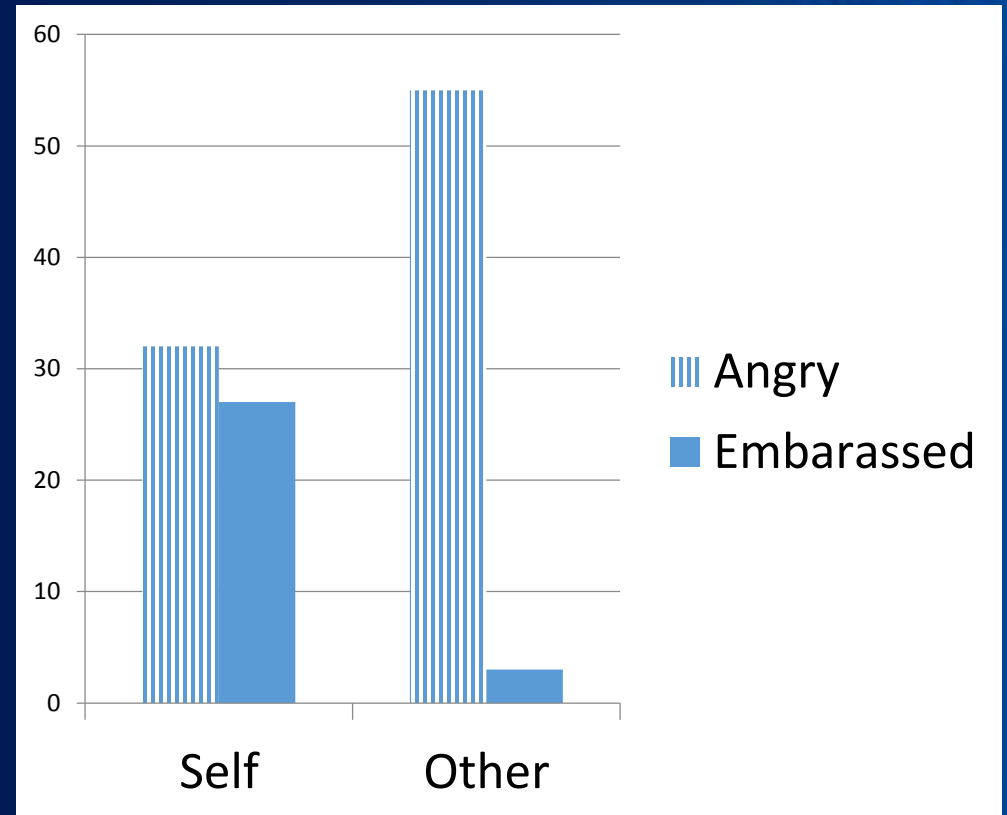
Who will be compensated?

Self condition (n=59)

"To who would you give bonus?"

Other condition (n=58)

"Who will receive the bonus?"



In Short



Display rules constrain expression of negative emotions by service employees.

Customer anger Influences employee burnout and performance.

Social Dilemma about reward for anger

Thanks !

