

Technische Universität München

Lehrstuhl für Betriebswirtschaftslehre – Strategie und Organisation

Univ.-Prof. Dr. Isabell M. Welp

**Leadership, Affect and Organizations:
Cumulative Studies on the Influence of Experienced and
Expressed Positive Affect on Rewards, Organizational
Behavior and Leadership**

Prisca Brosi

Vollständiger Abdruck der von der Fakultät für Wirtschaftswissenschaften der Technischen Universität München zur Erlangung des akademischen Grades eines Doktors der Wirtschaftswissenschaften (Dr. rer. pol.) genehmigten Dissertation.

Vorsitzender: Univ.-Prof. Dr. Dr. Holger Patzelt

Prüfer der Dissertation: 1. Univ.-Prof. Dr. Isabell M. Welp

2. Prof. Jason D. Shaw, PhD, University of Minnesota/USA

Die Dissertation wurde am 28.11.2012 bei der Technischen Universität München eingereicht und durch die Fakultät für Wirtschaftswissenschaften am 15.12.2012 angenommen.

Acknowledgments

We experience gratitude when we feel that we have received something precious, which was given freely and intentionally (McCullough, Kipatrick, Emmons, & Larson, 2001).

First and foremost, I would like to express my deepest gratitude to Prof. Isabell M. Welp for being a true role model and an exceptionally considerate, encouraging, and compassionate supervisor. She has been a constant source of inspiration, enthusiasm, and positive energy to me and I am deeply grateful for the guidance and opportunities she provided along the whole way of this dissertation thesis. This dissertation thesis would not have been possible unless Prof. Matthias Spörrle had prepared and enabled me for every single step of the research process. His patient guidance and relentless rigor have constantly accompanied me and I am deeply grateful for his unselfish dedication. Furthermore, I am truly indebted and grateful to Prof. Jason D. Shaw for providing me with his rich expertise and insightful comments, as well as giving me the unique opportunity to learn from him. I am deeply grateful to him for taking over the role as second advisor for this dissertation thesis. In addition, I would like to express my sincerest gratitude to Prof. Holger Patzelt for acting as chairman of the examination board for this thesis.

This dissertation thesis was written within the stimulating atmosphere of the dynamic team of scholars at the Chair for Strategy and Organization. My colleagues helped me accelerating and I am grateful for the feedback I received along the way. My deepest thanks go to Marcus A. Drescher for being an enthusiastic partner in sorting out research questions and a trusted last resort in difficult situations for me (and my pc). I would also like to thank Lisa Ritzenhöfer and Tanja Schwarzmüller for their support as well as those students who helped

in collecting data for this thesis: Magnus Drewelies, Helmut Erhard, Katharina Herrmann, Alexander Lorenz, Nicola Marinov, and Katja Rösch.

My sincerest thanks go to my mother for insisting that girls need a good education, for her loving care, and for her openness, courage, and power of endurance. I would also like to thank my sisters for their care and for smoothing great parts of the initial way; I officially admit having had a third mover advantage and I am grateful for having both of you.

Finally, I would like to thank Daniel Tisch for his support, for his patience, for his humor, and for being the emotionally most stable person I know.

McCullough, M. E., Kilpatrick, S. D., Emmons, R. A., & Larson, D. B. (2001). Is gratitude a moral affect? *Psychological Bulletin*, *127*, 249–266.

Danksagung

Wir empfinden Dankbarkeit, wenn wir fühlen, dass wir von jemandem etwas Wertvolles willentlich und aus freien Stücken erhalten haben (McCullough, Kipatrick, Emmons, & Larson, 2001).

Zuallererst möchte ich Prof. Isabell M. Welpel meine tiefste Dankbarkeit dafür ausdrücken, dass sie ein wirkliches Vorbild und eine außergewöhnlich aufmerksame, ermutigende und mitfühlende Dissertationsbetreuerin ist. Sie war während der Dissertation durchgehend eine nicht versiegende Quelle an Inspiration, Enthusiasmus und positiver Energie für mich und ich bin ihr für die Wegweisungen und die Möglichkeiten, die sie mir gegeben hat, zutiefst dankbar. Zudem wäre diese Dissertation nicht möglich gewesen, wenn mich nicht Prof. Matthias Spörrle für jeden einzelnen Schritt des Forschungsprozesses vorbereitet und befähigt hätte. Seine geduldige Anleitung und seine unnachgiebige Genauigkeit haben mich kontinuierlich begleitet und ich bin ihm für seinen selbstlosen Einsatz zutiefst dankbar. Außerdem möchte ich mich bei Prof. Jason D. Shaw dafür bedanken, dass er mich mit seiner umfassenden Expertise und seinen aufschlußreichen Kommentaren beraten und mir die einzigartige Möglichkeit, von ihm zu lernen, gegeben hat. Ich bin ihm sehr dankbar, dass er die Rolle des Zweitbetreuers in meinem Dissertationsvorhaben übernommen hat. Zusätzlich möchte ich mich sehr herzlich bei Prof. Holger Patzelt dafür bedanken, dass er den Vorsitz des Prüfungsausschusses für diese Dissertation übernommen hat.

Diese Dissertation wurde in der stimulierenden Atmosphäre des dynamischen Teams des Lehrstuhls für Strategie und Organisation geschrieben. Meine KollegInnen haben mir dabei geholfen Fahrt aufzunehmen und ich bin dankbar für das Feedback, das ich auf dem Weg erhalten habe. Meine tiefste Dankbarkeit geht an Marcus A. Drescher dafür, dass er ein

begeisterter Partner bei der Lösung von Forschungsproblemen und in schwierigen Zeiten ein vertrauenswürdiger Zufluchtsort für mich (und meinen PC) war. Ich möchte außerdem Lisa Ritzenhöfer und Tanja Schwarzmüller für ihre Unterstützung danken, sowie den Studierenden, die die Datenerhebungen unterstützt haben: Magnus Drewelies, Helmut Erhard, Katharina Herrmann, Alexander Lorenz, Nicola Marinov, und Katja Rösch.

Außerdem möchte ich meiner Mutter dafür danken, dass sie darauf bestanden hat, dass Mädchen eine gute Ausbildung brauchen, für ihre fürsorgliche Liebe sowie für ihre Offenheit, ihren Mut und ihre Ausdauer. Ich möchte mich außerdem bei meinen Schwestern für ihre Fürsorge bedanken, und dafür, dass sie weite Teile des anfänglichen Weges geebnet haben; Ich gebe hiermit offiziell zu, dass ich einen Nachzüglervorteil hatte und ich bin dankbar, dass ich euch beide habe.

Zum Schluss möchte ich Daniel Tisch danken - für seine Unterstützung, seine Geduld, seinen Humor sowie dafür, dass er die emotional stabilste Person ist, die ich kenne.

McCullough, M. E., Kilpatrick, S. D., Emmons, R. A., & Larson, D. B. (2001). Is gratitude a moral affect? *Psychological Bulletin*, 127, 249–266.

Table of contents

Acknowledgments	II
Danksagung	IV
Table of contents	VI
Abstract	VIII
Kurzfassung (German abstract)	X
1 Introduction	13
1.1 Motivation and research questions	13
1.2 Theoretical basis for the influence of discrete positive emotions in organizations.....	18
1.2.1 The cognitive approach to emotions in organizations.....	18
1.2.2 The functional approach to positive emotions in organizations.....	20
1.3 Methods and data sources.....	22
1.3.1 Measurement of emotions	22
1.3.2 Experimental emotion elicitation	23
1.3.3 Emotion expression	24
1.4 Structure and main results	25
1.5 References	27
2 The role of trait positive affectivity in the evaluations of one's own and others' financial rewards	42

3	Too proud to help? Examining the opposing influences of authentic and hubristic pride on helping	43
4	Two faces of leadership: Inferences from emotional expression on two different leader roles	44
5	Conclusions	45
5.1	Summary of findings	45
5.2	Main contributions of the dissertation	47
5.3	General implications for practice	49
5.3.1	Implications for strategic leadership	49
5.3.2	Implications for relational leadership	50
5.4	Implications for future research	51
5.5	References	55
6	Appendix	62

Abstract

Emotions have been neglected in organizational research for decades. But recent research accumulates evidence showing a strong and pervasive influence of emotions on various organizational variables such as for example leadership, decision-making and helping behaviors. This research demonstrates that emotions not only influence our own behavior when experiencing them, but also that others are influenced when observing expressed emotions. However, despite this progress one group of emotions remained largely underexplored: Positive emotions. Therefore, this dissertation aims to examine the influence of positive emotions on perceptions of rewards, organizational behavior and leadership.

The first study deepens the understanding of direct and moderating influences of trait positive affectivity on perceptions of rewards by showing that the positive influence of trait positive affectivity on reward perceptions is especially pronounced for medium-sized rewards and less pronounced for very small and very large rewards. Furthermore, this research shows a moderating effect for perspective. Thus, trait positive affectivity only influenced reward perceptions when rewards were expected to be received by the own person—but not, when raters expected that the rewards will be given to others.

The second study examines the influence of two facets of the same positive emotion, i.e., authentic and hubristic pride, on helping behavior. Two experimental studies provide causal evidence that hubristic pride decreases intentions to help compared to authentic pride. This result is confirmed by two field studies, which show that when measured on trait level, authentic pride increases helping behavior towards colleagues whereas hubristic pride decreases helping behavior towards colleagues. Furthermore, results of the last field study show that the positive effect of authentic pride on helping colleagues is fully mediated by prove-performance goal orientation and avoid-performance goal orientation. In contrast,

results show a positive indirect effect via prove-performance goal orientation for the relation between hubristic pride and helping behavior but a negative indirect effect via avoid-performance goal orientation, which neutralized each other, whereas the direct negative influence of hubristic pride remained significant.

The third study turned the focus of the examination from experienced positive emotions to the influence of expressed positive emotions, i.e., pride and happiness, on observers. Within three experimental studies, results show that expressing pride increases observers' ratings of the expressers' effectiveness in instrumental leadership compared to expressing happiness, whereas expressing happiness increases observers' ratings of the expressers' effectiveness in social leadership compared to expressing pride. Results are consistent across three different induction methods, i.e. showing pictures, scenarios and videos to participants, and three different measurements.

In sum, results of this dissertation demonstrate that positive emotions crucially influence a wide array of organizational variables such as reward perceptions, helping behavior and perceived effectiveness in instrumental and social leadership. Furthermore, they highlight that expecting positive emotions to have a positive influence constitutes an oversimplification. Their influence may be curvilinear or differential with regard to different outcomes. Having examined the influence of positive emotions on perceived rewards for the self and others, helping behaviors and leadership, results especially highlight the function of positive emotions in regulating interpersonal relationships in organizations. Therefore, the dissertation lays out how a better understanding of positive emotions can improve strategic and interpersonal leadership in organizations.

Kurzfassung (German abstract)

Emotionen wurden in der organisationswissenschaftlichen Forschung über Jahrzehnte hinweg vernachlässigt. Jüngste Forschungsergebnisse zeigen, dass Emotionen einen starken und allgegenwärtigen Einfluss auf organisationale Variablen wie beispielsweise Führung, Entscheidungsfindung und Hilfeverhalten haben. Diese Forschung zeigt zum einen, dass Emotionen das Verhalten der Person, die sie empfindet, beeinflussen. Sie zeigen aber auch, dass Emotionen das Verhalten der Person, die ausgedrückte Emotionen einer anderen Person beobachtet, beeinflussen. Bei diesen Erkenntnissen blieb jedoch eine Gruppe von Emotionen bisher weitgehend ungeachtet: die positive Emotionen. Aus diesem Grund untersucht diese Dissertation den Einfluss von positiven Emotionen auf die Wahrnehmung von finanziellen Anreizen, Verhalten in Organisationen und Führung.

