EMONET XV

Fifteenth International Conference on Emotions and Worklife

IGR-IAE Graduate School of Management and CREM (CNRS), Rennes, 6-8 July

CONFERENCE PROGRAM & PAPER ABSTRACTS

Emotions and Sustainable Horizons

The University Of Queensland Business School · Griffith University Griffith Business School Queensland, Australia · Sheffield University Management School · Emonet Emotions Network · cnrs · Université de Rennes · IGR-IAE Rennes Graduate School of Management

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Emonet XV, Fifteenth International Conference on Emotions and Worklife: Conference Program and Paper Abstracts

Editors: Neal M. Ashkanasy, Ashlea C. Troth, Cristian A. Vasquez and Rebecca P. Dickason

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Welcome to EMONET XV

Prof. Neal M. Ashkanasy

Prof. Ashlea C. Troth

Dr. Cristian A. Vasquez

Dr. Rebecca P. Dickason

Dear Colleagues,

Welcome to the ***Fifteenth International Conference on Emotions and Worklife*** ("EMONET XV"), whose theme is ***Emotions and Sustainable Horizons***. It is now twenty-eight years since the first EMONET Conference in San Diego, way back in 1998. The study of emotions in organizational settings was so young then—and is no less so today.

Consistent with earlier Emonet Conferences, this year we again have a wonderful selection of papers by scholars from all around the world. This is the first conference in the series to be held in Rennes (the second in France). Since the first conference in San Diego, USA, EMONET Conferences have been in Toronto, Canada (2000), the Gold Coast, Australia (2002), London, UK (2004), Atlanta, USA (2006), Fontainebleau, France (2008), Montréal, Canada (2010), Helsinki, Finland (2012), Philadelphia, USA (2014), Rome, Italy (2016), Chicago, USA (2018, 2024), online (2020), Lancaster, UK (2022), and Chicago (2024). All were outstandingly successful, and we anticipate that this year's conference will be equally good.

A selection of the papers from this conference will be published in Volume 21 of the Annual Book Series, ***Research on Emotion in Organizations***, published by the Emerald Group. Volumes in the series to date have been:

Vol. 1: The Effect of Affect in Organizational Settings, 2005.
Vol. 2: Individual and Organizational Perspectives on Emotion Management and Display, 2006.
Vol. 3: Functionality, Intentionality, and Morality, 2007.
Vol. 4: Emotions, Ethics, and Decision-Making, 2008.
Vol. 5: Emotions in Groups, Organizations, and Cultures, 2009.
Vol. 6: Emotions and Organizational Dynamism, 2010.
Vol. 7: What Have We Learned? Ten Years On, 2011.
Vol. 8: Experiencing and Managing Emotions in the Workplace, 2012.
Vol. 9: Individual Sources, Dynamics, and Expressions of Emotion, 2013.
Vol. 10: Emotions and the Organizational Fabric, 2014.
Vol. 11: New Ways of Studying Emotions in Organizations, 2015.
Vol. 12: Emotions and Organizational Governance, 2016.
Vol. 13: Emotions and Identity, 2017.
Vol. 14: Individual, Relational, and Contextual Dynamics of Emotions, 2018.
Vol. 15: Emotion and Leadership, 2019.
Vol. 16: Emotions and Service in the Digital Age, 2020.
Vol. 17: Emotions and Negativity, 2022.
Vol. 18: Emotions During Times of Disruption, 2023.
Vol. 19: Emotion in Organizations: A Coat of Many Colors, 2024.
Vol. 20: Emotion Regulation at Work, 2026.

These volumes follow earlier books based on the EMONET conferences: ***Emotions in the Workplace: Theory, Practice, and Research*** (2000, Quorum; 2000, Praeger), ***Managing Emotions in the Workplace*** (2002, M. E. Sharpe; 2016 Routledge), and ***Emotions in Organizational Behavior*** (2005, Lawrence Erlbaum Associates; 2015, Psychology Press). The theme for Volume 21 will be announced following the 2026 EMONET conference, with publication anticipated in early 2028.

We want to thank everyone who has supported this conference in any capacity. Thank you, facilitators, reviewers, discussants, helpers, editors, research assistants, organizers, and submitters. We wish especially to thank the IGR-IAE Graduate School of Management and the CREM Research Centre (University of Rennes) for hosting this year's conference. We also wish to thank the local organizing team for their work in coordinating the conference, as well as Ms. Jie Tang for arranging the doctoral consortium. We have a great conference again this year, and it would not have been possible without your support. Once again, we have been blessed with wonderfully helpful and efficient people, who make the conference run like a well-oiled machine.

We would also like to express our gratitude to our sponsors: Emerald Group Publishing, the IGR-IAE Graduate School of Management, the CREM Research Centre (UMR CNRS 6211), the University of Rennes, Griffith University Business School, Sheffield University Management School, University of Queensland Business School and the FNEGE (French National Foundation for the Teaching of Business Management) for awarding this conference their prestigious "colloque scientifique" label, recognizing its academic rigor and contribution to management research.

Finally, we want to express our deep appreciation to those of you who have supported this year's conference. We hope that all delegates will find the conference to be both stimulating and enjoyable; and it is our pleasure to invite you to the next conference in this series, which will be held in 2028 at a date and venue to be announced.

Best wishes for a successful conference,

Neal M. Ashkanasy

Ashlea C. Troth

Cristian A. Vasquez

Rebecca P. Dickason

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Conference Program (6th, 7th and 8th July 2026)

DAY 1: Monday 6th July 2026

08:30-09:00	**Arrival** *Welcome area, entrance hall* Participants are warmly encouraged to arrive early to complete registration, collect their badges and settle in before the beginning of the conference. The Doctoral Consortium will begin with a welcome coffee, providing an opportunity to connect with fellow participants ahead of the sessions.

Doctoral Consortium

09:00-12:30

Location: *Committee Room (Salle du Conseil)*
Hosts: Neal Ashkanasy, Ashlea Troth, Cristian Vasquez, Rebecca Dickason
Coordinator: Jie Tang

Time	Conference Activities
09:00-10:30	**Facilitator-led discussion** 1) "Publishing for Impact" Speaker: Neal Ashkanasy 2) "Recent Research on Emotions in Organizations" Speaker: Cristian Vasquez 3) "The Emotion Researcher as Emotional Laborer" Conversation led by Rebecca Dickason 4) "Making a Career in Emotions Research" Conversation led by Ashlea Troth
10:30-11:00	**Coffee Break and Networking** *Room 014*
11:00-12:30	**Roundtable discussion of doctoral research papers (by invitation only)** 1) "How To Shape Corporate Purpose Receptivity: Socio-materiality, Cognition, and Emotions" Can (Coco) He 2) "The Role of Perceived Supervisor Fairness and Employee Gratitude in Mitigating Employee Negative Megaphoning: A Moral Affect Perspective" Maysam Nour Eddin (research conducted with Togan Kilic and Marc Ohana) 3) "Exploring Gender Stereotypes on Emotional Intelligence at Work" Marie Matthijs
12:30-14:00	**Conference Lunch** *Room 014*

DAY 1: Monday 6th July 2026 (continued)

Main Conference
14:00-17:00

Time	Conference Activities
14:00-14:30	**Official Opening** *Lecture Hall 2 (Amphi 2)* ***Institutional Welcome*** Hélène Rainelli-Weiss, Dean of the IGR-IAE Graduate School of Management Patrick Valéau, Vice-Director of CREM Research Lab ***Conference Welcome*** Rebecca Dickason, on behalf of the Co-Chairs and Local Organizing Team
14:30-15:30	**Opening Plenary** *Lecture Hall 2 (Amphi 2)* **"EI and AI: Researching Emotions in the Age of AI"** Speaker: Neal Ashkanasy
15:30-16:00	**Coffee Break and Networking** *Room 014*
16:00-17:00	**Parallel Paper Session A1: Emotion, Creativity and Balance** *Room 217* *Session Chair: Cristian Vasquez* 1) "Feeling AI at Work: Emotional Influences on Creative and Deviant Work Behaviors" Authors: Xiao-Yu Liu, Lily Zhu and Peipei Shu 2) "Many Facets of Emotions through Lived Experience of Work-Life Balance" Author: A K M Mominul Haque Talukder
16:00-17:00	**Parallel Paper Session A2: Developmental Roundtable** *Room 216* *Session Chair: Roy Smollan* 1) "From Anxiety to Energetic Competencies: The (Human) Resources of Police Snipers" Authors: Hélène Monier and Nicolas Gueugneau 2) "Digital Transformation as Affective Infrastructure: Emotional Mechanisms of Workplace Alienation and the Buffering Role of Ethical HRM and Learning Climate" Author: Marta Félix 3) "Artifacts in Emotion Regulation at Work: A Researcher's Autoethnography in a Sensitive Field" Author: Loïck Lamy
17:00-	**Informal Gathering and Networking** *Rather than a formal cultural activity, participants are warmly invited to join an informal early evening gathering in a nearby park – the* Parc du Thabor *(weather permitting) – a pleasant opportunity to connect in a relaxed and casual setting before enjoying the rest of the evening at their leisure. For those who wish, refreshments will be available for purchase on site (at* La Terrasse*), while a range of dining options across the city will offer participants the opportunity to continue the evening in a setting of their choice, perhaps sampling a few local specialities along the way.*

DAY 2: Tuesday 7th July 2026

08:30-09:00	**Arrival** *Welcome area, entrance hall* Participants are warmly encouraged to arrive early to complete registration, collect their badges and settle in before the beginning of the conference.

