רשות העבודת שרות וניהול: ביני קשר (של מתופפים) למשת› (של עובדי越来越少)

פרופסור אננה רפאלי
הפקולטה להנדסה תעשייתית וניהול

“All rights reserved:
http://www.cartoonbank.com
“Oh, and your feelings have been trying to get in touch with you.”
Aggression Sometimes Wanted

(Berkowitz, 1989)
Anger and Aggression in Organizations

- Frustration → Aggression (Dollard et al, 1939)
- Learned social behavior (Bandura, 1973)
- Reactive social behavior (Berkowitz, 1989)

Emotions Communicate

- Anger = Other-responsibility
- Guilt, Shame = Self-responsibility

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

- Reactions to the Environment
- Reactions to (Personal / Social) Construction of Reality
- “Self Preservation” Effects
- Socialization Effects

Emotion Can be Managed
We All Have Roles to Play

“Emotion Labor:”
Management of Displayed Emotions for Organizational Role (and Goals)
Recognition of Emotional Labor

Growth of the Service Sector
Rewards for Emotional Labor: Lowers Pay Unless Job Entails High Cognitive Skills

When you feel ..... in an interaction with ..... you can ...

- Show it more than I feel it
- Express 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

Types of Display Rules

Surface Acting  Emotion Dissonance
High Emotion Labor Requirements ➔ More Abusive Clients + Less Personal Control

Perspectives on Emotional Labor

- An Occupational Requirement (What am I told to do)
- An Emotion Display Issue (What do I do?)
- An Individual Emotional Dilemma (How do I feel?)
Types of Emotion Display Rules

- **Integration**: Show positive emotions (e.g., empathy) to create positive emotion (e.g., calm, happy) in others.
- **Differentiation**: Show negative emotions (e.g., anger) to create negative emotions (e.g., anxiety, fear) in others.
- **Masking**: Show no (neutral) emotions.

Medical Service: Integration Emotions Presumed

*Being “Nice” is a Part of the Staff Job*
Medical Service Emotion Labor

Being “Nice” is viewed as a part of the job

➢ Formal Expectation:
  Compassion, Pleasantness, Patience

➢ Formal Goals:
  To Calm Patients / Relatives

➢ Actual Displays:
  Depend on Multiple Factors

Influences on Displayed Emotions


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### Table 2

<table>
<thead>
<tr>
<th>Variables</th>
<th>Total Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Store ownership</td>
<td>-.10</td>
</tr>
<tr>
<td>Supervision costs</td>
<td>.13**</td>
</tr>
<tr>
<td>Stock level</td>
<td>.06</td>
</tr>
<tr>
<td>Customers' gender composition</td>
<td>.077</td>
</tr>
<tr>
<td>Clerks' gender composition</td>
<td>.11**</td>
</tr>
<tr>
<td>Clerks' image</td>
<td>-.07</td>
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<tr>
<td>Average line length</td>
<td>.14**</td>
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<tr>
<td>Region 1</td>
<td>-.07</td>
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<tr>
<td>Region 2</td>
<td>.11</td>
</tr>
<tr>
<td>Region 3</td>
<td>.08</td>
</tr>
<tr>
<td>Display of positive emotion</td>
<td>-.10**</td>
</tr>
<tr>
<td>Multiple R</td>
<td>.30</td>
</tr>
<tr>
<td>Adjusted R-Square</td>
<td>.07**</td>
</tr>
</tbody>
</table>

* n = 576.

* Store ownership was coded 0 for corporation-owned stores and 1 for franchised stores.

** Customers' gender composition is the proportion of woman customers. Clerks' gender composition is the proportion of woman sales clerks. Region 1, region 2, and region 3 are dummy codes representing four regions.

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**Emotional Display Norms**

- **In Medical Service:**
  - Staff Expected to Be “Nice” regardless of what they feel
  - **BUT ALSO**
    - Busy Time Norms
    - Slow Time Norms
Learning Emotion Display Rules

- Learned in Professional Training
- Learned from Immediate Environment
  - Learned from rewards
- What emotion-displays are rewarded?
- Research on Medical Service: Emotion Neutrality

Emotional Dissonance

- Gap between staff FEELINGS and DISPLAYED emotions
  - In Medical Service:
    ➔ Gap between expectations of staff to be “Nice” and what staff members feel
Effects of Emotion Labor

- **Less of a Problem:** Requirement to Display Positive Emotions
- **Key Problem:** Inability (Need to Mask) Negative Emotions

Culture Effects: Do you Express Felt Anger …?