Die erste Studie vertieft das Verständnis über den direkten und moderierenden Einfluss von positiver Affektivität als Persönlichkeitsvariable indem sie zeigt, dass der positive Einfluss von positiver Affektivität bei mittelgroßen finanziellen Anreizen besonders ausgeprägt ist, während er bei kleinen und großen Anreizen weniger stark ist. Außerdem zeigt diese Studie, dass der Einfluss von positiver Affektivität auf die Wahrnehmung von finanziellen Anreizen durch die Perspektive moderiert wird. Positive Affektivität beeinflusst nur die Wahrnehmung von finanziellen Anreizen, wenn erwartet wird, dass man diese selbst erhält. Erwartet man jedoch, dass eine andere Person die finanziellen Anreize erhalten wird, zeigt positive Affektivität keinen Einfluss.

Die zweite Studie untersucht den Einfluss von zwei unterschiedlichen Facetten der gleichen positiven Emotion, d.h., autenthischem und hybristischem Stolz, auf Hilfeverhalten. In zwei experimentellen Studien wird der kausale Zusammenhang gezeigt, dass die Bereitschaft anderen zu helfen niedriger ist, wenn Personen hybristischen Stolz empfinden im Vergleich zu

authentischem Stolz. Dieses Ergebnis wird in zwei Feldstudien, in denen authentischer Stolz und hybristischer Stolz als Persönlichkeitsmerkmal gemessen wurde, bestätigt. Während authentischer Stolz einen positiven Zusammenhang mit Hilfeverhalten gegenüber anderen zeigt, ist der Zusammenhang zwischen hybristischem Stolz und Hilfeverhalten gegenüber anderen negativ. Außerdem zeigen die Ergebnisse der letzten Feldstudie, dass der positive Zusammenhang zwischen authentischem Stolz und Hilfeverhalten vollständig durch Annäherungs-Leistungsziele und Vermeidungs-Leistungsziele mediiert wird. Im Gegensatz dazu zeigen die Ergebnisse einen positiven indirekten Effekt für Annäherungs-Leistungsziele zwischen hybristischem Stolz und Hilfeverhalten und einen negativen indirekten Effekt für Vermeidungs-Leistungsziele, welche sich gegenseitig aufheben. Der direkte negative Effekt von hybristischem Stolz auf Hilfeverhalten blieb dabei signifikant.

Die dritte Studie ändert den Fokus der Untersuchung von empfundenen positiven Emotionen hin zum Einfluss von ausgedrückten Emotionen, d.h., dem Einfluss von Stolz und Freude, auf Beobachter. In drei experimentellen Studien wird gezeigt, dass der Ausdruck von Stolz im Vergleich zum Ausdruck von Freude zu höheren Einschätzungen in Bezug auf Effizienz in instrumenteller Führung führt, während der Ausdruck von Freude im Vergleich zum Ausdruck von Stolz zu höheren Einschätzungen in Bezug auf Effizienz in sozialer Führung führt. Dieses Ergebnis zeigt sich konsistent bei drei unterschiedlichen Induktionsmethoden, d.h., Bildern, Szenarien und Videos, und drei unterschiedlichen Messinstrumenten.

Insgesamt zeigen die Ergebnisse dieser Dissertation, dass positive Emotionen einen entscheidenden Einfluss auf sehr unterschiedliche organisationale Variablen wie die Wahrnehmung von finanziellen Anreizen, Hilfeverhalten und empfundene Effizienz in instrumenteller und sozialer Führung haben. Darüber hinaus unterstreichen sie, dass die Annahme, dass positive Emotionen einen positiven Einfluss haben, für den wirklichen

Zusammenhang nicht immer zutreffend ist. Sie zeigen vielmehr, dass der Einfluss von positiven Emotionen kurvilinear oder auch differenziell in Bezug auf unterschiedliche Ergebnisse sein kann. Da die Ergebnisse insbesondere den Einfluss von positiven Emotionen auf die Wahrnehmung von finanziellen Anreizen für die eigene Person und für andere, Hilfeverhalten und Führung zeigen, heben die Ergebnisse insbesondere die Funktion von positiven Emotionen in der Regulierung von zwischenmenschlichen Beziehungen hervor. Daher wird in dieser Dissertation dargelegt, wie ein besseres Verständnis über positive Emotionen die strategische und persönliche Führung in Unternehmen verbessern kann.

1 Introduction¹

1.1 Motivation and research questions

For decades emotions have been vastly neglected in organizational research (Ashkanasy & Ashton-James, 2005; Barsade & Gibson, 2007; Brief & Weiss, 2002; Briner & Kiefer, 2005). Because organizations derive legitimacy from rational decision-making (Ashforth & Gibbs, 1990) and because affect is often considered as antipode to rationality (Mumby & Putnam, 1992; Niedenthal & Brauer, 2012), organizations and organizational research have ignored affect for a long time (Ashforth & Gibbs, 1990). Reflecting this neglect to acknowledge the general and pervasive influence of affect on behavior in organizations (Barsade & Gibson, 2007; Michl, Welp, Spörrle, & Picot, 2010), research on affect first started to examine employees' legitimate display of emotions in interactions with customers as part of their work roles (Rafaeli, 1989; Rafaeli & Sutton, 1987; Sutton & Rafaeli, 1988).

Affect generally entails a broad class of different phenomena (Russell & Barrett, 1999). Within the umbrella term affect, research generally differentiates between emotions, moods, and trait affectivity (Eisenberg, 2000). Emotions are subjective responses to certain events, relatively short-lived, intense, and accompanied by physiological changes and behavioral action tendencies (Frijda, 1986). Moods in contrast are typically of longer duration and not elicited by a specific event (Watson, Clark, & Tellegen, 1988). Moods have been predominantly examined along the valence dimension, thus as positive and negative mood (Watson et al., 1988). However, research also identified activation as a second dominant dimension in moods (Yik, Russell, & Barrett, 1999). Finally, trait affectivity is defined as individual differences in emotional reactivity (Watson et al., 1988). Trait affectivity mostly

¹ This chapter is partly based on Brosi, Spörrle, Welp, & Shaw (2012), Brosi, Spörrle, & Welp (2012a), Brosi, Spörrle, & Welp (2012b)

refers to trait positive (negative) affectivity as the tendency to experience positive (negative) moods and emotions more often in one's life (Watson & Clark, 1992). However, discrete emotions as for example contentment, joy and pride have likewise been examined on trait level (Mitte & Kämpfe, 2008; Shiota, Keltner, & John, 2006).

Research on affect in organizations has generally examined all three phenomena showing the influence of affect on trait level (e.g., Shaw, Duffy, Jenkins, & Gupta, 1999; Staw, Bell, & Clausen, 1986), mood level (e.g., Bindl, Parker, Totterdell, & Hagger-Johnson, 2011; George, 1991; George & Zhou, 2002; Shaw, 1999) and state level (e.g., Bono, Foldes, Vinson, & Muros, 2007; Grichnik, Smeja, & Welpel, 2010; Shepherd, Patzelt, & Wolfe, 2011; Welpel, Spörrle, Grichnik, Michl, & Audretsch, 2012; Yang & Diefendorff, 2009; Weiss & Cropanzano, 1996). By now, affect's multiple impacts on areas such as decision-making, leadership, and organizational behavior have been summarized in various reviews (Barsade & Gibson, 2007; Brief & Weiss, 2002; Briner & Kiefer, 2005; Elfenbein, 2007). Research even formed the term "affective revolution" to refer to the boom of research on affect within the last two decades (e.g., Barsade & Gibson, 2007; Brief & Weiss, 2002; Elfenbein, 2007). Nevertheless, considerable gaps for further research remain.

First, positive affect so far received less attention in organizational research (Ashkanasy & Ashton-James, 2007) compared to negative affect (e.g., Spörrle, Welpel, Breugst, & Scapin, 2008) and comparisons between positive and negative affect (e.g., Michl, Spörrle, Welpel, Grichnik, & Picot, 2012). One might argue, that the relative neglect of positive emotions in organizational research simply reflects that they are not sufficiently relevant for organizations. However, although negative emotions may generally have stronger consequences (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001), positive emotions are reported to be more often experienced in both life in general (Scollon, Diener, Oishi, & Biswas-Diener, 2005) and at work (Mignonac & Herrbach, 2004). Ignoring positive emotions

therefore means ignoring constantly experienced states. Furthermore, research has argued that positive emotions foster positive outcomes in organizations (Fredrickson, 2003) and it has been shown that for example positive mood increases creativity (Amabile, Barsade, Müller, & Staw, 2005) and interpersonal helping in organizations (George, 1991). Furthermore, high-activating positive mood has been shown to increase proactive behavior (Bindl et al., 2011). Thus, research indicates that positive emotions do have an impact on various organizational variables. In addition, with most studies being preoccupied with positive consequences of positive emotions, research recently called for the examination of potential negative outcomes from positive emotions in organizations (Lindebaum & Jordan, 2012).

Second, discrete emotions so far received limited recognition in organizational research (Gooty, Gavin, & Ashkanasy, 2009; Lazarus & Cohen-Charash, 2001). Especially the influence of discrete positive emotions has barely received attention (Cavanaugh, Bettman, Luce, & Payne, 2007; Lindebaum & Jordan, 2012). Although discrete positive emotions are somewhat less differentiated than negative emotions, research has shown that some discrete positive emotions can be clearly differentiated according to situational appraisals such as expected effort and predictability (Ellsworth & Smith, 1988). Furthermore, first studies in the field of marketing show that discrete positive emotions differ in their influence on consumer choices (e.g., Griskevicius, Shiota & Nowlis, 2010; Winterich & Haws, 2011). These studies underline that discrete positive emotions do indeed have differential outcomes and indicate that the examination of discrete positive emotions may likewise yield fruitful results in organizational behavior research.

Third, research in organizational behavior mainly focused on a within-person perspective when examining emotions (Hareli & Rafaeli, 2008). However, highlighting the social function of emotions in regulating interactions between individuals (Keltner & Haidt, 1999; Niedenthal & Brauer, 2012; Parkinson, 1996; Shariff & Tracy, 2011), two frameworks

on the social influence of emotion have been recently proposed (Hareli & Rafaeli, 2008; Van Kleef, 2009). According to these, emotion expressions influence observers by eliciting emotional reactions and inferences about the situation at hand. As for the intraindividual influence of discrete emotions, emerging research within this area concentrated on negative emotions (e.g., Lewis, 2000, Schaubroeck & Shao, 2012) or contrasted one positive emotion against negative emotions (e.g., Brundin, Patzelt, & Shepherd, 2008; Pietroni, Van Kleef, De Dreu, & Pagliaro, 2008; Van Kleef, Homan, Beersma, & Van Knippenberg, 2010; Van Kleef, Homan, Beersma, Van Knippenberg, Van Knippenberg, & Damen, 2009). For positive emotions, research has so far pertained to differentiate between high-activating and low-activating positive emotions (Connelly & Ruark, 2010; Damen, Van Knippenberg, & Van Knippenberg, 2008). A potential explanation for this trend might be that discrete negative emotions are easier distinguished in facial expressions than positive emotions (Ekman, 1992). However, recent advances in emotion research show that discrete positive emotions are distinguishable in relational themes (Campos, Shiota, Keltner, Gonzaga, & Goetz, 2012), facial expressions (Campos et al., 2012; Mortillaro, Mehu, & Scherer, 2011), body posture (Dael, Mortillaro, & Scherer, 2012; Tracy & Robins, 2007), voice and vocal outbursts (Simon-Thomas, Keltner, Sauter, Sinicropi-Yao, & Abramson, 2009), touch (Hertenstein, Keltner, App, Bulleit, & Jaskolka, 2006), and autonomic nervous system responses (Shiota, Neufeld, Yeung, Moser, & Perea, 2011). Furthermore, recent findings indicate that depending on their function, discrete positive emotions are communicated via different nonverbal channels (App, McIntosh, Reed, & Hertenstein, 2011). Despite these recent advances no study has so far examined the differential influence of emotional expression of different discrete positive emotions in the organizational context.