Morning
09:00-12:00

Time	Conference Activities
09:00-09:30	**Special Presidential Address** *Lecture Hall 2 (Amphi 2)* **"Emotions and Sustainable Horizons: Universities, Research and Societal Transformation"** David Alis, President of the University of Rennes
09:30-10:30	**Parallel Paper Session B1: Emotion Dynamics and Organizing** *Room 217* *Session Chair: Lidiia Pletneva* 1) "Emotional Ambivalence under Uncertainty and Day-to-Day Shifts Between Helping and Withdrawal" Author: Hamidreza Harati 2) "Trust when Rules run out: Sacrifice, Moral Emotion, and AI Limits in Entrepreneurship" Author: Chihmao Hsieh
09:30-10:30	**Parallel Paper Session B2: Emotion and Leadership** *Room 216* *Session Chair: Michael Gyensare* 1) "Leader Affective Presence, Team Affective Tone and Shared Team Member Intention to Quit" Authors: Hector Madrid, Cristian Vasquez, Maximiliano Escaffi-Schwarz and Pedro Leiva 2) "From Emotion Work to Emotional Leadership: A Qualitative Study on Middle Managers during Organizational Change" Authors: Riikka Harikkala-Laihinen, Niina Nummela, Melanie Hassett and Johanna Raitis
10:30-11:00	**Coffee Break and Networking** *Room 014*

DAY 2: Tuesday 7th July 2026 (continued)

Morning (continued)

09:00-12:00

Time	Conference Activities
11:00-12:00	**Parallel Paper Session C1: Emotion Regulation, Learning and Theoretical Integration** *Room 217* *Session Chair: Cara Jonker* 1) "Mindfulness and Emotional Regulation in Organizational Contexts" Authors: Ashlea Troth, Maree Roche and Alex Crook 2) "Getting to the Heart of Corporate Greening: A Systematic Review and Integrative Framework of Emotions and Environmental Sustainability in Organizations" Authors: Jie Tang and Sally Russell
11:00-12:00	**Parallel Paper Session C2: Emotions in Work and Organizational Contexts** *Room 216* *Session Chair: Hamidreza Harati* 1) "Institutional Logics of Pride: Pride Practice in Elite Culinary Worlds in the UK and Japan" Authors: Lu (Nick) Wang, Robin Burrow, Shuo Yuan, Yutaka Yamauchi and Michael Lounsbury 2) "Corporate Purpose Receptivity as a Social-Emotional Process" Authors: Can (Coco) He, Quy Huy and Rodolphe Durand
12:00-13:30	**Conference Lunch** *Room 014*

DAY 2: Tuesday 7th July 2026 (continued)

Afternoon
13:30-17:00

Time	Conference Activities
13:30-15:00	**Parallel Paper Session D1: Emotions in Social and Relational Contexts** *Room 217* *Session Chair: Chihmao Hsieh* 1) "Feeling Betrayed and Blaming Yourself: How and When Psychological Contract Violation affects Employees' Emotional Wellbeing" Authors: Michael Gyensare and Maria Balta 2) "The Emotional Ties of Franchising: The Individual and Organizational Effects of Franchisee Friendships" Authors: Eszter Gedeon, Corentin Le Bot, Rozenn Perrigot and Anna Watson 3) "Designing Affective Intimacy at Scale: The Organizational Structuring of Parasocial Relationships" Authors: Boram Do, Jaewon Shin and Quy Huy
13:30-15:00	**Workshop Session 1: "Ubuntu and Emotions: Shared Identity as a Relational Foundation for Organizational Life"** *Committee Room (Salle du Conseil)* *18-20 participants max* Facilitators: Kendi Guantai, Iwi Ugiagbe-Green and Rebecca Dickason
15:00-15:30	**Coffee Break and Networking** *Room 014*

DAY 2: Tuesday 7th July 2026 (continued)

Afternoon (continued)

13:30-17:00

Time	Conference Activities
15:30-17:00	**Parallel Paper Session D2: Emotions, Society and Moral Experience** *Room 217* *Session Chair: Sally Russell* 1) "Emotional Wealth Typology of Family Firms in the Context of Decision-Making" Authors: Jaakko Metsola, Tanja Leppäaho and Riikka Harikkala-Laihinen 2) "The Role of Perceived Supervisor Fairness and Employee Gratitude in Mitigating Employee Negative Megaphoning: A Moral Affect Perspective" Authors: Maysam Nour Eddin, Togan Kilic and Marc Ohana 3) "Moral Emotions and Social Practices in Meat-Reducing Consumers" Authors: Maud Daniel Chever and Laura Sabbado da Rosa
15:30-17:00	**Workshop Session 2: "Ubuntu and Emotions: Shared Identity as a Relational Foundation for Organizational Life"** *Committee Room (Salle du Conseil)* *18-20 participants max* Facilitators: Kendi Guantai, Iwi Ugiagbe-Green and Rebecca Dickason
17:00-19:00	**Free time**
19:00-	**Official Conference Dinner at *Le Galopin* (only for pre-registered participants)** Reflective discussions, informal exchanges, and networking *Address: 21 avenue Janvier, 35000 Rennes. Phone : + 33 (0)2 99 31 55 96. www.legalopin.fr*

DAY 3: Wednesday 8th July 2026

08:30-09:00	**Arrival** *Welcome area, entrance hall* Participants are warmly encouraged to arrive early to complete registration, collect their badges and settle in before the beginning of the conference.

Morning
09:00-12:30

Time	Conference Activities
09:00-10:30	**Parallel Paper Session E1: Embodiment, Culture and Organizing** *Room 217* *Session Chair: Ashlea Troth* 1) "Embodied Emotions and the Lived Limits of Organizing: Revisiting Management Classics towards Sustainable Work" Authors: Benjamin Apelojg and Rebecca Dickason 2) "The Impact of Organizational Culture on Employee Wellbeing" Authors: Roy Smollan and Shelagh Mooney 3) "When Positivity Backfires: The Impact of Toxic Positivity on Emotions and Behaviors at Work" Author: Mouna El Mansouri
09:00-10:30	**Parallel Paper Session E2: Morality, Ethics and Compassion** *Room 216* *Session Chair: Boram Do* 1) "To Give or Not to Give: Moral Emotions in Petty Corruption Decision-Making in Healthcare" Authors: Laura Daniusevičiūtė-Brazaitė and Raminta Pučėtaitė 2) "Emotion-Related Practices in Emotionally Demanding Work: A Conceptual Framework using the Example of Clinical Maternity Care" Authors: Sophia Bittner-Zähr and Marie Tallarek 3) "'I Just Cannot Unsee It': Emotion Work in Organizations for Compassion Towards Distant Suffering" Author: Raphaela Fritz
10:30-11:00	**Coffee Break and Networking** *Room 014*

DAY 3: Wednesday 8th July 2026 (continued)

Morning (continued)

09:00-12:30

Time	Conference Activities
11:00-12:00	**Parallel Paper Session F1: Measuring and Studying Emotions** *Room 217* *Session Chair: Riikka Harikkala-Laihinen* 1) "Validation of the Situational Test of Emotion Regulation Ability (STERA) in Health Care" Authors: Veerle Huyghe, Marie Matthijs and Johnny R.J. Fontaine 2) "Humanizing Self, Relationships, and Career: How Personal Loss Affects the Work Domain in the Long Term" Author: Lidiia Pletneva
11:00-12:00	**Parallel Paper Session F2: Leaders' Emotions in Organizational Processes** *Room 216* *Session Chair: Lu (Nick) Wang* 1) "Leading Through Emotion: Affective Events, Affect, and Emotion Management in Female Leaders' Daily Work Lives" Authors: Cara Jonker and Karen Kamfer 2) "Examination of a Dual-Pathway Process of Employee Voice and Silence as a Function of Leader Interpersonal Affect Regulation" Authors: Hector Madrid, René Gempp, Jorge Corral-Hernandez and Cristian Vasquez
12:00-12:30	**Awards Ceremony (with the support of Emerald Group Publishing)** *Lecture Hall 2 (Amphi 2)* **Best Paper** "Trust when Rules run out: Sacrifice, Moral Emotion, and AI Limits in Entrepreneurship" Author: Chihmao Hsieh "Emotional Wealth Typology of Family Firms in the Context of Decision-Making" Authors: Jaakko Metsola, Tanja Leppäaho and Riikka Harikkala-Laihinen **Best Student Paper** "Getting to the Heart of Corporate Greening: A Systematic Review and Integrative Framework of Emotions and Environmental Sustainability in Organizations" Authors: Jie Tang and Sally Russell "Corporate Purpose Receptivity as a Social-Emotional Process" Authors: Can (Coco) He, Quy Huy and Rodolphe Durand ***Followed by a Group Picture (Patio)***
12:30-14:00	**Conference Lunch** *Room 014*

DAY 3: Wednesday 8th July 2026 (continued)

Afternoon
Emorizon Hub
14:00-16:00

Location: *Committee Room (Salle du Conseil)*
Hosts: Neal Ashkanasy, Ashlea Troth, Cristian Vasquez, Rebecca Dickason

Time	Conference Activities
14:00-15:00	**Ideas and Research Incubator** Moderators: Neal Ashkanasy, Ashlea Troth, Cristian Vasquez, Rebecca Dickason
15:00-15:15	**Short Coffee Break** *Room 014*
15:15-16:00	**Networking Hub and Closing Plenary: "Emotions and Sustainable Horizons"**
16:00	**End** *This being the final day of the conference, no evening activities are planned, allowing participants to depart or continue enjoying the city at their own pace.* *Participants wishing to extend their stay or arrive a little earlier will find on the conference website a selection of ideas to explore the city and discover the wider region, including its coastline, heritage sites, and local culture. For more practical information, see the dedicated section on the conference website.* *Note: For those who might like to explore Rennes in a more personal and informal way, there is also the option of connecting with local "greeters". These are volunteers who offer free, friendly walks around the city, sharing their favourite places and stories. Some greeters in Rennes speak English, making this an easy and welcoming option for international participants. If this sounds appealing, you are very welcome to arrange this directly with a greeter at a time and place that suits you. This is entirely optional and self-organized, but can be a lovely way to experience the city from a local perspective (more details on the conference website: emonet-xv.sciencesconf.org).*

