What makes me a cross-cultural researcher?

Personal Identity: Israel
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 ..."

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
"Handwriting Analysis in Personnel Selection:" A legitimate research topic?

What is a research contribution? Validity vs. Validation

Slides and Papers Available at http://Anat.Rafaeli.net
A Meeting of Cultures: Academe and Industry

Sutton and Rafaeli:
“It’s not because they like you Anat …. It’s because they are paid to smile”

Slides and Papers Available at http://Anat.Rafaeli.net
A Meeting of Cultures Defines a Research Career

“Emotional Expression as Part of the Work Role”

Slides and Papers Available at http://Anat.Rafaeli.net

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

The Complications of Culture: What IS Emotional Labor?

Data Point:
"You must be new here"

Assumption:
Customer Service Employees Smile

Research Move:
Smiling deleted out of Israel data collection
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

Emotions
- Anger
- Happiness
- Anxiety
- Joy

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

Countries
- USA
- Israel
- Singapore
- France

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

(c) Anat Rafaeli -2009
• **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.

• **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.
A Complicated Story

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

<table>
<thead>
<tr>
<th>Show it More than I feel it</th>
<th>Show it as I feel it</th>
<th>Show it less than I feel it</th>
<th>Show it with another expression</th>
<th>Hide it by showing nothing</th>
<th>Hide it by showing something else</th>
</tr>
</thead>
</table>

Comparison of Culture Display Rules
What do you believe you should do if you were interacting with a customer and you felt angry?

<table>
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<th>as I feel it</th>
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</table>

Emotion should be expressed

Emotion should be suppressed

A year’s work …

% in … who say Should Express Anger to …

Percent who said anger should be expressed

<table>
<thead>
<tr>
<th>Target Person</th>
<th>USA</th>
<th>Israel</th>
<th>Singapore</th>
<th>France</th>
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</thead>
<tbody>
<tr>
<td>Co-worker</td>
<td>70</td>
<td>50</td>
<td>80</td>
<td>10</td>
</tr>
<tr>
<td>Subordinate</td>
<td>60</td>
<td>40</td>
<td>70</td>
<td>10</td>
</tr>
<tr>
<td>Manager</td>
<td>50</td>
<td>30</td>
<td>60</td>
<td>10</td>
</tr>
<tr>
<td>CSR</td>
<td>40</td>
<td>20</td>
<td>50</td>
<td>10</td>
</tr>
<tr>
<td>Customer</td>
<td>30</td>
<td>10</td>
<td>40</td>
<td>10</td>
</tr>
</tbody>
</table>
% in … who say Should Express Anger to …

**Bottom Line:**

**A Global Norm of No Anger to Customers**

% Said Anger / Happiness Should be Suppressed

What is the theory? What is the explanation?

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**Reviews:**

What is the theory? What is the explanation?
Assumption Out There: Anger IS Rewarded

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

Is this true?
Is it true everywhere?
Emotions Reflect Responsibility

Anger = Other responsibility
Guilt = Self responsibility

Lazarus, Smith & Ellsworth: Cognitive Model of Emotions

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

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?

Anger is Rewarded in Israel

Singapore
ONLY Customer Anger is Rewarded
Greg feels and displays guilt, John feels and displays anger ...

Who would you reward / promote?

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

Who would YOU promote?

Accurate Comparison to Israel ...

Singapore Research Move ...
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?

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?
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?)

Slides and Papers Available at http://Anat.Rafaeli.net