Targeting these research gaps, this dissertation thesis will contribute to existing research in leadership and organizational studies by showing that the assumption that positive

emotions have a positive influence on positive outcomes (Gruber, Mauss, & Tamir, 2011; Lindebaum & Jordan, 2012; McNulty & Fincham, 2012) is overly simplified.

First, contributing to signal sensitivity theory (Shaw et al., 1999; Shaw, Duffy, Mitra, Lockhart, & Bowler, 2003) this research highlights the influence of trait positive affectivity on curvilinear relationships. Comparably to the too-much-of-a-good-thing effect (Pierce & Aguinis, 2011), this research shows, that some curvilinear effects may likewise be characterized by diminishing marginal utilities (Meyer, 2009) with trait positive affectivity increasing the relationship between reward size and subjective magnitude for small-to-medium rewards and decreasing it for medium-to-large rewards.

Second, answering to the call for research on differentiating influences of discrete positive emotions (Gooty et al., 2009; Lindebaum & Jordan, 2012), this thesis shows that some discrete positive emotions have indeed less positive and even negative consequences.

Third, reaching beyond the pervasive assumption that individuals who express positive emotions are perceived in more positive ways (e.g., Lindebaum & Jordan, 2012; Staw, Sutton, & Pelled, 1994), results of this thesis also show that displays of discrete positive emotions can provoke both positive and negative perceptions of effectiveness in different leader roles.

In addition, especially concentrating on pride as a discrete positive emotion results of this thesis also contribute to main theoretical approaches on discrete emotions in psychological research. First, research within appraisal theory has shown that differentially attributing another person's failure to effort or ability influences helping behavior towards this person (Weiner, 1980). Results of this thesis complement this finding as they show that how effort or ability are attributed to own achievements influences helping behavior towards other persons. Second, research applying a functional approach to discrete emotions hypothesized pride's function to motivate foregoing of short-term cost to reach further achievements

(DeSteno, 2009), to signal social status (Shariff & Tracy, 2009), and to foster learning in groups (Martens, Tracy, & Shariff, 2012). Results of this thesis broaden this functional view by implicating pride's function in leadership processes.

These contributions were derived from experimental and field studies measuring positive affect on both state and trait level. With most papers of this thesis focusing on discrete emotions, approaches to theory building on discrete emotions will be presented in the following. Afterwards methodological approaches used in this thesis and related methodological issues will be discussed. The introduction will finish with an overview of the main chapters of the thesis.

1.2 Theoretical basis for the influence of discrete positive emotions in organizations

When examining the influence of discrete emotions, theory building mainly concentrates on cognitive approaches (Han, Lerner, & Keltner, 2007) and functional accounts of emotions (Keltner & Gross, 1999). In short, cognitive approaches derive hypotheses from cognitive appraisals and attributions of the respective situation, according to which emotions are elicited (Han et al., 2007). Functional approaches build hypotheses on a more holistic view on emotions by concentrating on the situational problem to which the respective emotion emerged as a functional response (Keltner & Gross, 1999). Within the following both approaches and their application to hypothesis building on experienced and expressed emotions as well as suitable research strategies will be presented shortly.

1.2.1 The cognitive approach to emotions in organizations

It is widely considered, that emotion elicitation begins with a cognitive appraisal of the situation (Elfenbein, 2007; Lazarus, 1984; 1991; Spörrle, Welpe, Ringenberg, & Försterling, 2008). In this vein, appraisal theories postulated and still examine most important dimensions along which emotions are elicited and differentiated (e.g., Fontaine, Scherer, Roesch, &

Ellsworth, 2007; Frijda, 1986; Roseman, 1996; Smith & Ellsworth, 1985; Weiner, 1985). Overall it has been argued that appraisal theories broadly converge on central dimensions such as novelty, intrinsic pleasantness, motivational relevance, responsibility or causation of an event and compatibility with own or external standards (Ellsworth & Scherer, 2003). In addition to the influence of the situation itself, appraisals are also considered to be influenced by the personality of the appraising person (Smith & Kirby, 2009).

According to the appraisal tendency framework (Han et al., 2007; Lerner & Keltner, 2001; Lerner & Tiedens, 2006), appraisal tendencies not only influence which specific emotions arise but also content and depth of subsequent cognitive processing. Thus, experiencing discrete emotions influences dimensions such as attention, perception, evaluation, and decision-making when the task at hand allows for differentiation along appraisal dimensions (Han et al., 2007).

Moving hypothesis building from experienced emotions to reactions on expressed emotions, it was also proposed that observers of other individuals' emotional expressions act as "*reverse engineers*" (Hareli & Hess, 2010, p. 128). In this way they make inferences from emotional expression on underlying appraisals, and thereby on the expressers' personality (Hareli & Hess, 2010). Likewise, it has been shown that observers use others' emotional expressions to make inferences about the situation (Van Doorn, Heerdink, & Van Kleef, 2012).

In sum, cognitive approaches to positive discrete emotions enable theorizing both for emotion experience and reactions towards emotional expressions. To empirically examine the influence of experienced and expressed distinct emotions, the appraisal tendency framework advises to choose two distinct emotions, which differ in one important dimension, and examine their influence along this dimension (Lerner & Tiedens, 2006).

1.2.2 The functional approach to positive emotions in organizations

Another approach for theory building in research on discrete emotions focuses on emotions' specific functions (e.g., Griskevicius et al., 2010; Keltner & Gross, 1999). Emotions are understood as adaptive responses to problems, which threaten social or physical survival (Keltner & Gross, 1999). Functional approaches to emotions mainly have evolutionary roots (e.g., Nesse, 1990; Tooby & Cosmides, 1990) but can be also found in social construction (e.g., Lutz & White, 1986). Based on the survival enhancing function of emotions, it has been argued that any controllable neurocomputational or biological process, such as for example goal setting, motivation, memory and behavior, is influenced by emotions (Tooby & Cosmides, 2008).

Early research on functions of discrete emotions mainly concentrated on those emotions most clearly distinguishable (Ekman, 1992; Levenson, 1992) and fundamental in response to immediate hazards to physical survival (Fredrickson, 2004). This focus was less fruitful for positive emotions as positive emotions are seldomly experienced in life-threatening situations (Fredrickson, 2001). Furthermore, resulting action tendencies (Frijda, 1986; Lazarus, 1991) and connected physiological changes (Shiota et al., 2011) are less distinctive. The broaden-and-build-model of positive emotions therefore concentrated on the general function of positive emotions. It hypothesized that the general function of positive emotions is to broaden one's thought-action repertoire in order to build additional resources (Fredrickson, 1998; 2001). In this vein, positive emotions are expected to fuel psychological resiliency, to help recover from experience of negative emotions, and to increase psychological and physical well-being (Fredrickson, 2004).

Despite lower distinctiveness of discrete positive emotions compared to negative emotions, research also started to examine specific functions of discrete positive emotions such as pride, gratitude and compassion. Within this literature, pride's function has been

hypothesized to motivate achievement of long-term gains even at the expense of short-term costs (DeSteno, 2009) and to signal one's status to others (Shariff & Tracy, 2009) in order to increase groups' fitness by providing cues for learning opportunities (Martens et al., 2012). Gratitude has been argued to enhance relationship building by promoting reciprocal behavior towards others (Algoe & Haidt, 2009; Bartlett & DeSteno, 2006). Finally, compassion has been hypothesized to increase cooperation with and protection of weaker others (Goetz, Keltner, & Simon-Thomas, 2010).

These examples suggest that theory building on positive emotions profits from a long-term perspective and enhancing the adaptive function of emotions to the solution of social problems (Keltner & Haidt, 1999). Furthermore, opening the analysis to social problems built the foundation for models on the social function of expressing emotions to others (Hareli & Rafaeli, 2008; Van Kleef, 2009). These models assume that observers have a general understanding of the appraisal processes of emotions in the way that they can make inferences from these on the situation at hand (Van Kleef, 2009) and the personality of the emotion expresser (Hareli & Rafaeli, 2008). Transferring this concept to a functional approach, research within this thesis assumes that observers also have an implicit basic understanding of the motivational forces of emotions.

The empirical strategy for theory building according to functional approaches focuses on summing information regarding all components of emotions including the typical situation and adaptive problem (Tooby & Cosmides, 2008). Acknowledging that emotions spill over from one situation to the other (e.g., Pham, 2007), hypothesis building is not limited to the typical situation, in which the respective emotion is experienced, but likewise reaches to other situations in which emotions' functions are no longer adaptive. When empirically testing functional accounts of emotions, target emotions are compared to general positive states (e.g., Bartlett & DeSteno, 2006; Winterich & Haws, 2011), neutral states (e.g., Bartlett & DeSteno,

2006; Griskevicius et al., 2010; Winterich & Haws, 2011), or emotions assumed to be opposite with regard to the respective function (e.g., Griskevicius et al., 2010; Oveis, Horberg, & Keltner, 2010; Winterich & Haws, 2011).

Progressing from theory building on discrete positive emotions to methodological issues, the next section will give an overview on existing methods and crucial points for the examination of the influence of expressed and experienced emotions.

1.3 Methods and data sources

As emotions and emotional expressions are a dynamic phenomenon, their measurement as well as examination in experimental studies bears various challenges. In the following a short overview on measurement of emotions, emotional elicitation and main approaches to examine emotional expression in experimental designs is given and those methods applied in this dissertation thesis are described.

1.3.1 Measurement of emotions

It has been stated that “*measuring a person’s emotional state is one of the most vexing problems in affective science*” (Mauss & Robinson, 2009, p. 209). In general, emotions can be measured with a variety of different methods ranging from self-reports, over autonomic nervous system measures, startle response magnitude, electroencephalography, functional magnetic resonance imaging to measuring vocal, facial, and body behavior (Mauss & Robinson, 2009). However, all measures have strengths and weaknesses and none of these measures has been so far identified as superior.

On the one hand, measurements such as autonomic nervous system measures, startle response magnitude, electroencephalography, functional magnetic resonance imaging, and behavior ratings have been shown to be biased by different measurement errors especially with regard to measurements of discrete emotions (Mauss & Robinson, 2009). On the other

hand, self-report measures on emotions are biased by episodic-memory, situation-specific beliefs, and, especially when measured on trait level, identity-related beliefs (Robinson & Clore, 2002). Furthermore, when self-ratings of emotions on trait level are included in correlational one-time, one-source surveys, results are additionally influenced by common method biases (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

For these reasons, the methodological strategy of this dissertation thesis was to combine trait measurements of discrete emotions in field studies with experimental results using vignette studies for emotion elicitation showing the same relation. Thereby, high external validity of field studies was combined with high internal validity of experimental studies.