Paper Abstracts

Best Paper Abstracts

Best Paper Award

Trust when Rules run out: Sacrifice, Moral Emotion, and AI Limits in Entrepreneurship

Author: Chihmao Hsieh

Contact:
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Abstract:
What uniquely human capacities remain valuable in entrepreneurship as artificial intelligence becomes increasingly advanced? This paper argues that trust in entrepreneurial collaboration depends on two capacities that AI fundamentally lacks: the ability to signal sacrifice, and the capacity to experience and signal moral emotion. In case novel dilemmas arise that fall outside the AI's training and the predefined constraints, it cannot signal sacrifice in ways that credibly sustain commitment because it does not incur personal costs—including irreversible investments or risks to self-identity. Furthermore, although AI systems may appear to behave morally, their reliance on externally programmed rules and data-driven optimization prevents them from bearing personal responsibility and experiencing moral emotions that support adaptive judgment. Both of these limitations are especially consequential when novel ethical dilemmas routinely fall outside AI's predefined constraints, creating moral blind spots; and AI's defection thereof risks no psychological cost because there is no self-identity to threaten in the first place. Overall, AI's inabilities to signal sacrifice and to engage in moral-emotional learning undermine trust formation during entrepreneurship.

Emotional Wealth Typology of Family Firms in the Context of Decision-Making

Authors: Jaakko Metsola, Tanja Leppäaho and Riikka Harikkala-Laihinen

Contact :
- Jaakko Metsola, jaakko.metsola@lut.fi, LUT University, Finland
- Tanja Leppäaho, tanja.leppaaho@lut.fi, LUT University, Finland
- Riikka Harikkala-Laihinen, riikka.m.harikkala@utu.fi, University of Turku, Finland; R.Harikkala-Laihinen@leeds.ac.uk, University of Leeds, United Kingdom

Abstract:
Research broadly shows that socioemotional wealth (SEW) influences family firm (FF) decision-making. However, SEW has been critiqued for being ambiguous in terms of the affective elements manifested at individual, interpersonal, group and organizational levels. To tackle this issue, we adopt the SEW-derived construct emotional wealth (EW), directing attention to affective needs resulting from intrafamily interactions and attachment. Through our multiple-case study, we find that there are three types of EW—toxic, regulated, and empowering—that intertwine with decision-making through intergenerational relationships and collaboration activities. The typology elaborates EW conceptualization within SEW framework in the FF decision-making context.

Best Student Paper Award

Getting to the Heart of Corporate Greening: A Systematic Review and Integrative Framework of Emotions and Environmental Sustainability in Organizations

Authors: Jie Tang and Sally Russell

Contact:
- Jie Tang, j.tang@leeds.ac.uk, University of Leeds, United Kingdom
- Sally Russell, S.Russell@leeds.ac.uk, University of Leeds, United Kingdom; University of Umeå, Sweden

Abstract:
A growing body of research have indicated that emotions are at the core of environmental sustainability in organizations. To synthesize the currently fragmented and dispersed findings on this topic, we conducted a systematic review to provide a comprehensive understanding of what, how, and when emotions shape and are shaped by environmental sustainability within organizational contexts. We first integrate conceptual foundation and operationalization of emotion in organizational sustainability. Then we propose a reciprocal and multilevel framework in which organizational green practices and individual green behaviors trigger emotional experiences across five levels. In addition, emotions influence environmental sustainability outcomes at both the employee and organizational levels, which subsequently reshape emotional experiences over time. This review contributes to both the emotions and environmental sustainability literature by highlighting the dynamic and reciprocal role of emotions at the core of organizational environmental sustainability. Practically, we provide insights for managers and policymakers, highlighting that emotions can serve as powerful levers for encouraging employee green behavior and organizational environmental performance.

Corporate Purpose Receptivity as a Social-Emotional Process

Authors: Can (Coco) He, Quy Huy and Rodolphe Durand

Contact:
- Can (Coco) He, can.he@hec.edu, HEC Paris, France
- Quy Huy, quy.HUY@insead.edu, INSEAD, France/Singapore
- Rodolphe Durand, durand@hec.fr, HEC Paris, France

Abstract:
Are employees receptive to corporate purpose discourses? How does purpose receptivity unfold over time? Past research has offered first answers to these questions by focusing on cognitive processes (information processing, shared cognition, and distributed authority). We complement this view with an inductive study of a manufacturing firm that introduced an explicit purpose throughout the organization. We find that purpose receptivity unfolds as a social-emotional process: employees' purpose receptivity is shaped through emotion regulation processes directed at both the self and others. We identify three self-reinforcing mechanisms—emotional attuning, relational resonance, and organizational affordances—through which purpose receptivity is sustained over time. By (re)conceptualizing purpose receptivity as a distributed social-emotional process, this study advances research on corporate purpose and on the process approach to emotion in strategic management.

Papers in Thematic Sessions

Parallel Paper Session A1: Emotion, Creativity and Balance

Feeling AI at Work: Emotional Influences on Creative and Deviant Work Behaviors

Authors: Xiao-Yu Liu, Lily Zhu and Peipei Shu

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- Lily Zhu, lily.zhu@wsu.edu, Washington State University, USA
- Peipei Shu, University of International Business and Economics, China

Abstract:
Based on the appraisal theory of emotion, this study investigates employees' emotional reactions to the use of artificial intelligence (AI) at work, and the emotions' downstream consequences on creativity and deviance at work. Using a multi-wave, multi-source survey of 323 sales employees and their supervisors, we found that the three-way interaction among employees' AI use, AI-related employment insecurity, and interpersonal skills shapes their emotional experiences, creativity, and workplace deviance. Specifically, when employees have low AI-related employment insecurity and low interpersonal skills, AI use is positively related to challenge emotions and negatively related to deterrence emotions. These emotions, in turn, influence employees' deviant work behaviors, such that challenge emotions promote creativity, whereas deterrence emotions increase destructive deviance. Emotions mediate the relationship between AI use and these work behaviors. We discuss the implications of these results for future research and management practice.

Many Facets of Emotions through Lived Experience of Work-Life Balance

Author: A K M Mominul Haque Talukder

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- A K M Mominul Haque Talukder, mhtsab06@gmail.com, University Canada West, Canada

Abstract:
The study explores the conceptualisation, lived experiences, feelings and expectations of work–life balance being faced by employees and supervisors who were working full-time in four different banks across Sydney, Australia. Data were collected through in-depth interviews with 14 participants comprised of eight males and six females. Findings reveal that employees experience work-life balance to become healthy through mitigating stresses, reconciling time for both work and family and underpin work not at the expense of family. In contrast, managers report work-life balance as a means of quality of life, prioritizing family than work to have a normal life. The results revealed several key experiences and outcomes related to work–life balance and highlighted specific aspects of participants work, family and life and the mechanism of the interplay between them. The study implications and limitations are also discussed.

From Anxiety to Energetic Competencies: The (Human) Resources of Police Snipers

Authors: Hélène Monier and Nicolas Gueugneau

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- Nicolas Gueugneau, nicolas.gueugneau@univ-fcomte.fr, Laboratoire C3S, Culture Sport Santé et Société, UFR STAPS Besançon, Université Marie et Louis Pasteur, France

Abstract:
This research investigates the French training center responsible for selecting and training police snipers, and for developing their technical, tactical, and emotional competencies. No previous research has examined police snipers in order to analyze their characteristics through the lens of anxiety and energy regulation. We present a state-of-the-art review focused on stress and anxiety in policing, then discuss emotional competencies, anxiety, and energy regulation from a resource-based perspective (COR theory). The study addresses the following question: What are the main characteristics of police snipers in terms of their relationship to anxiety and energy regulation? The objectives of this research are, on the one hand, to identify the experience of anxiety-inducing factors at work and, on the other hand, to characterize anxiety and emotion regulation competencies associated with energy regulation discipline (sleep, sport, diet, physical and mental preparation). After presenting the methodology and data collection procedures (questionnaires, in situ observations, qualitative data), the methods of analysis are outlined, along with the key findings. These highlight the potential virtues of anxiety, as well as the emotional and energetic competencies of police snipers. The discussion then focuses on anxiety as a resource rather than as a psychological component to be combated/eliminated, and proposes a definition of energetic competencies. Given the novel nature of the field investigated and the formalization of what constitutes "human" resources - emotional and energetic competencies -, this research is relevant not only to the academic community but also to HR professionals, including recruiters, trainers, and mental health professionals. The study concludes by discussing its limitations and suggesting avenues for further research, particularly regarding the risk of interference in officers' private lives.

