

Culture and Research :

Reflections and Frustrations

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What makes me a cross-cultural researcher?

Personal Identity:
Israel



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Reviewers and Culture

**Personal
Identity:
An OB
Researcher
Happening to
Work in Israel**



Reviewer:
"I can't believe people
really act this way ... in
my experience ..."



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Ohio State University

**"They have a good football
team"**

**"How about tickets to the
football game?"**

A Meeting of Cultures and the
Concept of Higher Education



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A Meeting of Cultures and Research Questions?

“Handwriting Analysis in Personnel Selection:”
A legitimate research topic?”



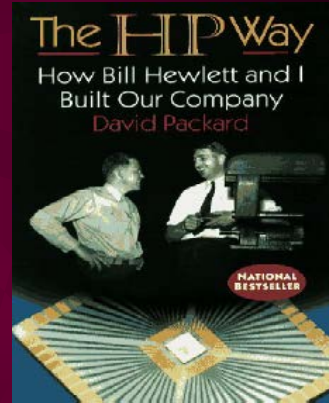
“Handwriting Analysis in Personnel Selection”



What is a research contribution?
Validity vs. Validation

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A Meeting of Cultures: Academe and Industry



A Meeting of Cultures: An outsider looks in ...



Sutton and Rafaeli:
"It's not because they like
you Anat It's because they
are paid to smile"



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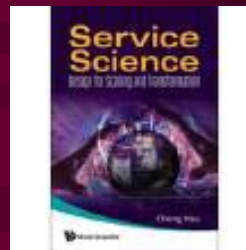
A Meeting of Cultures Defines a Research Career

“Emotional Expression as Part of
the Work Role”



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Research as a Meeting of Cultures



The Culture of a Research Process: Quantitative or Qualitative?

Math

Psychology

I/O Psychology

Quant Psychology

Quantitative :
Hypotheses
Testing

Qualitative:
Hypotheses
Generation



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The Complications of Culture: What IS Emotional Labor?

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	

Data Point:
"You must be new here"



Assumption:
Customer Service
Employees Smile

Research Move:
Smiling deleted out
of Israel data
collection



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The Complications of Culture:

Comparative Research:

Anger in a Globalized world

Anat Rafaeli, Shy Ravid -- Israel

Alicia Grandey -- USA

Jochen Wirtz – Singapore

Dirk Steiner -- France

Emotion Display Rules ...

The real (and) complicated picture

- Display rules vary with emotion.
- Display rules vary with social circumstances.
- Display rules vary with occupation.
- Display rules vary with organization.
- Display rules vary with culture.

How are all these integrated?

Sources of Variation

Emotions

Anger

Happiness

Anxiety

Joy

Targets

Manager

Coworker

Subordinate

Customer

Service rep

Countries

USA

Israel

Singapore

France

Definition Issues

What Is ...
How do you define ...

Targets

Manager

Coworker

Subordinate

Customer

Service rep

Emotions

Anger

Happiness

Anxiety

Joy

Countries

USA

Israel

Singapore

France

- **ANGER**: A feeling of displeasure resulting from injury, mistreatment, opposition and usually showing itself in a desire to fight back at the supposed cause of this feeling.
- **HAPPINESS**: Having a feeling of great pleasure, contentment, joy.

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- **MANAGER OR SUPERVISOR** is defined as someone with whom you interact regularly at your place of employment and who is supervising or evaluating your work.

Repeated for five target persons:

Manager, coworker, subordinate, customer service representative and customer.

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A Complicated Story



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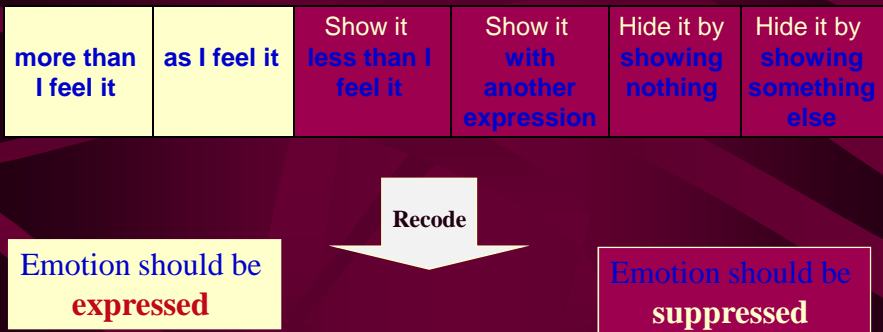
Comparison of Culture Display Rules

What do you believe you **should** do if you were interacting with a **customer** and you felt **angry**?