1.3.2 Experimental emotion elicitation

A great variety of different emotion elicitation procedures has been established with examples encompassing autobiographical recall, posing facial expression, film clips, music, performance feedback, and social interaction (Salas, Radovic, & Turnbull, 2012). With earlier comparative studies and meta-analyses lacking the differentiation between distinct emotions (cf. Brewer, Doughtie, & Lubin, 1980; Gerrard-Hesse, Spies, & Hesse, 1994; Westermann, Spies, Stahl, & Hesse, 1996), only one study so far compared emotion elicitation procedures for discrete emotion. Examining procedures to elicit fear, anger, sadness, and joy, this study indicates that external, i.e., film clips, and internal, i.e., affective recall, procedures are comparable in effectiveness and elicitation of joy was even more intense for internal procedures (Salas et al., 2012).

Research within appraisal theories mostly relied on affective recall as well as vignette studies, in which participants read an emotion eliciting scenario (Robinson & Clore, 2001). Doubting external validity of results from these studies, it has been argued, that especially

vignette studies are not comparable to real-life situations as real-life situations are more complex, interacting and furthermore, experienced from a first-person perspective (Parkinson & Manstead, 1993). However, experimental comparison of vignette studies with emotion elicitation by pictures has shown that results converged across methods (Robinson & Clore, 2001).

Based on this finding and the current use of vignette studies in experimental examinations of discrete positive emotions (cf. Griskevicius, Shiota, & Neufeld, 2010; Tracy & Robins, 2007), vignette studies were also applied within this dissertation for emotion elicitation. Furthermore, this approach allowed differentiating between attributions of effort, ability, and luck, on which hypotheses were built on.

1.3.3 Emotion expression

Research within the trait generalization paradigm used emotion pictures as minimal design to examine the influence of emotion expressions on inferences about personality (Hareli, Shomrat, & Hess, 2009; Knutson, 1996; Montepare & Dobish, 2003). Furthermore, research on the influence of emotion expressions used a variety of different methods such as emotion profiles (Brundin et al., 2008), vignette studies (Connelly & Ruark, 2010; Madera & Smith, 2009; Schaubroeck & Shao, 2012), video stimuli (Lewis, 2000; Newcombe & Ashkanasy, 2002; Van Kleef, Anastasopoulou, & Nijstad, 2009; Van Kleef et al., 2010; Van Kleef et al., 2009), and emotion expressions of confederates (Barsade, 2002).

These methods generally differ in the presentation of emotion expression. Whereas emotion profiles and vignette studies used written descriptions, studies implying pictures, video stimuli and confederates worked with nonverbal, bodily emotional expression. Further, they differ in the dynamic in which emotion expressions are presented; with ecological validity increasing with increasing dynamic (Martens et al., 2012).

Within this thesis, bodily emotion expressions were examined in multiple steps with increasing dynamic of emotional expression. In a first step, emotion pictures taken from a standardized emotion picture set (Tracy, Robins, & Schriber, 2009) were used. In the next step, pictures were accompanied by short written scenarios, which provided the reason for emotional expression. Finally, video stimuli were used in which professional actors posed the respective emotional expression within the context of job interviews.

1.4 Structure and main results

Each of the main chapters of this dissertation thesis examines the influence of positive affect in organizations with regard to different dependent variables. These are financial rewards (chapter 2), helping colleagues (chapter 3), and leadership (chapter 4). Therefore, each chapter will provide an overview on the respective field of literature, and describe the research gap, specific contribution as well as implications for practice and future research. The following lines provide a short overview on each chapter.

Chapter 2 builds on signal sensitivity in explaining the influence of trait positive affectivity on perceptions of financial rewards. Financial rewards are not only considered as crucial motivator in influencing performance in organizations (cf. Gerhart, Rynes, & Fulmer, 2009; Jenkins, Mitra, Gupta, & Shaw, 1998), but are also widely discussed with respect to optimal reward size (Gneezy & Rustichini, 2000; Mitra, Gupta, & Jenkins, 1997) and individual differences (Cadsby, Song, & Tapon, 2007; Shaw et al., 1999). This thesis will show that the influence of trait positive affectivity moderates a curvilinear relation between actual and perceived reward size, which is shown to only apply to rewards received by the own person but not on others' rewards.

Chapter 3 takes a cognitive approach to emotions by applying attribution theory for building and examining the influence of discrete positive emotions, i.e., two facets of pride,

on interpersonal helping in organizations. Helping behavior is one of the key dimensions of organizational citizenship behavior (Podsakoff, MacKenzie, Paine, & Bacharach, 2000), which has been already found to be influenced by positive mood (George, 1991). Examining two different facets of one discrete positive emotion, this research will show that not all positive emotions increase helping in organizations. Whereas hubristic pride decreased helping colleagues by trend, authentic pride increased helping colleagues, and these effects were partially mediated by goal orientation.

Chapter 4 examines how expressions of pride and happiness differentially influence perceived competency in social and instrumental leader roles. With leaders having tremendous influence on how subordinates feel, think, and act (George, 2000; Sy, Côté, & Saavedra, 2005), this thesis will examine how discrete positive emotions (pride and happiness) influence the way leaders and potential future leaders are perceived with respect to two different leader roles (instrumental leader roles and social leader roles).

Finally, chapter 5 provides an overall discussion based on main findings of chapters 2-4. With results of this thesis especially highlighting the function of emotions in regulating interpersonal relations in organizations, general implications are discussed focusing on the even increasing importance of collaboration in organizations. As organizations, especially in developed countries, are increasingly knowledge-intensive, employees are not only becoming more important as an organization's assets, but regulating interpersonal relations becomes a crucial challenge for value creation in organizations. Finally, implications for future research on discrete emotions are laid out focusing on a potential adaptive function of hubristic pride, the importance of emotion regulation in managerial leadership and increasing influences from virtualization of labor.

1.5 References

- Algoe, S. B., & Haidt, J. (2009). Witnessing excellence in action: The “otherpraising” emotions of elevation, gratitude, and admiration. *Journal of Positive Psychology, 4*, 105–127.
- Amabile, T. M., Barsade, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and creativity at work. *Administrative Science Quarterly, 50*, 367–403.
- Ashforth, B. E., & Gibbs, B. W. (1990). The double-edge of organizational legitimation. *Organization Science, 1*, 177–194.
- App, B., McIntosh, B. N., Reed, C. L., & Hertenstein, M. J. (2011). Nonverbal channel use in communication of emotion: How may depend on why. *Emotion, 11*, 603–617.
- Ashkanasy, N. M., & Ashton-James, C. E. (2005). Emotion in organizations: A neglected topic in I/O Psychology, but with a bright future. In G. P. Hodgkinson & J. K. Ford (Eds.), *International review of industrial and organizational psychology (Vol. 20)* (pp. 221-268). Chichester, UK: John Wiley & Sons.
- Ashkanasy, N. M., & Ashton-James, C. E. (2007). Positive emotion in organizations: A multi-level framework. In C. L. Cooper & D. Nelson (Eds.), *Positive organizational behavior* (pp. 57-73). Chichester, UK: John Wiley and Sons.
- Barsade, S. G. (2002). The ripple effect: Emotional contagion and its influence on group behavior. *Administrative Science Quarterly, 47*, 644–675.
- Barsade, S. G., & Gibson, D. E. (2007). Why does affect matter in organizations? *Academy of Management Perspectives, 21*, 36–59.
- Bartlett, M. Y., & DeSteno, D. (2006). Gratitude and prosocial behavior: Helping when it costs you. *Psychological Science, 17*, 319–325.

- Baumeister, R. F., Bratslavsky, E., Finkenauer, C., & Vohs, K. D. (2001). Bad is stronger than good. *Review of General Psychology, 5*, 323–370.
- Bindl, U. K., Parker, S. K., Totterdell, P., & Hagger-Johnson, G. (2011). Fuel of the selfstarter: How mood relates to proactive goal regulation. *Journal of Applied Psychology, 97*, 134–150.
- Bono, J. E., Foldes, H. J., Vinson, J., & Muros, J. P. (2007). Workplace emotions: The role of supervision and leadership. *Journal of Applied Psychology, 92*, 1357–1367.
- Brewer, D., Doughtie, E., & Lubin, B. (1980). Induction of mood and mood shift. *Journal of Clinical Psychology, 36*, 215–226.
- Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology, 53*, 279–307.
- Briner, R. B., & Kiefer, T. (2005). Psychological research into the experience of emotion at work: definitely older, but are we any wiser? In N. M. Ashkanasy, C. E. J. Härtel, & W. J. Zerbe (Eds.), *The effects of affect in organizational settings (Vol. 1)*. Bingley, UK: Emerald Publishing.
- Brundin, E., Patzelt, H., & Shepherd, D. (2008). Managers' emotional displays and employees' willingness to act entrepreneurially. *Journal of Business Venturing, 23*, 221–243.
- Cadsby, C. B., Song, F., & Tapon, F. (2007). Sorting and incentive effects of pay for performance: An experimental investigation. *Academy of Management Journal, 50*, 387–405.
- Campos, B., Shiota, M. N., Keltner, D., Gonzaga, G. C., & Goetz, J. L. (2012). What is shared, what is different? Core relational themes and expressive displays of eight positive emotions. *Cognition and Emotion*, online first publication.

- Cavanaugh, L. A., Bettman, J. R., Luce M. F., & Payne J. W. (2007), Appraising the Appraisal-Tendency Framework. *Journal of Consumer Psychology, 17*, 169–73.
- Connelly, S., & Ruark, G. (2010). Leadership style and activating potential as moderators of the relationships among leader emotional displays and outcomes. *The Leadership Quarterly, 21*, 745–764.
- Dael, N., Mortillaro, M., & Scherer, K. R. (2012). Emotion expression in body action and posture. *Emotion, 12*, 1085–1101.
- Damen, F., Van Knippenberg, B., & Van Knippenberg, D. (2008). Affective match in leadership: Leader emotional displays, follower positive affect, and follower performance, *Journal of Applied Social Psychology, 38*, 868–902.
- DeSteno, D. (2009). Social emotions and intertemporal choice: “Hot” mechanisms for the building of social and economic capital. *Current Directions in Psychological Science, 18*, 280–284.
- Eisenberg, N. (2000). Emotion, regulation, and moral development. *Annual Review in Psychology, 51*, 665–697.
- Ekman, P. (1992). An argument for basic emotions. *Cognition and Emotion, 6*, 169–200.
- Elfenbein, H. A. (2007). Emotion in organizations: A review and theoretical integration. *Academy of Management Annals, 1*, 371–457.
- Ellsworth, P. C., & Scherer, K. R. (2003). Appraisal processes in emotion. In R. J. Davidson, K. R., Scherer, & H. H. Goldsmith (Eds.), *Handbook of affective sciences* (pp. 572–595). New York: Oxford University Press.
- Ellsworth, P. C., & Smith, C. A. (1988). Shades of joy: Patterns of appraisal differentiating pleasant emotions. *Cognition and Emotion, 2*, 301–331.

- Fontaine, J. R. J., Scherer K. R., Roesch, E. B., & Ellsworth, P. C. (2007). The world of emotions is not two-dimensional, *Psychological Science*, *18*, 1050–1057.
- Fredrickson, B. L. (1998). What good are positive emotions? *Review of General Psychology*, *2*, 300–319.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, *56*, 218–226.
- Fredrickson, B. L. (2003). Positive emotions and upward spirals in organizations. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship* (pp. 163–175). San Francisco: Berrett-Kohler.
- Fredrickson, B. L. (2004). The broaden-and-build theory of positive emotions. *Philosophical Transactions of the Royal Society of London. Series B, Biological Sciences*, *359*, 1367–1378.
- Frijda, N. H. (1986). *The emotions*. Cambridge, England: Cambridge University Press.
- George, J. M. (1991). State or trait: Effects of positive mood on prosocial behavior at work. *Journal of Applied Psychology*, *76*, 299–307.
- George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. *Human Relations*, *53*, 1027–1055.
- George, J. M., & Zhou, J. (2002). Understanding when bad moods foster creativity and good ones don't: The role of context and clarity of feelings. *Journal of Applied Psychology*, *87*, 687–697.
- Gerhart, B., Rynes, S. L., & Fulmer, I. S. (2009). Pay and performance: Individuals, groups, and executives. *Academy of Management Annals*, *3*, 251–315.