Digital Transformation as Affective Infrastructure: Emotional Mechanisms of Workplace Alienation and the Buffering Role of Ethical HRM and Learning Climate

Author: Marta Félix

Contact:
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Abstract:
Digital transformation is often framed as a technological or strategic process, yet it also reshapes how employees feel and relate to their work. Drawing on Affective Events Theory and the Job Demands–Resources model, this study conceptualizes digitally intensified environments as an affective infrastructure that can foster workplace alienation when techno structural demands are not matched by socio emotional resources. Using cross sectional survey data from 312 employees in diverse organizations, we identify two robust infrastructures: an emotional infrastructure (recognition, psychological safety, belonging, responsible leadership) and a techno structural infrastructure (innovation intensity, digital reorganization, formalised transformation practices). Descriptive analyses reveal an asymmetry between strong emphasis on technological innovation and weaker recognition of employee creativity, suggesting a potential demand–resource imbalance. Hierarchical differences further indicate that access to emotional infrastructure is unevenly

distributed across organizational levels. Rather than measuring alienation directly, we map structural configurations theoretically associated with alienation risk and discuss their emotional mechanisms, including anxiety, frustration and perceived dehumanisation. We argue that ethical HRM signals and a supportive learning climate function as buffering emotional resources that can sustain engagement and mitigate alienation in digitally transforming workplaces. Implications for emotions at work research and for designing emotionally sustainable digital transformation are outlined.

Artifacts in Emotion Regulation at Work: A Researcher's Autoethnography in a Sensitive Field

Author: Loïck Lamy

Contact:

- Loïck Lamy, loicklamy@gmail.com, Centre de Recherche en Economie et Management (CREM), France

Abstract:
This developmental paper aims to describe how artefacts take part to researcher's emotion regulation in the context of a sensitive field study. Few studies focus on the way objects are involved in worker's emotion regulation, they are often considered as a neutral background. This paper attempts to analyze the lived experience of a researcher studying a sensitive topic in a large industrial company. The conceptual framework is based on Hochschild's Emotion Work Theory (1979) associated with Socio-Material Theory (Orlikowski, 2010). An autoethnographic method has been used to observe the researcher's lived experience. Data such as interview recordings, transcripts, research manuscript, answers to examiners' reports have been gathered. Data have been examined via a qualitative thematic content analysis. Preliminary results suggest interview framework can help the researcher's deep acting and respondent's emotional disclosure. Recorder and transcripts work as a memory box helping the management of emotional load. Confidential agreement can be seen by the researcher as an obstacle to the management of emotions, by altering the "birth" of the produced object. This study offers a description of how artefacts potentially influence emotion regulation at work. It enriches research methodology by identifying some material levers and obstacles to emotion regulation in sensitive research contexts.

Emotional Ambivalence under Uncertainty and Day-to-Day Shifts Between Helping and Withdrawal

Author: Hamidreza Harati

Contact:
- Hamidreza Harati, hamidreza.harati@gmail.com, RMIT University, Australia

Abstract:
Uncertain work conditions often elicit emotional ambivalence, the simultaneous experience of positive and negative emotions toward the same work target. Although mixed emotions receive growing attention, organizational theories still tend to treat daily affect as a single-valence signal, which limits explanations of why the same employee may alternate between approach and avoidance behaviors within short time windows. We develop a within-person model linking situational uncertainty to self-relevant uncertainty and, in turn, to emotional ambivalence. We argue that emotional ambivalence creates action conflict and prompts employees to regulate by restoring either social connection (discretionary helping) or short-term psychological distance (work withdrawal). Visibility and anticipated evaluation should strengthen helping responses, whereas monitoring salience should weaken withdrawal responses. Organization-based self-esteem and tolerance for ambiguity should buffer the translation of uncertainty into emotional ambivalence. We outline a three-study programme, including experience sampling, a behavioral experiment, and a multi-source field design.

Trust when Rules run out: Sacrifice, Moral Emotion, and AI Limits in Entrepreneurship

Author: Chihmao Hsieh

Contact:
- Chihmao Hsieh, chihmao.hsieh@sunykorea.ac.kr, SUNY Korea, South Korea

Abstract:
What uniquely human capacities remain valuable in entrepreneurship as artificial intelligence becomes increasingly advanced? This paper argues that trust in entrepreneurial collaboration depends on two capacities that AI fundamentally lacks: the ability to signal sacrifice, and the capacity to experience and signal moral emotion. In case novel dilemmas arise that fall outside the AI's training and the predefined constraints, it cannot signal sacrifice in ways that credibly sustain commitment because it does not incur personal costs—including irreversible investments or risks to self-identity. Furthermore, although AI systems may appear to behave morally, their reliance on externally programmed rules and data-driven optimization prevents them from bearing personal responsibility and experiencing moral emotions that support adaptive judgment. Both of these limitations are especially consequential when novel ethical dilemmas routinely fall outside AI's predefined constraints, creating moral blind spots; and AI's defection thereof risks no psychological cost because there is no self-identity to threaten in the first place. Overall, AI's inabilities to signal sacrifice and to engage in moral-emotional learning undermine trust formation during entrepreneurship.

Parallel Paper Session B2: Emotion and Leadership

Leader Affective Presence, Team Affective Tone and Shared Team Member Intention to Quit

Authors: Hector Madrid, Cristian Vasquez, Maximiliano Escaffi-Schwarz and Pedro Leiva

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- Cristian Vasquez, c.vasquez@sheffield.ac.uk, University of Sheffield, United Kingdom
- Maximiliano Escaffi-Schwarz, maximiliano.escaffi@udp.cl, Universidad Diego Portales, Chile
- Pedro Leiva, pleivan@unegocios.cl, Universidad de Chile, Chile

Abstract:
Leader affective presence refers to the tendency of leaders to evoke the same feelings among team members. Prior research has shown its relevance for explaining teamwork outcomes such as information sharing, psychological safety, collaboration, and innovation. However, key questions about this construct remain insufficiently addressed. First, research has focused mainly on aroused feelings, neglecting affective states low in activation. Second, it is unclear whether leader affective presence is meaningfully distinct from the closely related construct of team affective tone. Third, studies have largely examined its influence on teamwork behavioral processes, overlooking other important cognitive outcomes. To address these issues, we adopted the valence and arousal circumplex model of affect, proposing that leader affective presence comprises four affective factors based on combinations of pleasure and energy. These factors are distinct from, but related to, team affective tones with congruent valence and arousal. In turn, affective tones are expected to predict shared intentions to quit the organization. Evidence from a survey conducted with 561 teams supported these proposals, offering a refined conceptualization of leader affective presence and highlighting its broader consequences within teams.

From Emotion Work to Emotional Leadership: A Qualitative Study on Middle Managers during Organizational Change

Authors: Riikka Harikkala-Laihinen, Niina Nummela, Melanie Hassett and Johanna Raitis

Contact:
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- Niina Nummela, niina.nummela@utu.fi, University of Turku, Finland
- Melanie Hassett, melanie.hassett@sheffield.ac.uk, University of Sheffield, United Kingdom
- Johanna Raitis, johanna.raitis@utu.fi, University of Turku, Finland

Abstract:
Emotions have long been considered a key component in leadership, but empirical research on the relationship between leadership and affect in the workplace from the leaders' viewpoint is scarce. In particular, the hidden emotion work of middle managers has largely escaped research attention. Particularly during change periods, middle managers may need to suppress or express emotions for the benefit of others, ignoring their own inclinations and influencing how they deal with organizational tensions. Thus, in this paper, we explore how emotion work influences middle managers' emotional leadership during organizational change by conducting a qualitative case study of a Finnish–British post-acquisition integration process. Our findings reveal the importance of middle managers' self-imposed role requirements in directing their emotional leadership during organizational change. Our findings also highlight three possible ways middle managers negotiate experienced dissonance, suggesting that internal as well as external situational factors motivate this behavior. The findings have important implications for HRM practice, particularly during organizational change.

Mindfulness and Emotional Regulation in Organizational Contexts

Authors: Ashlea Troth, Maree Roche and Alex Crook

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- Maree Roche, maree.roche@auckland.ac.nz, University of Auckland, New Zealand
- Alex Crook, acro664@aucklanduni.ac.nz, University of Auckland, New Zealand

Abstract:
Research increasingly examines the combined effects of mindfulness and emotion regulation to identify ways to increase health, wellbeing and performance outcomes in organizational contexts. Yet this trend appears to be fragmented in the conceptual and operational approach taken, and in terms of its practical application. Based on a systematic review of 68 empirical studies published in the last 15 years, we examine the (i) theoretical lens researchers use to explain the relationship between mindfulness and emotion regulation; (ii) how mindfulness and emotion regulation are conceptualized and operationalized in workplace research; (iii) the extent to which mindfulness and emotion regulation are found to be empirically related; and (iv) the workplace outcomes found. These review findings reflect some differences about how best to research and subsequently apply practical strategies related to the effects of mindfulness and emotion regulation in organizations. They also point to a set of insights and recommendations that will initiate more rigorous research and effective use of mindfulness and emotion regulation practices at work.

Getting to the Heart of Corporate Greening: A Systematic Review and Integrative Framework of Emotions and Environmental Sustainability in Organizations

Authors: Jie Tang and Sally Russell

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- Jie Tang, j.tang@leeds.ac.uk, University of Leeds, United Kingdom
- Sally Russell, S.Russell@leeds.ac.uk, University of Leeds, United Kingdom; University of Umeå, Sweden

Abstract:
A growing body of research have indicated that emotions are at the core of environmental sustainability in organizations. To synthesize the currently fragmented and dispersed findings on this topic, we conducted a systematic review to provide a comprehensive understanding of what, how, and when emotions shape and are shaped by environmental sustainability within organizational contexts. We first integrate conceptual foundation and operationalization of emotion in organizational sustainability. Then we propose a reciprocal and multilevel framework in which organizational green practices and individual green behaviors trigger emotional experiences across five levels. In addition, emotions influence environmental sustainability outcomes at both the employee and organizational levels, which subsequently reshape emotional experiences over time. This review contributes to both the emotions and environmental sustainability literature by highlighting the dynamic and reciprocal role of emotions at the core of organizational environmental sustainability. Practically, we provide insights for managers and policymakers, highlighting that emotions can serve as powerful levers for encouraging employee green behavior and organizational environmental performance.

