



# RESEARCH ON EMOTION IN ORGANIZATIONS

VOLUME 2



## INDIVIDUAL AND ORGANIZATIONAL PERSPECTIVES ON EMOTION MANAGEMENT AND DISPLAY

WILFRED J. ZERBE, NEAL M. ASHKANASY AND  
CHARMINE E. J. HÄRTEL  
Editors



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EMOTION MANAGEMENT  
AND DISPLAY**

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APPENDIX. ITEMS IN THE WONG AND LAW EI SCALE (2002) IN ENGLISH (ORIGINAL) AND GERMAN (TRANSLATION)

	English	German
Self-Emotions Appraisal (SEA)	<p>I have a good sense of why I have certain feelings most of the time.</p> <p>I have good understanding of my own emotions.</p> <p>I really understand what I feel.</p> <p>I always know whether or not I am happy.</p>	<p>Meistens habe ich ein gutes Gespür dafür, warum ich bestimmte Gefühle habe.</p> <p>Ich habe ein gutes Verständnis meiner eigenen Emotionen.</p> <p>Ich kann wirklich gut verstehen, was ich fühle.</p> <p>Ich weiß immer, ob ich gerade glücklich bin oder nicht.</p>
Others-Emotions Appraisal (OAE)	<p>I always know my friends' emotions from their behavior.</p> <p>I am a good observer of others' emotions.</p> <p>I am sensitive to the feelings and emotions of others.</p> <p>I have good understanding of the emotions of people around me.</p>	<p>Ich erkenne stets die Emotionen meiner Freunde an deren Verhalten.</p> <p>Ich bin gut darin, die Emotionen anderer zu beobachten.</p> <p>Ich habe ein feines Gespür für die Gefühle und Emotionen anderer Menschen.</p> <p>Ich habe ein gutes Verständnis von den Emotionen der Menschen um mich herum.</p>
Use of Emotion (UOE)	<p>I always set goals for myself and then try my best to achieve them.</p> <p>I always tell myself I am a competent person.</p> <p>I am a self-motivating person.</p>	<p>Ich setze mir selber immer Ziele und versuche sie so gut ich kann zu erreichen.</p> <p>Ich sage mir selbst immer, dass ich eine fähige Person bin.</p> <p>Ich bin jemand, der sich selbst motiviert.</p>

Regulation of  
Emotion (ROE)

I would always encourage  
myself to try my best.

Ich würde mich selbst immer  
anspornen mein bestes zu  
geben.

I am able to control my  
temper so that I can  
handle difficulties  
rationally.

Ich bin in der Lage, meine  
Stimmungen zu  
kontrollieren und mit  
Schwierigkeiten rational  
umzugehen.

I am quite capable of  
controlling my own  
emotions.

Ich bin ziemlich gut in der  
Lage meine eigenen  
Emotionen zu kontrollieren.

I can always calm down  
quickly when I am very  
angry.

Ich kann mich immer  
schnell wieder beruhigen,  
wenn ich sehr verärgert bin.

I have good control of  
my own emotions.

Ich habe meine eigenen  
Emotionen gut unter  
Kontrolle.

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# INDIVIDUAL AND ORGANIZATIONAL PERSPECTIVES ON EMOTION MANAGEMENT AND DISPLAY

Affect and emotion have been recognized as important factors in understanding behavior in organizations, as evidenced by the increasing frequency of special journal issues, themed conferences, and books and articles devoted to the topic. The articles in this volume represent a selection of the best papers presented at the fourth International Conference on Emotions and Organizational Life (which was held in London, England, in June, 2004), together with invited papers by some of leading scholars in the field.

The theme of this volume, *Individual and Organizational Perspectives on Emotion Management and Display*, concerns the management by organizations of the emotions of employees and the effects on individuals. It begins by looking at the effective self-management of emotion and how leaders can use emotions, intelligently and sometimes paradoxically, to foster effective personal and team outcomes, and goes on to examine the nature of emotionally charged incidents between employees and supervisors.

The effective management of emotion is particularly relevant to organizational outcomes in service organizations. Specific chapters look at emotion work performed by employees in hospitality and healthcare organizations, and others consider the role that culture plays in the perceptions of service workers regarding emotion work. Others examine the critical interplay between characteristics of employees, organizational practices, and the emotions that customers experience when service encounters go awry. Finally the volume comes full circle in an examination of how the thinking strategies individuals use can foster "adaptive emotions" and more emotionally intelligent, constructive responses to workplace stressors.

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