- Gerrard-Hesse, A., Spies, K., & Hesse, F. (1994). Experimental inductions of emotional states and their effectiveness. *British Journal of Psychology*, *85*, 55–78.
- Gneezy, U., & Rustichini, A. (2000). Pay enough or don't pay at all. *Quarterly Journal of Economics*, *115*, 791–810.
- Goetz, J. L., Keltner, D., & Simon-Thomas, E. (2010). Compassion: An evolutionary analysis and empirical review. *Psychological Bulletin*, *136*, 351–374.
- Gooty, J., Gavin, M. & Ashkanasy, N. M. (2009). Emotions research in OB: The challenges that lie ahead. *Journal of Organizational Behavior*, *30*, 833–838.
- Grichnik, D., Smeja, A., & Welpe, I. M. (2010). The importance of being emotional: How do emotions affect entrepreneurial opportunity evaluation and exploitation? *Journal of Economic Behavior and Organization*, *76*, 15–29.
- Griskevicius, V., Shiota, M. N., & Neufeld, S. L. (2010). Influence of different positive emotions on persuasion processing: A functional evolutionary approach. *Emotion*, *10*, 190–206.
- Griskevicius, V., Shiota, M. N., & Nowlis, S. M. (2010). The many shades of rose-colored glasses: An evolutionary approach to the influence of different positive emotions. *Journal of Consumer Research*, *37*, 238–250.
- Gruber, J., Mauss, I. B., & Tamir, M. (2011). A dark side of happiness? How, when and why happiness is not always good. *Perspectives on Psychological Science*, *6*, 222–233.
- Han, S., Lerner, J. S., & Keltner, D. (2007). Feelings and consumer decision making: The appraisal-tendency framework. *Journal of Consumer Psychology*, *17*, 158–168.
- Hareli, S., & Hess, U. (2010). What emotional reactions can tell us about the nature of others: An appraisal perspective on person perception. *Cognition and Emotion*, *24*, 128–140.

- Hareli, S., & Rafaeli, A. (2008). Emotion cycles: On the social influence of emotion in organizations. *Research in Organizational Behavior, 28*, 35–59.
- Hareli, S., Shomrat, N., & Hess, U. (2009). Emotional versus neutral expressions and perceptions of social dominance and submissiveness. *Emotion, 9*, 378–384.
- Hertenstein, M. J., Keltner, D., App, B., Bulleit, B. A., & Jaskolka, A. R. (2006). Touch communicates distinct emotions. *Emotion, 6*, 528–533.
- Jenkins, G. D., Jr., Mitra, A., Gupta, N., & Shaw, J. D. (1998). Are financial incentives related to performance? A meta-analytic review of empirical research. *Journal of Applied Psychology, 83*, 777–787.
- Keltner, D., & Gross, J. J. (1999). Functional accounts of emotions. *Cognition & Emotion, 13*, 467–480.
- Keltner, D., & Haidt, J. (1999). Social functions of emotions at four levels of analysis. *Cognition and Emotion, 13*, 505–521.
- Knutson, B. (1996). Facial expressions of emotion influence interpersonal trait inferences. *Journal of Nonverbal Behavior, 20*, 165–182.
- Lazarus, R. S. (1984). On the primacy of cognition. *American Psychologist, 39*, 124–29.
- Lazarus, R. S. (1991). *Emotion and adaptation*. New York: Oxford University Press.
- Lazarus, R. S., & Cohen-Charash, Y. (2001). Discrete emotions in organizational life. In R. L. Payne & G. L. Cooper (Eds.), *Emotions at work: Theory, research and applications for management* (pp. 45–81). Chichester, England: John Wiley and Sons.
- Lerner, J. S., & Keltner, D. (2001). Fear, anger, and risk. *Journal of Personality and Social Psychology, 81*, 146–159.

- Lerner, J. S., & Tiedens, L. Z. (2006). Portrait of the angry decision maker: How appraisal tendencies shape anger's influence on cognition. *Journal of Behavioral Decision Making, 19*, 115–137.
- Levenson, R. W. (1992). Autonomic nervous system differences among emotions. *Psychological Science, 3*, 23–27.
- Lewis, K. (2000). When leaders display emotion: How followers respond to negative emotional expression of male and female leaders. *Journal of Organizational Behavior, 21*, 221–234.
- Lindebaum, D., & Jordan, P. J. (2012). Positive emotions, negative emotions, or utility of discrete emotions? *Journal of Organizational Behavior*. Advance online publication.
- Lutz, C., & White, G. M. (1986). The anthropology of emotions. *Annual Review of Anthropology, 15*, 405–436.
- Madera, J. M., & Smith, D. B. (2009). The effects of leader negative emotions on evaluations of leadership in a crisis situation: The role of anger and sadness. *The Leadership Quarterly, 20*, 103–114.
- Martens, J. P., Tracy, J. L., & Shariff, A. (2012). Status signals: Adaptive benefits of displaying and observing the nonverbal expressions of pride and shame. *Cognition and Emotion, 26*, 390–406.
- Mauss, I. B., & Robinson, M. D. (2009). Measures of emotion: A review. *Cognition and Emotion, 23*, 209–237.
- McNulty, J. K., & Fincham, F. D. (2012). Beyond positive psychology? Toward a contextual view of psychological processes and well-being. *American Psychologist, 67*, 101–110.

- Meyer, K. E. (2009). Motivating, testing, and publishing curvilinear effects in management research. *Asian Pacific Journal of Management*, 26, 187–193.
- Michl, T., Spörrle, M., Welppe, I. M., Grichnik, D., & Picot, A. (2012). Der Einfluss von Kognition und Affekt auf Unternehmensgründungsentscheidungen: Eine vergleichende Analyse von Angestellten und Unternehmern. [The influence of cognition and affect on entrepreneurial exploitation decisions: A comparative analysis of employees and entrepreneurs.] *Zeitschrift für Betriebswirtschaft*, 82, 275–304.
- Michl, T., Welppe, I. M., Spörrle, M., & Picot, A. (2010). Der Einfluss affektiver Zustände auf den strategischen Entscheidungsfindungsprozess. [The influence of affect on strategic decisions.] *Managementforschung*, 20, 79–112.
- Mignonac, K., & Herrbach, O. (2004). Linking work events, affective states, and attitudes: An empirical study of managers' emotions. *Journal of Business and Psychology*, 19, 221–240.
- Mitra, A., Gupta, N., & Jenkins, G. D. Jr. (1997). A drop in the bucket: When is a pay raise a pay raise? *Journal of Organizational Behavior*, 18, 117–137.
- Mitte, K., & Kämpfe, N. (2008). Personality and the four faces of positive affect: A multitrait-multimethod analysis using self- and peer-report. *Journal of Research in Personality*, 42, 1370–1375.
- Montepare, J. M., & Dobish, H. (2003). The contribution of emotion perceptions and their overgeneralizations to trait impressions. *Journal of Nonverbal Behavior*, 27, 237–254.
- Mortillaro, M., Mehu, M., & Scherer, K. R. (2011). Subtly different positive emotions can be distinguished by their facial expressions. *Social Psychological and Personality Science*, 2, 262–271.

- Mumby, D., & Putnam, L. (1992). The politics of emotion: A feminist reading of bounded rationality. *Academy of Management Review*, *17*, 465–478.
- Nesse, R. M. (1990). Evolutionary explanations of emotions. *Human Nature*, *1*, 261–289.
- Newcombe, M. J., & Ashkanasy, N. M. (2002). The role of affect and affective congruence in perceptions of leaders: An experimental study. *The Leadership Quarterly*, *13*, 601–614.
- Niedenthal, P. M., & Brauer, M. (2012). Social functionality of human emotion. *Annual Review of Psychology*, *63*, 259–285.
- Oveis, C., Horberg, E. J., & Keltner, D. (2010). Compassion, pride, and social intuitions of self-other similarity. *Journal of Personality and Social Psychology*, *98*, 618–630.
- Parkinson, B. (1996). Emotions are social. *British Journal of Psychology*, *87*, 663–683.
- Parkinson, B., & Manstead, A. S. (1993). Making sense of emotion in stories and social life. *Cognition and Emotion*, *7*, 295–323.
- Pham, M. T. (2007). Emotion and rationality: A critical review and interpretation of empirical evidence. *Review of General Psychology*, *11*, 155–178.
- Pietroni, D., Van Kleef, G. A., De Dreu, C. K. W., & Pagliaro, S. (2008). Emotions as strategic information: Effects of other's emotions on fixed-pie perception, demands and integrative behavior in negotiation. *Journal of Experimental Social Psychology*, *44*, 1444–1454.
- Pierce, J. R., & Aguinis, H. (2011). The too-much-of-a-good-thing effect in management. *Journal of Management*. Advance online publication.

- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*, 879–903.
- Podsakoff, P., MacKenzie, S., Paine, J., & Bacharach, D. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26*, 513–563.
- Rafaeli, A. (1989). When cashiers meet customers: An analysis of the role of supermarket cashiers. *Academy of Management Journal, 32*, 245–273.
- Rafaeli, A., & Sutton, R. I. (1987). Expression of emotion as part of the work role. *Academy of Management Review, 12*, 23–37.
- Robinson, M. D., & Clore, G. L. (2001). Simulation, scenarios, and emotional appraisal: Testing the convergence of real and imagined reactions to emotional stimuli. *Personality and Social Psychology Bulletin, 27*, 1520–1532.
- Robinson, M. D., & Clore, G. L. (2002). Belief and feeling: Evidence for an accessibility model of emotional self-report. *Psychological Bulletin, 128*, 934–960.
- Roseman, I. J. (1996). Appraisal determinants of emotions: Constructing a more accurate and comprehensive theory. *Cognition and Emotion, 10*, 241–278.
- Russell, J. S., & Barrett, L. (1999). Core affect, prototypical emotional episodes and other things called emotion: Dissecting the elephant. *Journal of Personality and Social Psychology, 76*, 805–819.
- Salas, C. E., Radovic, D., & Turnbull, O. H. (2012). Inside-out: Comparing internally generated and externally generated basic emotions. *Emotion, 12*, 568–578.