Parallel Paper Session C2: Emotions in Work and Organizational Contexts

Institutional Logics of Pride: Pride Practice in Elite Culinary Worlds in the UK and Japan

Authors: Lu (Nick) Wang, Robin Burrow, Shuo Yuan, Yutaka Yamauchi and Michael Lounsbury

Contact:
- Lu (Nick) Wang, lunick@ualberta.ca, University of Alberta, Canada
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- Shuo Yuan, syuan7@ualberta.ca, University of Alberta, Canada
- Yutaka Yamauchi, yamauchi.yutaka.3r@kyoto-u.ac.jp, Kyoto University, Japan
- Michael Lounsbury, mike.lounsbury@ualberta.ca, University of Alberta, Canada

Abstract:
Institutional scholarship has increasingly recognized that emotions are central to the production and reproduction of institutional practice. Yet existing research treats emotions primarily as psychological states activated by institutional contexts rather than as institutional elements constituted by and constitute institutional logics themselves. Drawing on a comparative qualitative study of elite haute cuisine in the United Kingdom and elite sushi practice in Japan, we develop an institutional logics approach to pride. Although this paper is in a developmental stage, our preliminary analysis suggests that pride is not a universal, internally generated feeling but is a distributed practice constituted by and constitute distinct logics. In the UK, pride practice is organized through a neoliberal logic that frames pride in terms of self-optimization and visible achievement. In contrast, in Japan we identify a shokunin model of pride practice, constituted through Zen-inflected craft traditions, in which pride is enacted through fidelity to form and the gradual dissolution of the self into practice. We conclude by discussing the implications of these findings for organizational research on emotions and institutional scholarship.

Corporate Purpose Receptivity as a Social-Emotional Process

Authors: Can (Coco) He, Quy Huy and Rodolphe Durand

Contact:
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- Quy Huy, quy.HUY@insead.edu, INSEAD, France/Singapore
- Rodolphe Durand, durand@hec.fr, HEC Paris, France

Abstract:
Are employees receptive to corporate purpose discourses? How does purpose receptivity unfold over time? Past research has offered first answers to these questions by focusing on cognitive processes (information processing, shared cognition, and distributed authority). We complement this view with an inductive study of a manufacturing firm that introduced an explicit purpose throughout the organization. We find that purpose receptivity unfolds as a social-emotional process: employees' purpose receptivity is shaped through emotion regulation processes directed at both the self and others. We identify three self-reinforcing mechanisms—emotional attuning, relational resonance, and organizational affordances—through which purpose receptivity is sustained over time. By (re)conceptualizing purpose receptivity as a distributed social-emotional process, this study advances research on corporate purpose and on the process approach to emotion in strategic management.

Feeling Betrayed and Blaming Yourself: How and When Psychological Contract Violation affects Employees' Emotional Wellbeing

Authors: Michael Gyensare and Maria Balta

Contact:
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- Maria Balta, m.balta@kent.ac.uk, University of Kent, United Kingdom

Abstract:
Extant research on psychological contract violation has insufficiently explored its effects on wellbeing. This is because most of the research has been on how psychological contract violation affects employees' attitudes and behavior. We contend that emotional exhaustion and engagement are two contrasting, yet salient indices of wellbeing that may suffer when the employee-employer relationship is compromised. Accordingly, we address this gap by harmonising core tenets of conservation of resources theory to examine the harmful effect of psychological contract violation on frontline hotel employees' wellbeing across distinct cultures. Study 1, based on cross-sectional data from 313 United States frontline hotel employees, found support for the effect of psychological contract violation on exhaustion and engagement through experienced regret. To provide robust validation of these findings, Study 2 replicated and extended Study 1 with multiwave data from 236 Ghanaian frontline hotel employees. Furthermore, emotional forgiveness was examined as a resource buffering the effect of psychological contract violation on exhaustion and engagement, via experienced regret. We conclude by discussing the theoretical and practical implications of our findings about the management of experienced regret originating from psychological contract violation via emotional coping resources, while also acknowledging the limitations and providing suggestions for future research.

The Emotional Ties of Franchising: The Individual and Organizational Effects of Franchisee Friendships

Authors: Eszter Gedeon, Corentin Le Bot, Rozenn Perrigot and Anna Watson

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- Rozenn Perrigot, rozenn.perrigot@univ-rennes.fr, IGR-IAE Graduate School of Management, CREM, University of Rennes, France
- Anna Watson, A.Watson@napier.ac.uk, Edinburgh Napier University, Business School, United Kingdom

Abstract:
This study explores the role of emotions in the emergence and impact of franchisee friendships within franchise networks. Although franchising is a hybrid model combining entrepreneurial autonomy with standardization, the role of informal relationships between franchisees within the network—critical to its functioning—has been largely underexplored. Through qualitative interviews with 36 French franchisees, this research examines the emotional factors facilitating the development of friendships and their effects on both individual franchisees and the overall network. The findings indicate that franchisees often form friendships that range from workplace-focused to strong emotional bonds. These friendships provide emotional support which enhances franchisees' well-being through stress regulation, but also foster trust that contributes to knowledge sharing, adherence to franchise norms and collaboration. However, if not well managed, friendships can also lead to selective knowledge sharing and informal, protective alliances between franchisees. Overall, this research provides new insights into the importance of emotional dynamics in franchisee friendships, suggesting that

franchisors should encourage these relationships to maximize network benefits, while also being mindful of their potential challenges.

Designing Affective Intimacy at Scale: The Organizational Structuring of Parasocial Relationships

Authors: Boram Do, Jaewon Shin and Quy Huy

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- Quy Huy, quy.HUY@insead.edu, INSEAD, France/Singapore

Abstract:
Although emerging literature has explored how leaders and top management teams as symbolic representatives of organizations generate affective bonds at the individual-level, organizing processes through which they are constructed, intensified, and sustained on a large scale have underexplored. Based on a longitudinal study of a South Korean pop music band BTS (Bangtan Sonyeondan) and its stakeholders ARMY (Adorable Representative Master of Ceremonies for Youth), we develop a model of structured parasocial intimacy through a socio-digital environment with four interrelated affective interactions: strategic vulnerability, simulated reciprocity, longitudinal narrating, and material anchoring. We conceptualize these practices as being associated with a distinct dimension—humanity, relationality, temporality, and materiality. Our study extends the traditional assumptions of cognitive relationships between organizations and their stakeholders in TMT and organizational leadership literature, underpinning the affective and parasocial mechanisms governing leader-stakeholder relationships.

Emotional Wealth Typology of Family Firms in the Context of Decision-Making

Authors: Jaakko Metsola, Tanja Leppäaho and Riikka Harikkala-Laihinen

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- Riikka Harikkala-Laihinen, riikka.m.harikkala@utu.fi, University of Turku, Finland; R.Harikkala-Laihinen@leeds.ac.uk, University of Leeds, United Kingdom

Abstract:
Research broadly shows that socioemotional wealth (SEW) influences family firm (FF) decision-making. However, SEW has been critiqued for being ambiguous in terms of the affective elements manifested at individual, interpersonal, group and organizational levels. To tackle this issue, we adopt the SEW-derived construct emotional wealth (EW), directing attention to affective needs resulting from intrafamily interactions and attachment. Through our multiple-case study, we find that there are three types of EW—toxic, regulated, and empowering—that intertwine with decision-making through intergenerational relationships and collaboration activities. The typology elaborates EW conceptualization within SEW framework in the FF decision-making context.

The Role of Perceived Supervisor Fairness and Employee Gratitude in Mitigating Employee Negative Megaphoning: A Moral Affect Perspective

Authors: Maysam Nour Eddin, Togan Kilic and Marc Ohana

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- Togan Kilic, togan.kilic@kedgebs.com, Kedge Business School, France
- Marc Ohana, marc.ohana@kedgebs.com, Kedge Business School, France

Abstract:
Gratitude in organizations is often assumed to arise naturally from fair or favorable treatment. Drawing on moral affect theory, we challenge this assumption by arguing that gratitude is a moral emotion that emerges only when such treatment is benevolent rather than instrumentally motivated or contingent on expectations of repayment. Focusing on supervisors as central organizational representatives, we propose that overall supervisory justice perceptions (OSJP) elicit employee gratitude, which in turn discourages employees from engaging in negative megaphoning—informal communication that broadcasts unfavorable views about the organization to internal and external audiences. We further argue that this process depends on supervisors' bottom-line mentality (BLM), which shapes employees' attributions regarding the motives underlying fair treatment. Using three-wave data from 419 employees in the United States and United Kingdom, structural equation modeling supports a first-stage moderated mediation model. OSJP positively predicts gratitude, gratitude negatively predicts internal and external negative megaphoning, and gratitude mediates this relationship. However, high supervisor BLM weakens the OSJP–gratitude link and eliminates the indirect effect. These findings clarify when OSJP elicits gratitude and identify BLM as a key boundary condition shaping gratitude's moral force within organizations.

Moral Emotions and Social Practices in Meat-Reducing Consumers

Authors: Maud Daniel Chever and Laura Sabbado da Rosa

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- Laura Sabbado da Rosa, laura.sabbado-da-rosa@univ-rennes.fr, IGR-IAE Graduate School of Management, CREM, University of Rennes, France

Abstract:
This paper examines the dietary transition processes of individuals who are reducing their meat consumption. Drawing on theories of social practices, and in particular the teleoaffective dimension of these practices, a qualitative study of 25 interviews explores how moral emotions shape dietary transitions and foster individual agency. Our results reveal four main moral emotions: disgust, guilt, shame, and pride. Each moral emotion fulfils distinct functions by restructuring the three dimensions of dietary practices: meanings, skills, and materials. This research operationalizes the concept of "meanings" in the theory of social practices and demonstrates that dietary transitions are not linear processes based solely on cognition.

