Anger and Negative Emotions in Organizations

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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

Targets
- Manager
- Coworker
- Subordinate
- Customer
- Service rep

Countries
- USA
- Israel
- Singapore
- France

As a comparison
Anger Display Norms towards Different Targets in Different Countries

Differences with all targets but customers

Grandey, Rafaeli, Ravid, & Wirtz (2010)
Gaps in suppression rules between customers and service reps

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

<table>
<thead>
<tr>
<th>Polite Customer</th>
<th>Angry – Rude Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>My home phone</strong> number changed. Need to update it please. My number is 03-7526654. Thank you very much, George Ashley.</td>
<td>It’s such a nightmare to reach you! Your service is just horrible. Update my home phone to 03-7526654. George Ashley</td>
</tr>
<tr>
<td>Hi please note my request to move me to the weekend deal. My password is &quot;Friends&quot;. Thank you, Josh.</td>
<td>I am sick and tired of your lousy service. Move me to the weekend deal. Password is &quot;Friends&quot;. Josh.</td>
</tr>
</tbody>
</table>
Customer anger reduces employee accuracy

Customer Anger Increases Employee Fatigue (Burnout)

Cumulative Effects on Accuracy of Performance
Stronger Effect with Vocal Anger
Cumulative effects of customer anger

Customer Number

Idle Time (average in seconds)

- Enthusiasm
- Neutral
- Anger
Habituation Challenges

Number of angry calls

Cognitive Performance
“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)
“Who will receive the bonus?”

Other condition (n=58)
“Who will receive the bonus?”

Display rules constrain expression of negative emotions by service employees.

Customer anger Influences employee burnout and performance.

Social Dilemma about reward for anger
Thanks!

“Are there any questions?”