- Schaubroeck, J. M., & Shao, P. (2012). The role of attribution in how followers respond to the emotional expression of male and female leaders. *The Leadership Quarterly*, *23*, 27–42.
- Scollon, C. K. N., Diener, E., Oishi, S. & Biswas-Diener, R. (2005). An experience sampling and cross-cultural investigation of the relationship between pleasant and unpleasant affect. *Cognition and Emotion*, *19*, 27–52.
- Shariff, A. F., & Tracy, J. L. (2009). Knowing who's boss: Implicit perceptions of status from the nonverbal expression of pride. *Emotion*, *9*, 631–639.
- Shariff, A. F., & Tracy, J. L. (2011). What are emotion expressions for? *Current Directions in Psychological Science*, *20*, 395–399.
- Shaw, J. D. (1999). Job satisfaction and turnover intentions: The moderating role of positive affect. *Journal of Social Psychology*, *139*, 242–244.
- Shaw, J. D., Duffy, M. K., Jenkins, G. D. Jr., & Gupta, N. (1999). Positive and negative affect, signal sensitivity, and pay satisfaction. *Journal of Management*, *25*, 189–206.
- Shaw, J. D., Duffy, M. K., Mitra, A., Lockhart, D. E., & Bowler, M. (2003). Reactions to merit pay increases: A longitudinal test of a signal sensitivity perspective. *Journal of Applied Psychology*, *88*, 538–544.
- Shepherd, D. A., Patzelt, H., & Wolfe, M. (2011). Moving forward from project failure: Negative emotions, affective commitment, and learning from the experience. *Academy of Management Journal*, *54*, 1229–1259.
- Shiota, M. N., Keltner, D., & John, O. P. (2006). Positive emotion dispositions differentially associated with Big Five personality and attachment style. *The Journal of Positive Psychology*, *1*, 61–71.

- Shiota, M. N., Neufeld, S. L., Yeung, W. H., Moser, S. E., & Perea, E. F. (2011). Feeling good: Autonomic nervous system responding in five positive emotions. *Emotion, 11*, 1368–1378.
- Simon-Thomas, E. R., Keltner, D. J., Sauter, D., Sinicropi-Yao, L., & Abramson, A. (2009). The voice conveys specific emotions: Evidence from vocal burst displays. *Emotion, 9*, 838–846.
- Smith, C. A., & Ellsworth, P. C. (1985). Patterns of cognitive appraisal in emotion. *Journal of Personality and Social Psychology, 48*, 813–838.
- Smith, C. A., & Kirby, L. D. (2009). Putting appraisal in context: Toward a relational model of appraisal and emotion. *Cognition and Emotion, 23*, 1352–1372.
- Spörrle, M., Welppe, I. M., Breugst, N., & Scapin, K. (2008). Fear and primary appraisal in the entrepreneurship context. *International Journal of Psychology, 43*, 391.
- Spörrle, M., Welppe, I. M., Ringenberg, I., & Försterling, F. (2008). Irrationale Kognitionen als Korrelate emotionaler Kompetenzen aus dem Kontext emotionaler Intelligenz und individueller Zufriedenheit am Arbeitsplatz. [Irrational cognitions as correlates of emotional competencies derived from the context of emotional intelligence and individual workplace satisfaction.] *Zeitschrift für Personalpsychologie, 7*, 113–128.
- Staw, B. M., Bell, N. E., & Clausen, J. A. (1986). The dispositional approach to job attitudes. *Administrative Science Quarterly, 31*, 56–77.
- Staw, B. M., Sutton, R. I., & Pelled, L. H. (1994). Employee positive emotion and favorable outcomes at the workplace. *Organization Science, 5*, 51–71.

- Sutton, R. I., & Rapaehali, A. (1988). Untangling the relationship between displayed emotions and organizational sales: The case of convenience stores. *Academy of Management Journal, 31*, 461–487.
- Sy, T., Côté, S., & Saavedra, R. (2005). The contagious leader: Impact of the leader's mood on the mood of group members, group affective tone, and group processes. *Journal of Applied Psychology, 90*, 295–305.
- Tooby J., & Cosmides, L. (1990). The past explains the present: Emotional adaptations and the structure of ancestral environments. *Ethology and Sociobiology, 11*, 375–424.
- Tooby, J., & Cosmides, L. (2008). The evolutionary psychology of the emotions and their relationship to internal regulatory variables. In M. Lewis, J. M. Haviland-Jones, & L. F. Barrett (Eds.), *Handbook of emotions* (pp. 114–137). New York: Guilford Press.
- Tracy, J. L., & Robins, R.W. (2007). The psychological structure of pride: A tale of two facets. *Journal of Personality and Social Psychology, 92*, 506–525.
- Tracy, J. L., Robins, R. W., & Schriber, R. A. (2009). Development of a FACS-verified set of basic and self-conscious emotion expressions. *Emotion, 9*, 554–559.
- Van Doorn, E. A., Heerdink, M. W., & Van Kleef, G. A. (2012). Emotion and the construal of social situations: Inferences of cooperation versus competition from expressions of anger, happiness, and disappointment. *Cognition and Emotion, 26*, 442–461.
- Van Kleef, G. A. (2009). How emotions regulate social life: The emotions as social information (EASI) model. *Current Directions in Psychological Science, 18*, 184–188.
- Van Kleef, G. A., Anastasopoulou, C., & Nijstad, B. A. (2009). Can expressions of anger enhance creativity? A test of the emotions as social information (EASI) model. *Journal of Experimental Social Psychology, 46*, 1042–1048.

- Van Kleef, G. A., Homan, A. C., Beersma, B., & Van Knippenberg, D. (2010). On angry leaders and agreeable followers: How leaders' emotions and followers' personalities shape motivation and team performance. *Psychological Science, 21*, 1827–1834.
- Van Kleef, G. A., Homan, A. C., Beersma, B., Van Knippenberg, D., Van Knippenberg, B., & Damen, F. (2009). Searing sentiment or cold calculation? The effects of leader emotional displays on team performance depend on follower epistemic motivation. *Academy of Management Journal, 52*, 562–580.
- Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology, 54*, 1063–1070.
- Watson, D., & Clark, L. A. (1992). Affects separable and inseparable: On the hierarchical arrangement of the negative affects. *Journal of Personality and Social Psychology, 62*, 489–505.
- Weiner, B. (1980). A cognitive (attribution)-emotion-action model of motivational behavior: an analysis of judgments of help-giving. *Journal of Personality and Social Psychology, 39*, 186–200.
- Weiner, B. (1985). An attributional theory of achievement motivation and emotion. *Psychological Review, 95*, 548–573.
- Weiss, H. W., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in Organizational Behavior, 18*, 1–74.
- Welppe, I. M., Spörrle, M., Grichnik, D., Michl, T., & Audretsch, D. (2012). Emotions and opportunities: The interplay of opportunity evaluation, fear, joy, and anger as

antecedent of entrepreneurial exploitation. *Entrepreneurship Theory and Practice*, 36, 1–28.

Westermann, R., Spies, K., Stahl, G., & Hesse, F. (1996). Relative effectiveness and validity of mood induction procedures: A meta-analysis. *European Journal of Social Psychology*, 26, 557–580.

Winterich, K. P., & Haws, K. L. (2011). Helpful hopefulness: The effect of future positive emotions on consumption. *Journal of Consumer Research*, 38, 505–524.

Yang, J. & Diefendorff, J. M. (2009). The relations of daily counterproductive workplace behavior with emotions, situational antecedents, and personality moderators: A diary study in Hong Kong. *Personnel Psychology*, 62, 259–295.

Yik, M. S. M., Russell, J. A., & Barrett, L. F. (1999). Structure of self-reported current affect: Integration and beyond. *Journal of Personality and Social Psychology*, 77, 600–619.

2 The role of trait positive affectivity in the evaluations of one's own and others' financial rewards

Abstract

Previous research indicates that trait positive affectivity (PA) directly and indirectly influences individuals' evaluations of reward sizes. However, research shows conflicting results on the direction of PA's moderating influence. Furthermore, past studies fail to differentiate evaluations of one's own rewards versus rewards for others, which is particularly important as reward systems are designed from a third-person perspective. Our experimental design confirms PA's direct and moderating effect on the evaluation of one's own rewards, finding stronger positive relationship for small-to-moderate rewards but weaker positive relationship for moderate-to-large rewards. These evaluation processes further show that individuals high (low) in PA perceive their own rewards as being larger (smaller) than rewards for others. The discussion addresses the implications for designing reward systems in organizations.

Key words: Reward size; incentives; perspective; subjective magnitude; trait positive affectivity

3 Too proud to help? Examining the opposing influences of authentic and hubristic pride on helping

Abstract

Although positive affect is widely acknowledged to be positively related to helping colleagues, little is known about the influence of discrete positive emotions such as pride on helping colleagues. This paper examines the prosocial consequences of authentic and hubristic pride in a management context. Within two experimental studies (overall $N = 372$) and two field studies (overall $N = 627$) we measure authentic and hubristic pride on both state and trait level. Findings revealed differential effects for the two facets. Furthermore, we found that the influence of authentic pride was fully mediated by goal orientation, whereas the influence of hubristic pride additionally showed a direct negative influence on helping colleagues. Finally, we provide a detailed discussion for fostering helping in work contexts.

Key words: Organizational Citizenship Behavior, Positive Emotions, Goal Orientation, Pride

4 Two faces of leadership: Inferences from emotional expression on two different leader roles

Abstract

Managers are faced with a multitude of different roles and resulting high social and behavioral complexity in today's organizations (e.g., Lawrence, Lenk, & Quinn, 2007). With emotion management being generally considered as an important way to handle this complexity (Hooijberg, Hunt, & Dodge, 1997), this research shows across three experimental studies (N = 1,291) that expressions of two discrete positive emotions, i.e., pride and happiness, differentially influence perceived effectiveness in two different leader roles, i.e., instrumental and social leader roles. This result highlights the complexity and high demands on emotion management especially for managerial leaders and thereby contributes to the emerging research field of emotional labor in leadership (Humphrey, 2012). Implications for future research on the interface of leader roles and discrete emotions are discussed.

Key words: Leader Roles, Emotional Expression, Pride, Happiness

5 Conclusions²

5.1 Summary of findings

Examining the influence of positive affect on perceptions of rewards (chapter 2), organizational citizenship behavior (chapter 3), and leadership (chapter 4) this dissertation thesis reflects the widespread influence, which positive emotions have in organizations. Chapter 2 to 4 contributed to existing literature in the following ways.

Chapter 2 examined the influence of positive trait affectivity on perceptions of financial rewards for one's own and others. Thereby, it solved seemingly contradictory findings (Erez & Isen, 2002; Shaw, Duffy, Jenkins, & Gupta, 1999; Shaw, Duffy, Mitra, Lockhardt, & Bowler, 2003) on the moderating influence of positive affect on perceptions of rewards in current research by extending the analysis to a wide range of different rewards sizes. Results showed that the influence of positive trait affectivity was overall positive, but led to increasing growth rates for small to medium rewards and decreasing growth rates for medium to large rewards. Additionally introducing perspective as moderating variable, results revealed that positive trait affectivity influenced perceptions of own rewards but not of others' rewards. In consequence, individuals perceived others' rewards as higher than own rewards with decreasing positive trait affectivity. These findings mainly contribute to literature on design of reward systems (Gerhart, Rynes, & Fulmer, 2009). The influence of positive trait affectivity shows off limits of optimization as individuals in organizations ultimately perceive rewards differently. Furthermore, results question if human resource managers, who perceive reward systems from a third person perspective, create optimal pay systems for employees, who will perceive the reward system from a first person perspective.

² This chapter is partly based on Brosi, Spörrle, Welpel, & Shaw (2012), Brosi, Spörrle, & Welpel (2012a), Brosi, Spörrle, & Welpel (2012b)

Chapter 3 challenged the widely accepted assumption that positive emotions have positive outcomes (Lindebaum & Jordan, 2012) by showing that two facets of pride, i.e., authentic and hubristic pride, differentially influence helping behaviors. Effects are hypothesized to result from differentially attributing achievements to effort, thus experiencing authentic pride, and ability, resulting in hubristic pride (Tracy & Robins, 2007). Results across two experimental studies and two field studies mainly supported differentiating influences of authentic pride and hubristic pride on helping colleagues. Whereas experimental studies mainly showed that hubristic pride decreases intentions to help compared to authentic pride (and control conditions), field studies more strongly showed a positive effect of authentic pride on helping colleagues than a negative effect of hubristic pride on helping colleagues. Furthermore, Study 4 showed that the influence of authentic pride was fully mediated by goal orientation whereas hubristic pride had a direct negative influence on helping colleagues. As attributions are malleable (Försterling, 1985) and can be influenced not only by the individual, but also by colleagues, organizational culture, and especially leaders, results of this study indicate that helping can be increased by emphasizing necessary efforts for achievements in organizations.