Embodied Emotions and the Lived Limits of Organizing: Revisiting Management Classics towards Sustainable Work

Authors: Benjamin Apelojg and Rebecca Dickason

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Abstract:
Calls for sustainable work increasingly emphasise well-being, resilience, and responsible organizing. Yet sustainability debates often unfold at a structural or strategic level, leaving underexamined the lived, embodied emotional experience through which work is enacted. This paper argues that foundational management and organization theory contains implicit insights into the embodied emotional limits of organizing that can inform contemporary discussions of sustainable work. We revisit four canonical contributions by Argyris, Simon, Mintzberg, and Weick to examine how embodied emotions are invoked, marginalised, or indirectly presupposed in their accounts of organizational behavior, managerial work, and sensemaking. Drawing on a systematic interpretive re-reading and iterative coding of these texts, we analyse how emotions and bodily references are positioned within each theoretical lineage. Rather than projecting contemporary sustainability frameworks onto these works, we treat sustainability as an interpretive horizon from which to reassess the lived limits articulated in the classics: limits of rationality, learning, managerial capacity, and sensemaking. The paper contributes to emotion research by making these embodied emotional limits explicit and by integrating emotional embodiment into foundational theory. It thus outlines a pathway for theorising sustainable work as the capacity of organizing to remain compatible with human embodied emotional experience over time.

The Impact of Organizational Culture on Employee Wellbeing

Authors: Roy Smollan and Shelagh Mooney

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Abstract:
Organizational culture, as deconstructed by employees, has many dimensions which separately or collectively influence their beliefs about how they should behave. Culture, which may have strong emotional overtones, therefore has the capacity to influence their wellbeing. We focused on the broad finance industry given the largely critical media reports and academic studies on heavy workloads, ethical concerns and other demands that have added to the stress of employees. Surprisingly, most participants in our interviews reported that the constructive elements of their organizations' cultures were dominant, particularly concern for staff, and that these enabled them to cope with work stress. Conversely, perceptions of negative aspects of the culture eroded the wellbeing of other participants. The findings also indicate that organizational changes, including those emanating from the external environment, did little to alter participant perceptions of the culture. We present a multi-level model of the impact of diverse dimensions of organizational culture on wellbeing that could be used in researching other industries in rapidly changing environments.

When Positivity Backfires: The Impact of Toxic Positivity on Emotions and Behaviors at Work

Author: Mouna El Mansouri

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Abstract:
Social support is defined as an external job resource according to the job demands-resources model and is linked to positive outcomes for its recipients. However, when support becomes unhelpful, it becomes a demand for recipients. In this theoretical paper, I explore an instance of inadequacy-implied unhelpful social support at work: toxic positivity – that is pressure to focus on positive experiences and ignore negative ones. I conceptualize toxic positivity through three dimensions: unrealistic optimism, emotional suppression, and exaggerated individual agency. Focusing on individuals on the receiving end of such support and combining Stress-as-Offense-to-Self theory and appraisal theory, I argue that toxic positivity poses a threat to self-esteem for recipients. I then theorize how toxic positivity elicits self-conscious social and moral emotions of guilt, shame, and pride. In turn, I demonstrate how these emotions may have a differential impact on subsequent work behavior ranging from maladaptive (e.g., withdrawal and procrastination) to adaptive behaviors (e.g., proactivity and prosocial behavior). The resulting model highlights the complexity of the impact of toxic positivity in the workplace and suggests additional factors related to recipients, supporters, and work environments, that may be at play.

To Give or Not to Give: Moral Emotions in Petty Corruption Decision-Making in Healthcare

Authors: Laura Daniusevičiūtė-Brazaitė and Raminta Pučėtaitė

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- Raminta Pučėtaitė, raminta.pucetaite@ktu.lt, Kaunas University of Technology, Lithuania

Abstract:
The paper presents research in progress.
Petty corruption in healthcare refers to small-scale everyday exchanges such as informal payments, gifts, in-kind benefits, and social favors offered by patients to facilitate access to services or secure better-quality care (Rose-Ackerman, 1997; Torsello, 2024). Drawing on moral psychology frameworks, including the dual-process model and social intuitionist perspectives, this study examines how patients' moral emotions and visual attention influence petty corruption decision-making in healthcare contexts. Specifically, we investigate the role of moral emotions such as gratitude, guilt, shame, sympathy, and anger, conceptualised both as dispositional tendencies and situational emotional states. The empirical context is Lithuania - a post-Soviet society marked by a historical legacy of informal payments, gifts, in-kind benefits, and social favours in the healthcare sector. Using an eye-tracking methodology, participants will be presented with brief textual vignettes of situations likely to occur in petty corruption decision-making. Visual fixation patterns will be used as indicators of intuitive social information processing, whereas sociomoral reasoning was assessed by examining moral decision outcomes and the level of sociomoral justification provided. We hypothesise that increased visual attention to corruption-related situations will be positively associated with morally adaptive decisions, whereas delayed visual engagement will be negatively associated with petty corruption decision-making. The aim of this study is to shed empirical light on the role of moral emotions in patients' moral decision making in healthcare- contexts. The findings are likely to provide insights to be used in developing more effective interventions of petty corruption prevention in healthcare organizations in similar socio-cultural contexts.

Emotion-Related Practices in Emotionally Demanding Work: A Conceptual Framework using the Example of Clinical Maternity Care

Authors: Sophia Bittner-Zähr and Marie Tallarek

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- Marie Tallarek, tallarek@b-tu.de, Brandenburgische Technische Universität Cottbus-Senftenberg, Germany

Abstract:
In Organization and Management studies, emotions have predominantly been considered as an individualistic phenomenon. From a sociological perspective, however, scholars emphasize the role of collective emotions in social and organizational contexts. In professions characterized by significant emotional demands, such as social work and healthcare, emotional work and sentimental work toward customers, clients, or patients can exert a profound influence not only on the quality of services rendered and the satisfaction of consumers but also on the well-being of workers and their future ability to effectively perform their roles. Emotion-related practices have received scant scholarly attention until now. We propose a conceptual framework for these practices, which is based on a systematic literature review and analysis of emotion-related practices in the midwifery context. The framework considers individual and organizational determinants, emotion-related

practices, and outcomes. It establishes a foundation for a more comprehensive understanding of emotion-related practices within organizations and encourages structured empirical research in this field.

'I Just Cannot Unsee It': Emotion Work in Organizations for Compassion Towards Distant Suffering

Author: Raphaela Fritz

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Abstract:
Emotions are widely recognised as integral to organizational life, with growing scholarly attention to those arising in relation to societal suffering. Yet research continues to privilege cognitive accounts, frequently treating emotions as epiphenomenal rather than analytically central to action. To examine how organizational members respond to distant suffering, this study adopts compassion as an analytical lens that integrates cognition, emotion, and action, yet notes that scholarship has often narrowed the emotional experience of compassion to empathic concern. Empirically situated in the fashion industry, a field marked by profound human and environmental harm, this study identifies three interrelated forms of compassionate emotion work through which organizational members aim to ease suffering: Emotion Activation Work (EAW), Emotion Diffusion Work (EDW) and Emotion Regulation Work (ERW). During EAW, actors witness external suffering as somatic experiences activate distressing emotions and reduce distance from suffering. These activations give rise to EDW responses, in which individuals engage others at work, thereby facilitating the diffusion of concern and the emergence of collective action. Through such responses, distressing emotions may be regulated and transformed by ERW, or they may remain unregulated when EDW efforts fail. Together, these insights contribute to emotion work and compassion scholarship by showing how emotions actively shape responses to distant suffering. These responses unfold relationally, including the emergence of 'indirect compassion', whereby actors involve others in recognising harm and responding to its alleviation.

Validation of the Situational Test of Emotion Regulation Ability (STERA) in Health Care

Authors: Veerle Huyghe, Marie Matthijs and Johnny R.J. Fontaine

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Abstract:
Knowing how to effectively regulate emotions at work plays an important role for well-being at work and in general. The current study contributes to the assessment in this field with the validation of a new situational judgement test for emotion regulation ability (cf., Fontaine, 2016), the STERA. This validation study focuses on test content representativeness and relevance, internal structure at item level, convergent validity and the nomological network. The STERA was developed on the basis of the componential emotion theory. It assesses how well people understand how they can regulate each of the emotion components that make up the emotion process. Due to the careful development of the STERA, validity evidence based on the test content can be assumed. Confirmatory factor analysis is used to investigate an a priori model for the sources of variance in the raw item scores. It is demonstrated that the internal structure consists of a bipolar emotion regulation ability factor, a unipolar acquiescent response factor and design-based error covariances between items of the same scenario. The correlational analyses further by and large confirm the expected relations with external variables. The STERA offers a promising new assessment instrument to assess emotion regulation ability.

