
Editorial

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Biographical notes: Robert G. Jones is Professor of Psychology at Missouri State University. He received his PhD (1992) in Industrial/Organisational (I/O) psychology from Ohio State University after a 'first' career in banking and music. During his career as an I/O psychologist, he has dealt with a broad range of research and practice questions, mostly relating to psychometrics in selection, performance assessment, and management development. His recent work centres on applications of basic research on emotive perception to measurement and management of behaviour in individuals and groups. With his students, he has addressed these issues in numerous applied and scholarly settings, including assessment centres, performance management systems, service training programmes, selection test development, and team and leadership development. Jones has served as Book Review Editor for *Personnel Psychology* and is Acting Department Head for the MSU Department of Psychology, and currently serves on the Springfield City Council.

Arguably the most influential component of emotion at work is its display. While much has been made of the effects of emotional displays on the workers who produce them, less is understood about the construal of emotive display by those who observe them. From a strictly pragmatic perspective, it may be as important to organisational outcomes, as well as to emotive displayer health and well-being, to understand whether emotional displays have their desired effects. For example, if a display rule for forced hiding of emotions has a negative effect on the displayer, but has a desired impact on the observer, then in some circumstances there may be justification for trading displayer health and well-being for an organisational 'good'. If the organisational good does not result, however, it there may be no good reason for the costs of the display rule.

Taking this example into perspective, we need to ask when, how, and where display rules are used, and what end they may or may not serve in organisations. To answer these questions, further consideration needs to be given to the construal of emotive displays by observers. Observers of emotive displays include co-workers, subordinates, customers, public audiences, and supervisors. Particularly in global commerce, organisational observers may come from different groups (culture, gender, ethnicity, *etc.*) than the displayer, and may therefore have different super linguistic expectations for emotive display. Hence, this special edition invited manuscripts dealing with observer construal of emotive displays in organisational settings.

As a first step, this issue of *International Journal of Work Organisation and Emotion* advances our understanding of what outcomes are expected when people display or mask different emotions in different workplace settings. As a next step, this edition provides important insights into how these expectations of display translate into differential effects depending on observer characteristics. The papers in this issue also deal with major workplace relationships where construal is potentially relevant, including leadership, teams, customer service and sales. Similarly, several issues that have relevance across relationships are illuminated, including impression management, gender discrimination, and cultural differences.

The papers also address more than just the basic perception of emotion through facial displays. The authors have attempted to lead us toward a better understanding of how observers make sense of emotive displays and behave according to the sense they have made in service situations, co-worker dyads, teams, and when establishing organisational strategy. The papers are ordered in this way, as well. The first paper presents Brotheridge and Zyglidopoulos's rich description of sales encounters. Liu and Perrewé shed empirical light on co-worker construal in the emotionally laden work of hospice care. Smollan develops our understanding of the perceived appropriateness of individual emotional construal across various contexts. This paper is followed by Härtel *et al.*, who discuss emotive construal in work groups. The two final papers deal with construal issues in leadership (Glasø *et al.*) and strategy (Brundin and Melin), respectively.

I believe that the quality and breadth of the papers in this volume will advance our understanding of the construal question posed. Nevertheless, there is much still to learn about this important question.

Before moving to the papers in this edition, I would like to thank the following volunteers and their affiliated institutions for their support in producing this volume: Neal Ashkanasy, University of Queensland; Richard G. Best, Verdict; Rob Briner, Birkbeck College; Céleste M. Brotheridge, Université du Québec à Montréal; Marie Dasborough, Oklahoma State University; Catherine Daus, Southern Illinois University, Edwardsville; Shlomo Hareli, University of Haifa; Charmine Härtel, Monash University; Ronald Humphrey, Virginia Commonwealth University; Peter Jordan, Griffith University; Nanja Kolk, Berenschot Consulting; Andrea Lassiter, Minnesota State University, Mankato; Sandi Mann, University of Central Lancashire; Elizabeth J. Rozell, Missouri State University; Patrick Scott, Missouri State University; and Satoris S. Youngcourt, Personnel Decisions International.