Chapter 4 showed across three experimental studies that expressing pride and happiness differentially influence perceptions with regard to instrumental and social leader roles. When expressing pride compared to happiness individuals are perceived as behaving more often in ways congruent with instrumental leader roles, as more competent in instrumental leader roles and more successful in reaching instrumental leader outcomes, but they are perceived as behaving less often in ways congruent with social leader roles, as less competent in social leader roles and less successful in reaching social leader outcomes. Thereby, results mainly contribute to literature on social and behavioral complexity in managerial and executive leader roles (Denison, Hooijberg, & Quinn, 1995; Mumford,

Campion, & Morgeson, 2007) and emerging literature on emotional labor in leadership (Humphrey, 2012). With managerial leaders constantly switching between sometimes even contrary leader roles (e.g., Lawrence, Lenk, & Quinn, 2007; Mintzberg, 1975; Tsui, 1984), findings underline resulting challenges for leaders with regard to emotion management as they show that the very same emotion can be beneficial in one role, but detrimental in the other.

5.2 Main contributions of the dissertation

Results across all chapters show that the influence of positive affect may not be as simple to be summarized as being positive for positive outcomes. First, results showed that the influence of positive affect may sometimes be positive but resulting in differing growth rates. Second, results confirmed that some discrete positive emotions have indeed negative consequences on positive outcomes such as experiencing hubristic pride decreases helping behavior. Finally, challenging the general assumption that expressing positive emotions primarily has positive outcomes (Lindebaum & Jordan, 2012) results show that especially expressing pride leads to differential perceptions with regard to different leader roles.

In addition, findings of this dissertation thesis contribute to major theoretical approaches on the examination of discrete emotions in organizations. Contributing to research within appraisal approaches to emotions, research within this thesis shows that emotions, i.e., authentic pride and hubristic pride, resulting from appraising an achievement to different factors, i.e., effort and ability, differentially influence behavior towards others. With effort and ability being the most central attributions in achievement settings (Hareli & Weiner, 2010), research has consistently shown that attributing other individuals' failures to effort or ability influences helping-giving towards these individuals (Betancourt, 1990; Greitemeyer, Rudolph, & Weiner, 2003; Jackson & LePine, 2003; LePine & Van Dyne, 2001; Rudolph, Roesch, Greitemeyer, & Weiner, 2004; Schmidt & Weiner, 1988; Taggar & Neubert, 2004;

Weiner, 1980). Vice versa, research within this thesis shows that attributing own successes to effort or ability also influences help-giving to colleagues.

Contributing to functional approaches on emotions, this research indicates, that pride may serve a specific function in leadership. Research has shown that expressing pride communicates high status (Shariff & Tracy, 2009) and assumed that the adaptive function of expressing pride may be to provide learning cues for other members of the respective group (Martens, Tracy, & Shariff, 2012). Showing that expressing pride especially increases perceptions with regard to instrumental leader roles suggests another adaptive function of pride. That is expressing pride may communicate specific competency in leader roles, which may be highly adaptive when coordination problems in groups have to be resolved quickly.

Having examined a wide field of different organizational variables ranging from reward perceptions over organizational citizenship behavior to leadership, the summary of results has so far laid out how results of this thesis specifically contribute to each of these fields. Overall, results of this thesis highlight the influence of positive emotions in coordinating interpersonal relations in organizations. Results not only show that experienced emotions regulate behavior towards others but also that expressing emotions may serve in coordinating behavior by influencing others' perceptions of the emotion expresser. Practitioners and researchers alike agree that people are an important driver for organizational performance (Harter, Schmidt, & Hayes, 2002; Pfeffer, 1998), and coordination has always been a central task in organizations (Coase, 1937; Kogut & Zander, 1996). However, as human capital and knowledge-intensive industries gain importance in the economy (von Nordenflycht, 2007; 2010), interpersonal relations become increasingly important for organizational performance. Whereas manufacturing workers handle the organization's assets, workers in knowledge-intensive and service-oriented organizations are the company's assets (Groysberg & Lee, 2008). As these workers have to coordinate themselves and cooperate with

each other in order to create value (e.g., Gardner, Gino, & Staats, 2012), interpersonal relations likewise gain importance in today's organizations and thereby the necessity to gain a deeper understanding on how emotions regulate interpersonal relations in organizations.

5.3 General implications for practice

Resulting from the considerations above, organizations in general and especially organizations in human capital intensive and knowledge-intensive industries may increase effectiveness and thereby performance by improving their understanding of emotion functioning. This claim especially targets on leaders in organizations not only because they directly influence employees' emotions (George, 2000; Sy, Côté, & Saavedra, 2005) and behavior (Hareli & Rafaeli, 2008; Van Kleef, 2009) by expressing emotions, but also because results indicate that especially top management leaders may be well advised to take employees' emotions into account when making strategic decisions.

5.3.1 Implications for strategic leadership

Strategic leadership refers to the work of executive leaders as a strategic and symbolic activity (Vera & Crossan, 2004). Thus, strategic leadership includes activities such as *“making strategic decisions; creating and communicating a vision of the future; developing key competencies and capabilities; developing organizational structures, processes, and controls; managing multiple constituencies; selecting and developing the next generation of leaders; sustaining an effective organizational culture; and infusing ethical value systems into an organization's culture”* (Boal & Hooijberg, 2001, p. 516). With research having already discussed general influences of affect on strategic decision-making (Michl, Welpel, Spörrle, & Picot, 2010) and shown influences of discrete emotions on components of strategic decision-making such as opportunity evaluation (Grichnik, Smeja, & Welpel, 2010; Welpel, Spörrle, Grichnik, Michl, & Audretsch, 2012), results of this thesis mainly have implications for two

activities: developing organizational structures, processes, and controls and sustaining an effective organizational culture.

First, with pay systems being part of organizational structures, processes, and controls (cf. Gerhart et al., 2009), results of chapter 2 highlight the limits to which pay systems can be optimally designed. In line with research on the psychological costs of pay systems (Larkin, Pierce, & Gino, 2012), results show that depending on individual differences, pay systems may be differentially perceived and therefore differentially impact employees. Furthermore, results highlight the limits to which decision makers are able to put themselves in the position of those employees who work in these systems. In this way, results advice practitioners on the cautious use of these systems and to increase their understanding of the employees' perspective when designing them.

Second, with respect to sustaining an effective culture, research has already shown that organizational culture has a strong and pervasive influence on employees' valuation of effort and ability (Murphy & Dweck, 2010). With organizations being generally able to influence the valuation of effort and ability, results of chapter 3 advice organizations to increase their employees' valuation of effort to instill organizational citizenship behaviors. In order to achieve this goal, organizations may use instruments such as for example top leaders' narratives, e.g., when "*executives proudly describe[d] their CEO's growth and learning over 35 years—from sales rep to the head of the organization*" (Murphy & Dweck, 2010, p. 283), and corporate communication of organizational values.

5.3.2 Implications for relational leadership

In contrast to strategic leadership, relational leadership particularly refers to the relationship between leaders on all stages of the organization and their followers (Vera & Crossan, 2004). Thus, leaders at all stages of the organization are addressed by results of this

dissertation in two ways. First, showing that two different discrete emotions differentially influence how leaders are perceived in two different leader roles, results highlight the importance of managing own emotions for leaders. Although the importance of managing own emotions has been addressed in past research as part of emotional intelligence (George, 2000), results of this research specifically advice leaders when to express which emotion. Expressing pride was shown to be helpful in instrumental leader roles, but detrimental in social leader roles. According to the findings of this thesis, leadership trainings should not only acknowledge that especially managerial leaders have to fulfill many different roles, but also that each role implies different requirements in terms of emotional expression.

Second, results of this thesis also address leaders in their ability to influence followers' emotions. Leaders not only influence followers' emotions by expressing own emotions (Johnson, 2008), but may also influence antecedent attributions. According to results of this thesis, leaders are well advised to emphasize employees' contributions in achievements as especially field studies within this thesis have shown that authentic pride increases organizational citizenship behaviors over and above the positive influence of happiness. However, they should be even more careful in emphasizing necessary effort in reaching achievements as attributing success to ability has been shown to have detrimental influences on helping colleagues within this thesis. With regard to leadership training, these results highlight the importance of leaders' understanding of emotions and the ways in which they can influence followers' attributional processes.

5.4 Implications for future research

As studies within this thesis especially focused on pride, its two facets and comparisons with happiness, future research is necessary to further examine the influence of discrete positive (and negative) emotions in organizations. Other discrete emotions such as gratitude, empathy and compassion may likewise show differential consequences. For

example, with financial rewards having been shown to increase self-sufficiency (Vohs, Mead, & Goode, 2006) self-oriented emotions such as pride and shame may likewise increase proneness to financial rewards whereas other-oriented emotions such as gratitude and anger may decrease proneness to financial rewards (Brosi, Welpe, & Spörrle, 2011). Thus, considering discrete emotions opens up a multitude of ways for future research.

Examining the influence of experienced discrete positive emotions, results of this thesis showed the detrimental influence of hubristic pride on helping colleagues, whereas authentic pride increased helping colleagues. Thus, these results support literature's view of pride as "*Janus-faced quality*" (Williams & DeSteno, 2009, p. 284; cf. Tracy & Robins, 2007) with only authentic pride serving an adaptive function in increasing individual fitness and survival, whereas hubristic pride is widely considered as detrimental and non-functional (Williams & DeSteno, 2009; DeSteno, 2009). Although results of this thesis support this view, the question arises if it nevertheless is too simplified and if hubristic pride may indeed have an adaptive function in specific situations. As especially executive leaders in organizations have often been described to be prone to hubris, i.e., hubristic pride (e.g., Hiller & Hambrick, 2005; Li & Tang, 2010), high-level leadership may constitute such a situation for hubristic pride. In other words, hubristic pride may be adaptive in high-level leadership positions. Although literature on executive hubris concentrated on maladaptive consequences of hubristic pride or hubris on strategic decision-making (e.g., Hayward & Hambrick, 1997; Hiller & Hambrick, 2005; Li & Tang, 2010; Roll, 1986), first evidence also provides support for positive outcomes as for example executive hubris increases innovation in organizations (Tang, Li, & Yang, 2012). Further research is necessary to examine if high organizational levels indeed constitute a specific situation for experiencing hubristic pride and to examine if further adaptive functions of hubristic pride exist for both the individual and the organization as a whole.

Finally, results of this thesis also underlined the social function of discrete positive emotions in shaping perceptions in instrumental and social leader roles when emotions are verbally and non-verbally expressed. This finding not only requires further research with more extensive sets of emotions and leader roles and with regards to emotional labor in leadership (Humphrey, 2012), but may also be notable against the background of the increasing use of media-supported communication in organizations (Barry & Fulmer, 2004). First, with other media channels than face-to-face communication lacking media richness, i.e., failing to confer the same amount of verbal and non-verbal information (Lengel & Daft, 1988), especially mail communication has been argued to miscommunicate emotions (Byron, 2008). However, further research on what exactly is conveyed by which emotion is a pre-condition for further examination on how media-supported communication disrupts or may also enhance communication with regard to emotions. Second, the increased number of communication channels also increases the use of multicomcommunication (Reinsch, Turner, & Tinsley, 2008). Thus, leaders may act in different roles via different communication channels at the same time, which substantially increases resulting complexity especially with regard to emotion management. Further research is necessary, to examine if multicomcommunication indeed influences role perceptions of managerial leaders and if these are influenced by emotional expression.