Humanizing Self, Relationships, and Career: How Personal Loss Affects the Work Domain in the Long Term

Author: Lidiia Pletneva

Contact:
- Lidiia Pletneva, L.Pletneva@lse.ac.uk, London School of Economics (LSE), Department of Management, United Kingdom

Abstract:
Building on an inductive, qualitative study of employees who experienced a significant personal loss due to bereavement, this paper explores how such personal events affect the work domain in the long term. Drawing on 55 in-depth interviews and supplementary archival data, we develop an inductive model that shifts the focus from the predominant in the literature short-term costs of personal grief for organizations to the potential long-term benefits of having employees with grieving experience. Specifically, the model shows that personal loss can humanize professional self, relationships at work, and career as people make sense of the loss, the feelings it made them experience, and the reaction to sharing the loss with colleagues. Consequently, the long-term impact of personal loss results in reallocating work-life balance resources, becoming a more self-compassionate and compassionate employee, engaging in job crafting behavior, and altering career path. Such behavioral changes create a new, resilient to further changes, status quo that addresses the needs that existed prior to the loss. This paper advances theorizing on grief in organizations, the work-life interface, posttraumatic growth, and humanizing organizations.

Leading Through Emotion: Affective Events, Affect, and Emotion Management in Female Leaders' Daily Work Lives

Authors: Cara Jonker and Karen Kamfer

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- Karen Kamfer, profcarajonker@gmail.com, North-West University WorkWell Research Unit, South Africa

Abstract:
Female leaders experience a range of daily workplace emotions triggered by various work-related events, which influence both their emotional responses and how these emotions are managed. Despite the importance of effective emotion management for leadership success, limited research has explored female leaders' daily emotional experiences and their management strategies. This study aimed to explore and describe these experiences and how female leaders regulate their emotions in the workplace.
A qualitative, phenomenological approach within a constructivist paradigm was employed. Eleven female leaders from diverse organizations and hierarchical levels were selected through purposive and network sampling. Data were collected by means of semi-structured, in-depth interviews and analysed using thematic analysis.
Findings revealed that emotion-evoking events occurred across microsystem, mesosystem, and exosystem levels. Participants reported both positive and negative daily emotions, each with distinct subthemes. Emotion management strategies were categorised as adaptive or maladaptive, highlighting varied approaches to managing workplace emotions.
The study underscores the importance of organizational awareness of emotional dynamics in female leaders' work lives. Creating environments that support healthy emotional expression may foster psychological well-being, effective leadership, and organizational sustainability. This research contributes to the limited literature on female leaders' emotional experiences and informs future studies on effective emotion management strategies.

Examination of a Dual-Pathway Process of Employee Voice and Silence as a Function of Leader Interpersonal Affect Regulation

Authors: Hector Madrid, René Gempp, Jorge Corral-Hernandez and Cristian Vasquez

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- René Gempp, rene.gempp@udp.cl, Universidad Diego Portales, Chile
- Jorge Corral-Hernandez, jacorralh@gmail.com, Universidad Adolfo Ibáñez, Chile
- Cristian Vasquez, c.vasquez@sheffield.ac.uk, University of Sheffield, United Kingdom

Abstract:
Managing employee voice and silence is a central issue in work psychology because these behaviors influence organizational effectiveness and well-being. This developmental paper proposes a dual-pathway process in which both voice and silence stem from leader interpersonal affect regulation. In a five-day diary study with 111 employees from multiple organizations, leader affect-improving regulation fostered positive affect, which in turn promoted voice. Conversely, leader affect-worsening regulation elicited negative affect, which increased silence. The study clarifies how leaders' regulation of employees' affect shapes the sharing or withholding of knowledge and ideas at work, offering implications for both theory and practice.

Workshop

Note: this workshop will run over two successive sessions (18-20 participants max per session)

Ubuntu and Emotions: Shared Identity as a Relational Foundation for Organizational Life

Facilitators: Kendi Guantai, Iwi Ugiagbe-Green and Rebecca Dickason

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- Rebecca Dickason, rebecca.dickason@univ-rennes.fr, IGR-IAE Graduate School of Management, CREM, University of Rennes, France

Abstract:

This 90-minute interactive workshop brings Ubuntu, an African philosophy of shared identity and relational interdependence, into conversation with contemporary scholarship on emotions in organizational life.

While research on emotions has increasingly emphasized relationality, intersubjectivity, and collective affect, the ontological foundations of *being-with-others* remain relatively underexplored. Ubuntu, frequently expressed through the maxim "I am because we are," offers a distinctive starting point for examining how emotions emerge, are experienced, and acquire meaning within relationships and collectives.

Rather than advancing a particular interpretation of Ubuntu or a predetermined set of conclusions, the workshop invites participants to explore what becomes visible when organizational emotional life is approached through a lens of shared identity. In doing so, it opens space to consider both the possibilities and the tensions that may arise when emotions are understood as fundamentally relational.

Through guided reflection, dialogue, embodiment and collective sensemaking, participants will engage with questions such as: How may shared identity shape emotional experience and expression in organizations? What possibilities, tensions, or ambiguities emerge when emotions are understood through relational interdependence? How might Ubuntu challenge, enrich, or extend existing understandings of emotional dynamics at work?

Structured as a facilitated co-creation space rather than a lecture, the workshop seeks to foster curiosity, reflection, and dialogue across different theoretical, cultural, and experiential perspectives. In doing so, it contributes to ongoing conversations about the relational and cultural foundations of emotions and the potential value of engaging with diverse philosophical traditions in organization studies.

Conference Venue and Practical Information

Transport in Rennes

Public Transport

The STAR network (*Service des Transports en Commun de l'Agglomération Rennaise*) operates Rennes' public transport system, including metro lines, buses, and other mobility services across the city and its metropolitan area.

You can conveniently use your contactless bank card directly on validators in both the metro and buses.

- A single journey costs €1.70 and is valid for 1 hour
- This includes unlimited transfers within that time period
- No paper ticket is required – simply scan your card when boarding

The STAR network map is available **here** (only in French). See PDF of STAR metro lines **here**.
The word "here" in blue links directly to each map.

Note: Tickets for the metro and the bus can also be bought from machines at metro stops and at the St Anne agency.

City Maps

Tourist maps of Rennes are available online in **English** and **French**. Click the language of your choice (in blue) to open the corresponding map.

Taxi Phone Numbers

- Taxis Rennais: +33 (0)2 99 30 79 79
- BREIZH CAB: +33 (0)2 23 44 69 30
- Rennes-taxi35: +33 (0)2 30 02 51 39

Getting to the IGR-IAE

The nearest metro station is Jules Ferry (line b), located approximately 350 metres from the IGR-IAE.
From the station:

- Cross Rue Jean Guéhenno
- Walk straight ahead, keeping the Faculty of Law and Political Science on your left
- Continue onto Rue Jean Macé
- Turn left – the main entrance of the IGR-IAE will be on your left

Map design: Rebecca Dickason (2026)

Discovering the IGR-IAE

The IGR-IAE Graduate School of Management can be discovered via our virtual visit.

Main Entrance

Welcome Area (Entrance Hall)

This is where participants can collect their badges before being oriented towards the conference activities by our welcoming committee.