Show it More than I feel it	Show it as I feel it	Show it less than I feel it	Show it with another expression	Hide it by showing nothing	Hide it by showing something else
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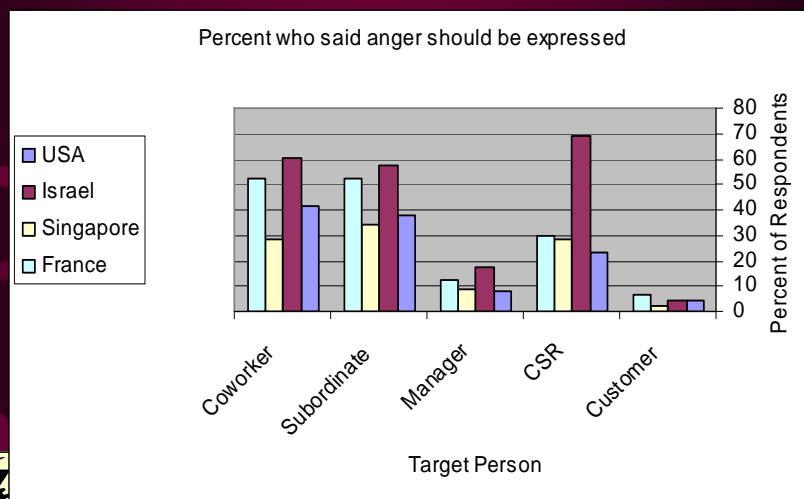
Comparison of Culture Display Rules

What do you believe you **should** do if you were interacting with a **customer** and you felt **angry**?



A year's work ...

% in ... who say Should Express Anger to ...



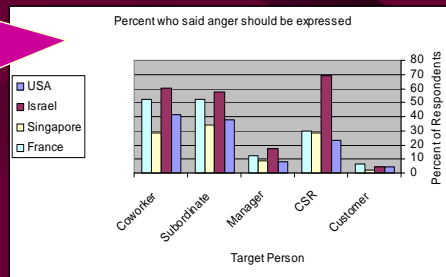
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% in ... who say Should Express Anger to ...

Bottom Line:

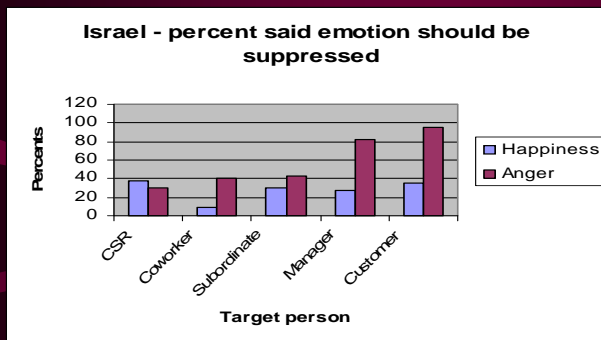
A Global Norm of No Anger to Customers



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% Said Anger / Happiness Should be Suppressed



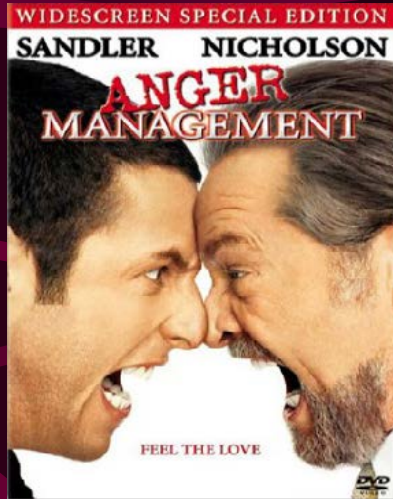
Reviews:

**What is the theory?
What is the explanation?**



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Assumption
Out There:
Anger IS
Rewarded



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Implicit Assumption:
Displaying Anger Gets Others to Do More
or to Do Better ...

Is this true?

Is it true everywhere?



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Lazarus, Smith & Ellsworth:
Cognitive Model of Emotions

In (USA)
Theory:
Those Who
Display
Anger
Should be
Rewarded

Emotions Reflect
Responsibility

Anger =
Other responsibility

Guilt =
Self responsibility



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Customers of a
cellular
provider who
call about a
problem with
their account.
... how should
they act?

Research
Project



**Greg and John
are Customers
of a cellular
provider. They
both call about
a problem with
their account.**

...