In conclusion, research within this dissertation thesis showed that the influence of positive affect is not as simple to be summarized as being positive on positive outcomes by providing empirical evidence for influences of positive affect in terms of curvilinear relations and differentiating effects of discrete positive emotions both when experienced and when expressed. Reflecting the broad influence of affect in organizations, effects were shown in a wide array of organizational variables including perceptions of rewards, organizational citizenship behaviors, and perceptions of leaders. Overall, results especially highlighted the

function of positive emotions in regulating interpersonal relationships in organizations indicating how a better understanding of this function may improve strategic and interpersonal leadership in organizations. With positive emotions having been neglected and their impact being underestimated for a long time, this dissertation thesis shows that discrete positive emotions may sometimes make the crucial difference.

5.5 References

- Barry, B., & Fulmer, I. S. (2004). The medium and the message: The adaptive use of communication media in dyadic influence. *Academy of Management Review*, *29*, 272–292.
- Betancourt, W. (1990). An attribution-empathy model of helping behavior: Behavioral intentions and judgments of help-giving. *Personality and Social Psychology Bulletin*, *16*, 573–591.
- Boal, K. B., & Hooijberg, R. (2001). Strategic leadership research: Moving on. *The Leadership Quarterly*, *11*, 515–549.
- Brosi, P., Welpel, I. M., & Spörrle, M. (2011). *How self- and other-focused emotions influence the motivational force of financial rewards*. Paper presented at the 3rd European Reward Management Conference, Brussels, Belgium.
- Byron, K. (2008). Carrying too heavy a load? The communication and miscommunication of emotion by email. *Academy of Management Review*, *33*, 309–327.
- Coase, R. H. (1937). The nature of the firm. *Economica*, *4*, 386–405.
- Denison, D., Hooijberg, R., & Quinn, R. E. (1995). Paradox and performance: Toward a theory of behavioral complexity in managerial leadership. *Organization Science*, *6*, 524–540.
- DeSteno (2009). Social emotions and intertemporal choice: "Hot" mechanisms for building social and economic capital. *Current Directions in Psychological Science*, *18*, 280–284.
- Erez, A., & Isen, A. M. (2002). The influence of positive affect on the components of expectancy motivation. *Journal of Applied Psychology*, *87*, 1055–1067.

- Försterling, F. (1985). Attributional retraining: A review. *Psychological Bulletin*, 98, 495–512.
- Gardner, H. K., Gino, F., & Staats, B. R. (2012). Dynamically integrating knowledge in teams: Transforming resources and performance. *Academy of Management Journal*, 55, 998–1022.
- George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. *Human Relations*, 53, 1027–1055.
- Gerhart, B., Rynes, S. L., & Fulmer, I. S. (2009). Pay and performance: Individuals, groups, and executives. *Academy of Management Annals*, 3, 251–315.
- Greitemeyer, T., Rudolph, U., & Weiner, B. (2003). Whom would you rather help: An acquaintance not responsible for her plight or a responsible sibling? *The Journal of Social Psychology*, 143, 331–340.
- Grichnik, D., Smeja, A., & Welp, I. M. (2010). The importance of being emotional: How do emotions affect entrepreneurial opportunity evaluation and exploitation? *Journal of Economic Behavior and Organization*, 76, 15–29.
- Groysberg, B., & Lee, L. (2008). The effect of colleague quality on top performance: The case of security analysts. *Journal of Organizational Behavior*, 29, 1123–1144.
- Hareli, S., & Rafaeli, A. (2008). Emotion cycles: On the social influence of emotion in organizations. *Research in Organizational Behavior*, 28, 35–59.
- Hareli, S., & Weiner, B. (2010). Social emotions and personality inferences: A scaffold for a new direction in the study of achievement motivation. *Educational Psychologist*, 37, 183–193.

- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87*, 268–279.
- Hayward, M. L. A., & Hambrick, D. C. (1997). Explaining the premiums paid for large acquisitions: Evidence of CEO hubris. *Administrative Science Quarterly, 42*, 103–127.
- Hiller, N. J., & Hambrick, D. C. (2005). Conceptualizing executive hubris: The role of (hyper-)core self-evaluations in strategic decision-making. *Strategic Management Journal, 26*, 297–319.
- Humphrey, R. H. (2012). How do leaders use emotional labor? *Journal of Organizational Behavior, 33*, 740–744.
- Jackson, C. L., & LePine, J. A. (2003). Peer responses to a team's weakest link: A test and extension of LePine and Van Dyne's model. *Journal of Applied Psychology, 88*, 459–475.
- Johnson, S. K. (2008). I second that emotion: Effects of emotional contagion and affect at work on leader and follower outcomes. *The Leadership Quarterly, 19*, 1–19.
- Kogut, B., & Zander, U. (1996). What firms do? Coordination, identity, and learning. *Organization Science, 7*, 502–518.
- Larkin, I., Pierce, L., & Gino, F. (2012). The psychological costs of pay-for-performance: Implications for the strategic compensation of employees. *Strategic Management Journal*. Advance online publication.
- Lawrence, K., Lenk, P., & Quinn, R. E. (2007). Behavioral complexity in leadership: The psychometric properties of a new instrument to measure behavioral repertoire. *The Leadership Quarterly, 20*, 87–102.

- Lengel, R. H., & Daft, R. L. (1988). The selection of communication media as an executive skill. *Academy of Management Executive*, 2, 225–232.
- LePine, J. A., & Van Dyne, L. V. (2001). Peer responses to poor performers: An attributional model of helping in the context of groups. *Academy of Management Review*, 26, 56–91.
- Li, J., & Tang, Y. (2010). CEO hubris and firm risk taking in China: The moderating role of managerial discretion. *Academy of Management Journal*, 53, 45–68.
- Lindebaum, D., & Jordan, P. J. (2012). Positive emotions, negative emotions, or utility of discrete emotions? *Journal of Organizational Behavior*. Advance online publication.
- Martens, J. P., Tracy, J. L., & Shariff, A. (2012). Status signals: Adaptive benefits of displaying and observing the nonverbal expressions of pride and shame. *Cognition and Emotion*, 26, 390–406.
- Michl, T., Welpel, I. M., Spörrle, M., & Picot, A. (2010). Der Einfluss affektiver Zustände auf den strategischen Entscheidungsfindungsprozess. [The influence of affect on strategic decisions.] *Managementforschung*, 20, 79–112.
- Mintzberg, H. (1975). The managers job: Folklore and facts. *Harvard Business Review*, 4, 49–61.
- Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2007). The leadership skills strataplex: Leadership skill requirements across organizational levels. *The Leadership Quarterly*, 18, 154–166.
- Murphy, M. C., & Dweck, C. S. (2010). A culture of genius: How an organization's lay theory shapes people's cognition, affect, and behavior. *Personality and Social Psychology Bulletin*, 36, 283–296.

- Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Boston: Harvard Business School Press.
- Reinsch, N. L. Jr., Turner, J. W., & Tinsley, C. H. (2008). Multicommunicating: A practice whose time has come? *Academy of Management Review*, *33*, 391–403.
- Roll, R. (1986). The hubris hypothesis of corporate takeovers. *Journal of Business*, *59*, 197–216.
- Rudolph, U., Roesch, S. C., Greitemeyer, T., & Weiner, B. (2004). A meta-analytic review of help giving and aggression from an attributional perspective: Contributions to a general theory of motivation. *Cognition and Emotion*, *18*, 815–848.
- Schmidt, G., & Weiner, B. (1988). An attribution-affect-action theory of behavior. *Personality and Social Psychology Bulletin*, *14*, 610–621.
- Shariff, A. F., & Tracy, J. L. (2009). Knowing who's boss: Implicit perceptions of status from the nonverbal expression of pride. *Emotion*, *9*, 631–639.
- Shaw, J. D., Duffy, M. K., Jenkins, G. D., & Gupta, N. (1999). Positive and negative affect, signal sensitivity, and pay satisfaction. *Journal of Management*, *25*, 189–206.
- Shaw, J. D., Duffy, M. K., Mitra, A., Lockhart, D. E., & Bowler, M. (2003). Reaction to merit pay increases: A longitudinal test of a signal sensitivity perspective. *Journal of Applied Psychology*, *88*, 538–544.
- Sy, T., Côté, S., & Saavedra, R. (2005). The contagious leader: Impact of the leader's mood on the mood of group members, group affective tone, and group processes. *Journal of Applied Psychology*, *90*, 295–305.
- Taggar, S., & Neubert, M. (2004). The impact of poor performers on team outcomes: An empirical examination of attribution theory. *Personnel Psychology*, *57*, 935–968.

- Tang, Y., Li, J., & Yang, H. (2012). What I see, what I do: How executive hubris affects firm innovation. *Journal of Management*. Advance online publication.
- Tracy, J. L., & Robins, R. W. (2007). The psychological structure of pride: A tale of two facets. *Journal of Personality and Social Psychology*, *92*, 506–525.
- Tsui, A. S. (1984). A role-set analysis of managerial reputation. *Organizational Behavior and Human Performance*, *34*, 64–96.
- Van Kleef, G. A. (2009). How emotions regulate social life: The emotions as social information (EASI) model. *Current Directions in Psychological Science*, *18*, 184–188.
- Vera, D., & Crossan, M. (2004). Strategic leadership and organizational learning. *Academy of Management Review*, *29*, 222–240.
- Vohs, K. D., Mead, N. L., & Goode, M. R. (2006). The psychological consequences of money. *Science*, *314*, 1154–1156.
- Von Nordenflycht, A. (2007). Is public ownership bad for professional service firms? Ad agency ownership, performance, and creativity. *Academy of Management Journal*, *50*, 429–445.
- Von Nordenflycht, A. (2010). What is a professional service firm? Toward a theory and taxonomy of knowledge-intensive firms. *Academy of Management Review*, *35*, 155–174.
- Weiner, B. (1980). A cognitive (attribution)-emotion-action model of motivational behavior: an analysis of judgments of help-giving. *Journal of Personality and Social Psychology*, *39*, 186–200.
- Welppe, I. M., Spörrle, M., Grichnik, D., Michl, T., & Audretsch, D. (2012). Emotions and opportunities: The interplay of opportunity evaluation, fear, joy, and anger as

antecedent of entrepreneurial exploitation. *Entrepreneurship Theory and Practice*, 36, 1–28.

Williams, L. A., & DeSteno, D. (2009). Pride: Adaptive social emotion or seventh sin? *Psychological Science*, 20, 284–288.

6 Appendix

Appendix A (Current status of Essay 1)

Brosi, P., Spörrle, M., Welppe, I. M., & Shaw, J. D. (2013). Evaluations of One's Own and Others' Financial Rewards: The Role of Trait Positive Affectivity. *Journal of Personnel Psychology, 12*, 105–114.

Appendix B (Current status of Essay 2)

Brosi, P., Spörrle, M., Welppe, I. M., & Shaw, J. D. Too proud to help? Examining the opposing influences of authentic and hubristic pride on helping. (under review for publication)

Appendix C (Current status of Essay 3)

Brosi, P., Spörrle, M., Welppe, I. M., & Heilman, M. E. Two faces of leadership: Inferences from emotion expression on two different leader roles. (under review for publication)