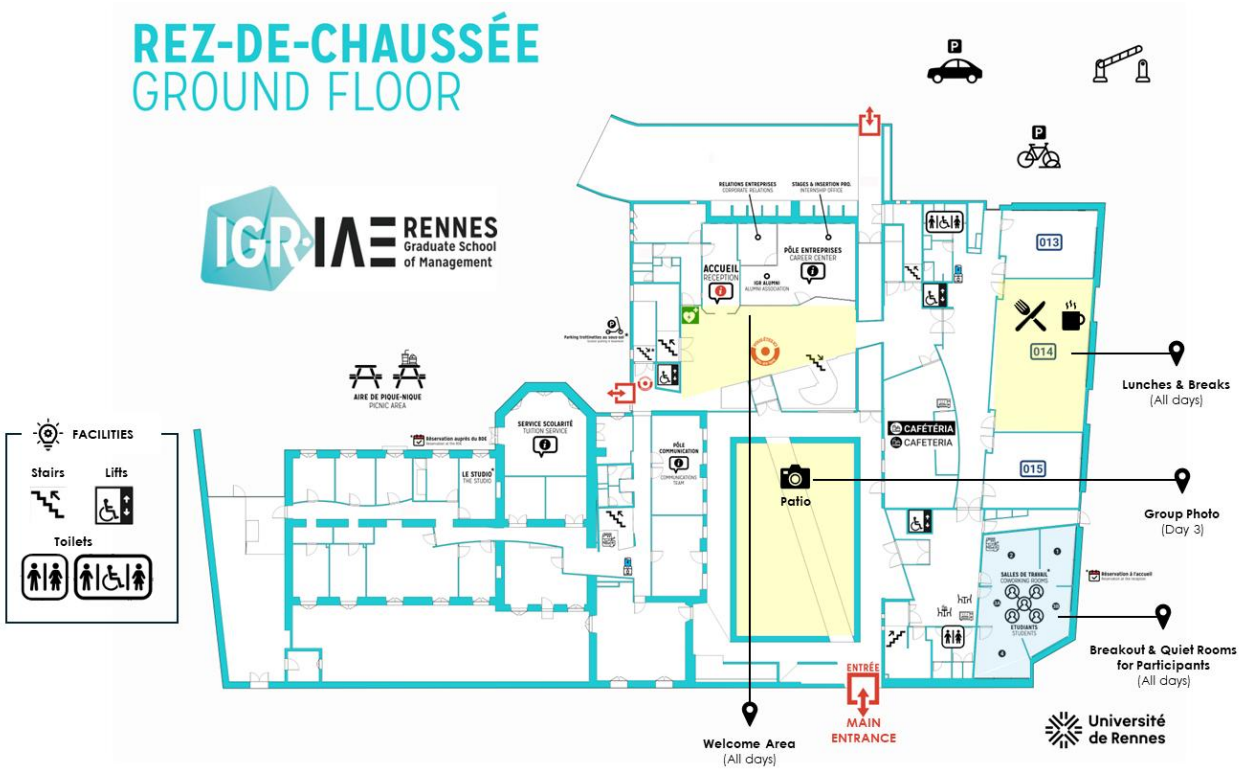
Other Practical Details

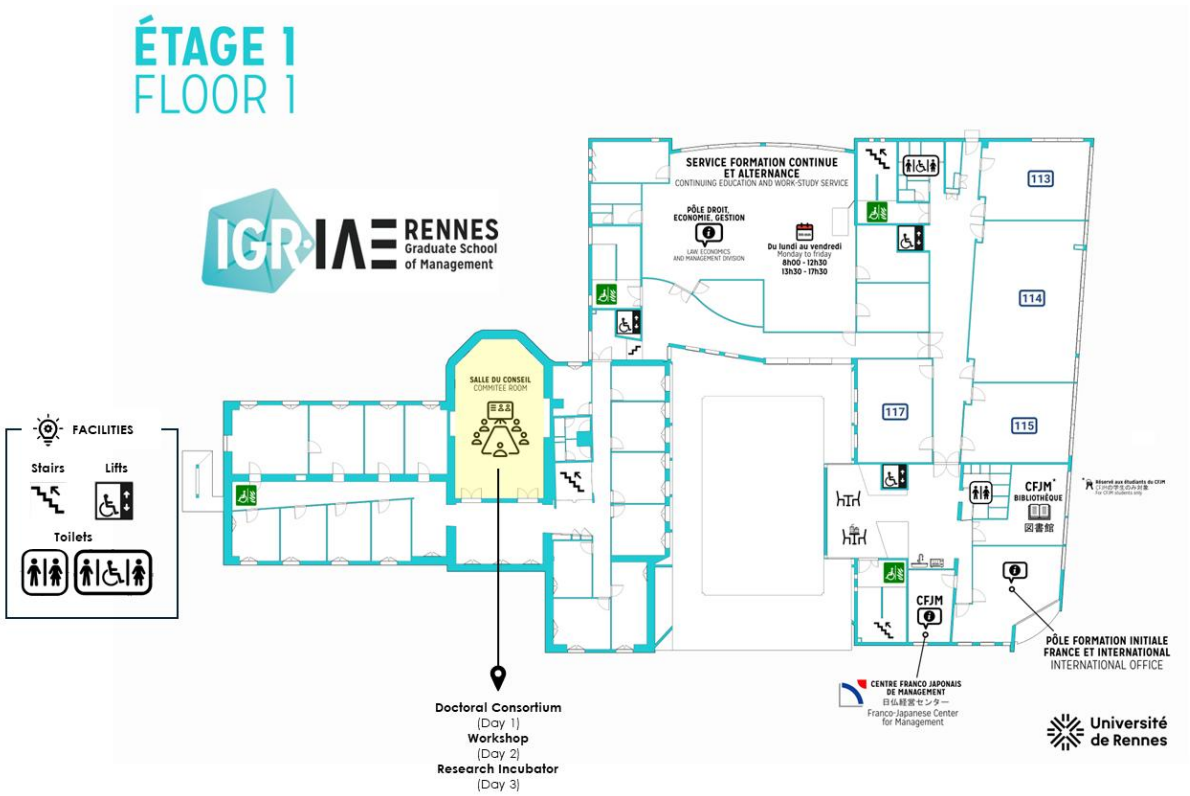
The conference website provides further details. Simply click on any blue item below to open the corresponding page on the conference website:

- **general practical information**
- **where to eat**
- **travelling to the event**
- **accommodation options**
- **ideas for visiting Rennes** and… its **surroundings**

We kindly ask smokers to use the designated smoking areas located away from the main entrance.

Venue Floor Plans & Room Locations





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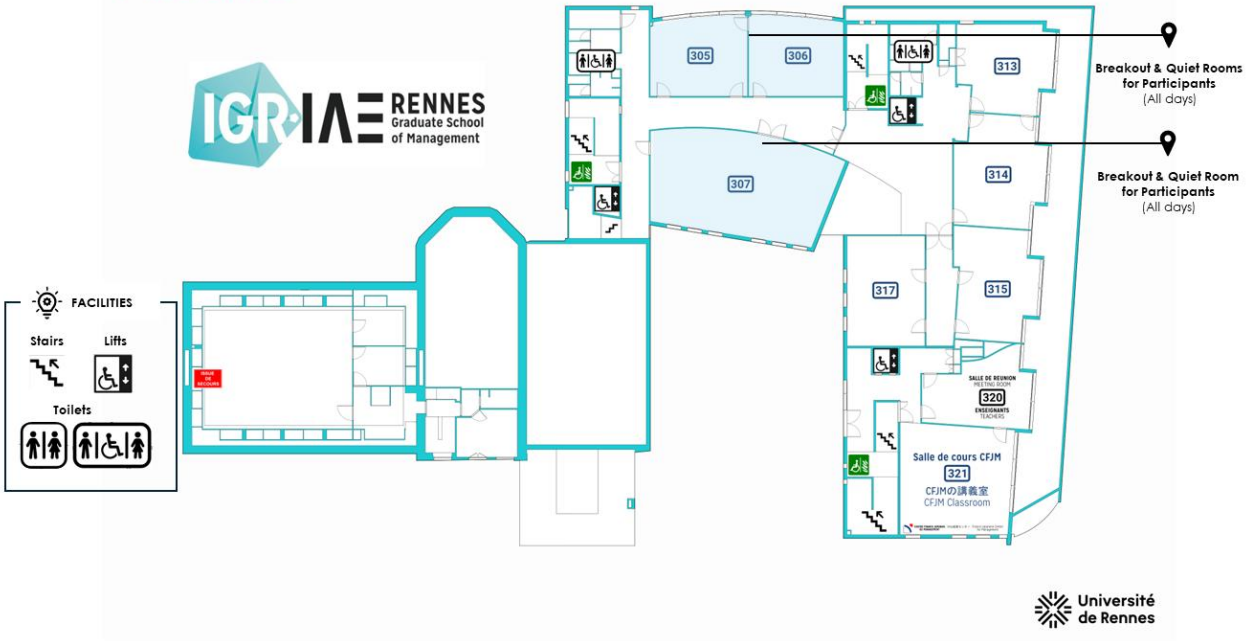


Conference Dinner

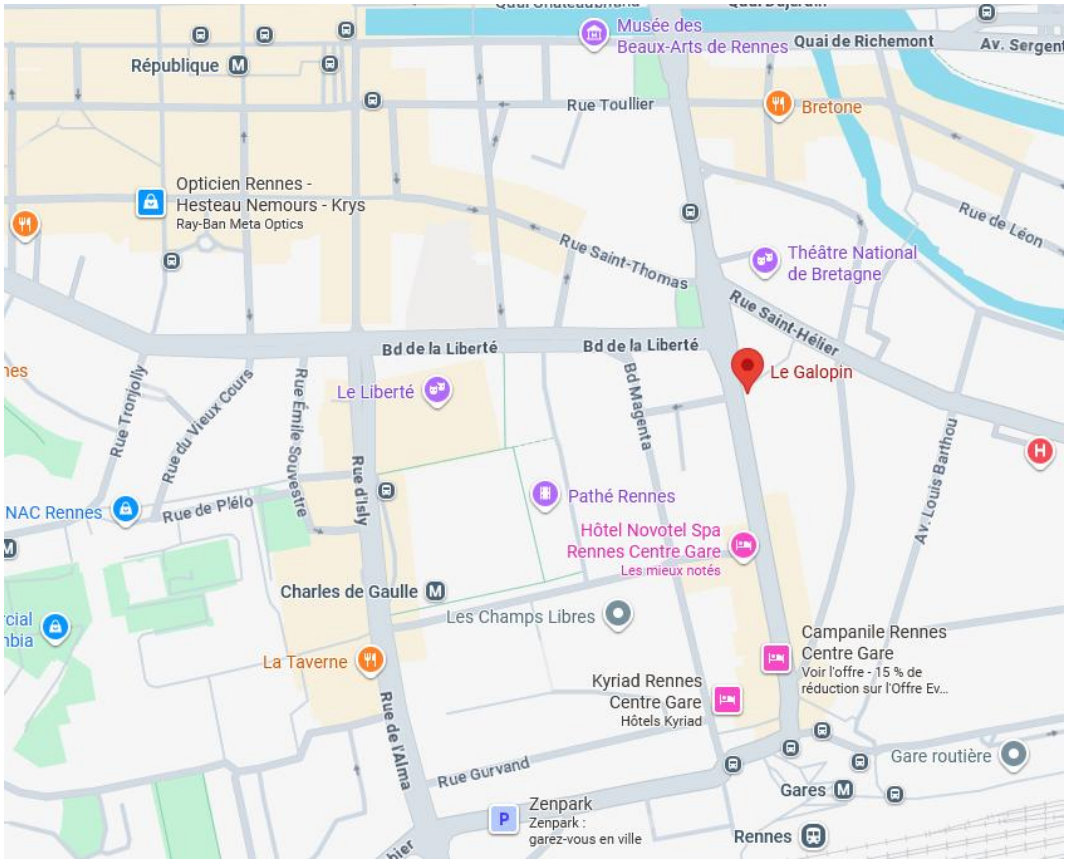
(only for pre-registered participants)

The conference dinner will be held at *Le Galopin* Restaurant (near the railway station)

Meeting time (directly at the restaurant): 19:00.

Address: 21 avenue Janvier, 35000 Rennes. Phone : + 33 (0)2 99 31 55 96. www.legalopin.fr

Click on the map below for an interactive version in Google Maps:



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EMONET Website: www.emotionsnet.org