Percent who said anger should be expressed

- USA
- Israel
- Singapore
- France

Target Person

<table>
<thead>
<tr>
<th>USA</th>
<th>Israel</th>
<th>Singapore</th>
<th>France</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coworker</td>
<td>Subordinate</td>
<td>Manager</td>
<td>CSR</td>
</tr>
</tbody>
</table>

Percent of Respondents

- 0
- 10
- 20
- 30
- 40
- 50
- 60
- 70
- 80
Anger Management: Who is Better Off?

He’s such a difficult patient!

Reality is What You Chose to See: Staff vs. Patients in Medical Service

She is not doing her job!
Displayed Emotion Requirements
Increase Staff Burnout

- Emotional Exhaustion
- Depersonalization
- Lost Sense of Personal Worth

And ... Display of Expected (Positive) Emotions

“Emotion Cycles”

One Person’s Emotions

Behavior

Another Person’s ...

Emotions
Staff Burnout influences How Staff and Patients Expect Patients to Behave

- Staff Burnout
  - Expect Patients to be Angry
    - Patients Sense Maltreatment
  - Patients Frustrated and Angry

Study: Patients and Family Members Read Scenarios
Predicting the Future?
Nurses Predict Patients’ Aggression

Socialization Effects:
Patients Respond:
Prior Hospital Experience Creates Anger Regardless of Staff Burnout

Adj $R^2$ = 18
Measuring and Discussing Emotion is Difficult and Confusing

Self-Serving Bias
Study: Is Anger Rewarded?

“Greg and George are in a hospital and complain about their treatment.”

Greg complained **ANGRILY**.
George complained **CALMLY**.

Who will the staff address first?

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Person who acted ANGRY perceived as rewarded

![Bar chart showing percentage of people who perceived as rewarded](chart.png)
95% of people: 
OTHERS will Reward Anger 
… I Myself will Not

<table>
<thead>
<tr>
<th>Reward to Angry or Embarrassed Customer</th>
<th>Self vs. Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will SOMEONE Reward?</td>
<td>95%</td>
</tr>
<tr>
<td>Will YOU Reward?</td>
<td>5%</td>
</tr>
</tbody>
</table>

Anger | Embarrassment

Do We Know How We Behave?

Nurstoons by Carl Elbing

“Naïve Realism”
“I am better than most people”
“I understand what others do not see”
“I don’t make mistakes that others make.”
“I DO NOT REWARD ANGER!”

Welcome to Lake Wobegon, where all the women are strong, all the men are good-looking, and all the children are above average

GARRISON KEILLOR

Medical Research and Emotion Research?

"In the computer model the only side effect was a dry mouth."
Coping with Patients’ Anger is Depleting

Other People’s Hostile Emotions → Staff Person Resource Depletion

Customer Contact Center

Customer request

Employee Task:
Handling details.
Multiple folders
Customers Convey Anger/Rudeness

<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 <strong>update</strong> 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. <strong>Update my home phone</strong> to 03-7526654. George Ashley</td>
</tr>
<tr>
<td>Hi please note my request to move me <strong>to the weekend deal</strong>. My password is &quot;Friends&quot;. Thank you, Josh.</td>
<td>I am sick and tired of your lousy service. Move me <strong>to the weekend deal</strong>. Password is &quot;Friends&quot;. Josh.</td>
</tr>
</tbody>
</table>

“Eric speaking, how may I help you?”

**Polite (Calm) Customer**

“Hi, I am trying to browse and seem to have problems. Most of the time I can’t reach anything. Can you help me?”

**Angry / Rude Customer**

“What do you mean by “Hi”? I have been waiting for half an hour. I want to disconnect from your lousy service”

- Employee feelings?
- Employee performance?
Customer Anger and Employee Burnout

All differences significant (p<.001)

Customer Anger and Employee Work Performance

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angry Customers</td>
<td>34</td>
<td>0.66</td>
<td>0.10</td>
</tr>
<tr>
<td>Neutral Customers</td>
<td>35</td>
<td>0.72</td>
<td>0.12</td>
</tr>
</tbody>
</table>

\[ t = -2.05, p < .05 \]
### Test of Employee Performance (Raven Matrices)

Additive Effects on Employee Performance

(F(3,140)=15.94, p<.000)

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 angry calls</td>
<td>36</td>
<td>6.00</td>
<td>1.17</td>
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<tr>
<td>1 angry call</td>
<td>36</td>
<td>5.56</td>
<td>1.40</td>
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<tr>
<td>2 angry calls</td>
<td>36</td>
<td>4.44</td>
<td>1.44</td>
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<tr>
<td>3 angry calls</td>
<td>36</td>
<td>4.14</td>
<td>1.29</td>
</tr>
</tbody>
</table>
Conclusion:
Emotions are Out There
Beware!