**Greg feels and
displays guilt,
John feels and
displays anger ...**

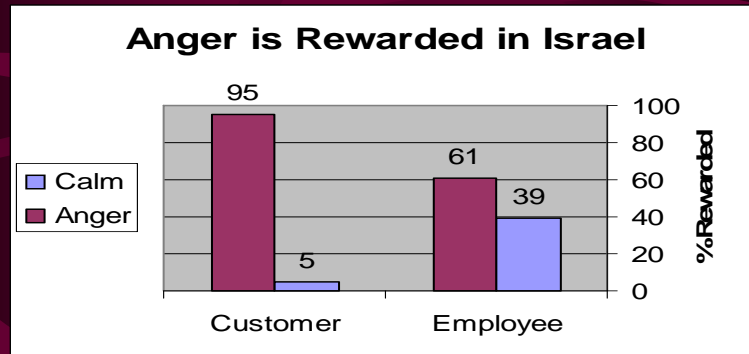
**Employees can
give free roaming
time to some
customers ...
Who will receive
this benefit?**

Israel

**Greg feels and
displays guilt,
John feels and
displays anger
...**

**Who will
be
rewarded?**

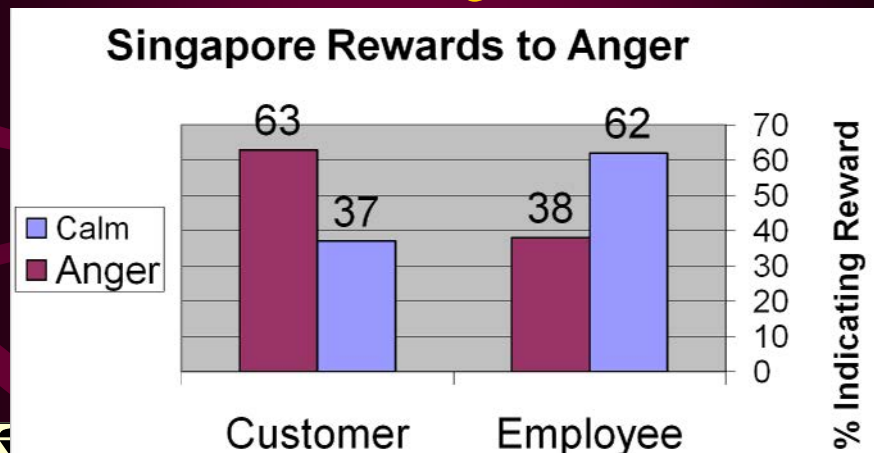
Reward to angry customer / employee in Israel?



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Singapore ONLY Customer Anger is Rewarded

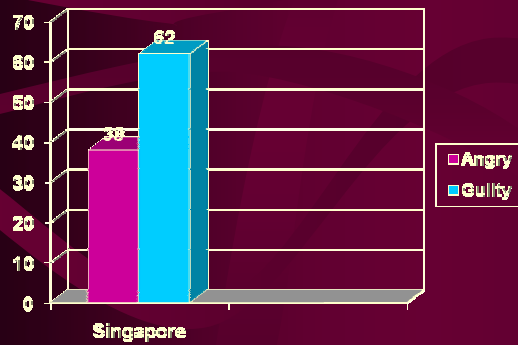


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Singapore Research Move ...

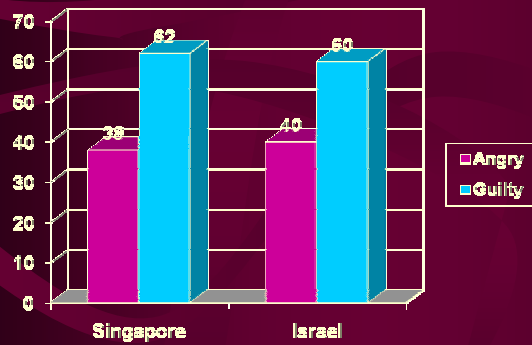
Greg feels and displays guilt, John feels and displays anger ...



Who would you reward / promote?

Accurate Comparison to Israel ...

Greg feels and displays guilt, John feels and displays anger ...



Who would YOU promote?

Culture Creates a need to revisit theory

1. **Is there really cultural differences in responses (to anger)?**
2. **The "Blind-Spot" in self-perception and self-presentation creates self-Other differences**
3. **Are Self-Other differences in responses culture specific?**

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Some Lessons for Multi-national Studies?

1. Do you really want to do it?
2. Do you have the time?
3. Do you have the people?
4. Do you have the theory?

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Concrete Lessons about Culture and Research?

1. Definition Issues
(What is “a customer”?)
2. Measurement Issues
(How Would? vs. How Would You?)
3. Analysis Issues
(How do you compare responses?)

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THANK YOU!

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