Emotion at Work and the Work of Emotion

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What is Emotion?

• James, (1884): “What is AN emotion?”

• Dictionary Definition:

  A state of feeling or a conscious mental reaction subjectively experienced, usually directed toward a specific object, and typically accompanied by physiological and behavioral changes in the body

  (The Merriam Webster dictionary)

• An Issue to be Scientifically Researched

  NOT

• Error, Unexplained Variance, Intuition, a Problem …
Mapping Specific Emotions

![Diagram of affect dimensions with axes labeled Activation and Deactivation, ranging from Unpleasant to Pleasant and from Tense to Calm.](http://Anat.Rafaeli.Net3)

**Fig. 2.** A schematic for the two-dimensional structure of affect. Adapted from Feldman Barrett and Russell (1998).
Scientific Research on Emotion

• Specific vs. General Emotions (Mood)
• Individual vs. Social Emotions
• Individual vs. Collective Emotions
• Felt vs. Expressed Emotions
• Emotion as a Cause of Within and Between Person Dynamics
Emotions in Organizations

Business Issues

Individual Issues

Emotional Issues
Emotions in Family Firms

Business Issues

Family Issues

Emotional Issues
Can We Leave Emotions Out?

"Message to our creditors: 'Money and emotions don't mix.'"
A Gendered View

"Yes, you've taken care of all of my financial needs but I have emotional needs too!"
Status and Gender Issues

- Click to edit Master text styles
  - Second level
  - Third level
  - Fourth level
  - Fifth level

"Oh, and your feelings have been trying to get in touch with you."
Emotions are Personal Information:
How one feels inspires how one acts
Information in (and effects of) Emotions

• **Feel Good**
  □ “All is well”  □ openness, creativity

• **Feel Bad**
  □ “Something is wrong”  □ focus, narrowness

• **Feel Anxious**
  □ “I am at risk”  □ Do what I know best
How Does a Logo Make You Feel?
How Does a Queue Make You Feel?
Queues, Fairness and Feelings

Reported fairness and calmness **LOWER** with Multiple Queue than with Single Queue Structure
Organizations Assessed Through the Emotions Their Artifacts Evoke
Emotion Integral to Reactions to Artifact

“The green color is happy and friendly.”

“This green color is awful. It doesn’t feel relaxed or safe. It creates stress and irritation.”

“The bus color creates fear and anxiety. This transportation company should communicate power and security.“
Emotions Spill Over from Artifact to Organization ...

Emotions Connect Artifact to Organization ...

Figure 1 Emotion as a Connection of Physical Artifacts and Organizations

Note. Objective qualities of an artifact are not a part of the figure because our data and analytic frame focus on sense making or interpretations of artifacts. Broken Arrow e denotes that organizational behaviors and features other than the artifact likely produce emotion toward the organization, but this emotion was not included in our analysis. The direction of causality may be the opposite of that suggested by the bold arrows, wherein emotion toward the organization tints interpretations of and emotion toward the artifact. The presented direction follows the logic of artifact sense making as an affective event. Identifying the exact causality could not be accomplished in this analysis.
Emotions in Organizations Can Be…

- Reactions to … but also ….
- Products of Local “Feeling Rules.”
Organizational Actions to Manage Emotions

(Berkowitz, 1989)

- Recruitment and Selection
- Training and Socialization
- Control and Reward
Emotion Management Enforces Roles and Organization Status

"It's important to be able to express anger, Winthrop, but not in my presence."
Emotions are a Part of Our Roles

“Okay, Ms. Doulton. Now it’s my turn to examine you.”
“Emotion Labor:” Organizations Manage Emotions Displayed by Employee to Promote Organizational Goals

“If you’re not completely satisfied, your money will be cheerfully refunded as soon as we can find someone around here who’s cheerful.”

Slides and Papers Available at http://Anat.Rafaeli.net
Emotional Labor Grows with the Growth of the Service Sector
Recognition of Emotional Labor

Figure 1: Growth of academic research recognizing the concept of emotional labor

Note: Search for articles in GoogleScholar, all databases, Emotional Labor or Labour
Emotion Display Rules in Interactions

Emotion Display Norms: Do I Express Anger to ...

- USA
- Israel
- Singapore
- France

Percent who said anger should be expressed to target persons

Percent of Respondents

<table>
<thead>
<tr>
<th>Emotion Display Rules in Interactions</th>
<th>Manager</th>
<th>Service Rep</th>
<th>Customer</th>
</tr>
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<td>USA</td>
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<td>France</td>
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“Smile and Be Nice” Rule…

**Formal Expectation:**
Pleasantness, Patience

⇒ **Organization Goals:**
Customer Satisfaction

- **Actual Effects:**
  Organization Goals (and customers) Prefer Efficiency
  Neutral Affect more Efficient
Other People’s Emotions Require Employee Effort

Other People’s Anger

Staff Person Performance, Burnout Fatigue
Customer Requests Include Emotions

Angry Customer

It’s such a nightmare to reach you! Your service is just horrible. **Update my home phone** to 03-7526654. George Ashley

I am sick and tired of your lousy service. Move me **to the weekend deal**. Password is "Friends". Josh.

Polite Customer

My home phone number changed. Need to **update** it please. My number is 03-7526654. Thank you very much, George Ashley.

Hi please note my request to move me **to the weekend deal**. My password is "Friends". Thank you, Josh.
Employee Performance after Angry Customer

Anger – Neutral: $p < .001$
Angry Customer and Employee Burnout

All differences significant (p<.001)

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Performance on Unrelated Tasks after Customer Anger
Additive Effects on Employee Performance

### Mean Number of items recalled

<table>
<thead>
<tr>
<th>Number of Angry Calls</th>
<th>N</th>
<th>M</th>
<th>SD</th>
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<td>0 angry calls</td>
<td>36</td>
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<tr>
<td>3 angry calls</td>
<td>36</td>
<td>4.14</td>
<td>1.29</td>
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</table>

(F(3,140)=15.94, p<.000)
Is It Anger or Emotion?

Performance with Angry and Overly Enthusiastic Customers

Performance success rate (cumulative average)

Customer Emotion

Anger – Neutral $p < .001$

Anger – Positive $p < .01$
Conclusion:
Customer Emotion Depletes Employees of Mental Resources

Please wait. I need to recover from the previous customer
... Need For Relief ...

(When Does Employee Press Enter?)
... Relief Time In Between Requests ...

Customer Request Number

- Enthusiasm
- Neutral
- Anger
How Can We Manage This?

"Thank you for calling Customer Service. If you're calm and rational, press 1. If you're a whiner, press 2. If you're a hot head, press 3...."
Summary

• Emotions Inhabit Organizations
• Created by Artifacts
• Created by Roles
• Created by People and Interactions
• Require Mental Resources
• Require Research and Management
"You’ve been on hold for over an hour... Would you like us to put you in touch with a ‘phone rage’ therapist?"
Thank You
Gracias
Obrigado
Grazie
Takk
Thanks
Merci
Kiitos
Mahalo
Toda