

# **Journal of Organizational Behavior**

## **Special Issue: Call for Papers**

### **Affect in Organizational Interpersonal Exchange Processes**

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#### **Background and Rationale for the Special Issue**

Organizational Behavior (OB) scholars have long acknowledged that affect is of central importance in interpersonal exchange processes (Dienesch & Liden, 1986). More specifically, scholars now recognize that affective phenomena (e.g., discrete emotions, mood, emotional intelligence etc.) are integral to social exchange and role making processes among supervisors, subordinates, and coworkers (Ashkanasy & Tse, 2000; Fisher & Ashkanasy, 2002). Nonetheless, while scholarly interest in this research domain has grown considerably since the turn of the Millennium, researchers (e.g., Tse & Ashkanasy, 2015; Tse, Troth & Ashkanasy, 2015; Tse, Troth, Ashkanasy & Collins, 2018) have suggested scope exists for further development of existing theoretical frameworks and methodologies of both affective and interpersonal exchange processes.

In this special issue, we seek to advance the theoretical and practical significance of the role of affect in interpersonal exchange processes at work by studying when, why, and how different forms of affect (i.e., discrete emotions, positive affect, negative affect, emotional regulation, emotional labor, emotional intelligence, affective tone and emotional climate) emerge and shape different forms of interpersonal exchange processes (such as leader-member exchange (LMX), relative LMX, LMX congruence, LMX differentiation, LMX social comparison and also

team-member exchange (TMX) and TMX differentiation) among supervisors, subordinates and coworkers across different timespans and levels of analysis.

### **Objectives of the Special Issue**

Our central goal in this special issue is to motivate OB scholars to resolve important research questions that take into account one or more of five fundamental issues, *viz.*:

- (1) Theoretical and practical importance of the dynamic role of affect in interpersonal exchange processes,
- (2) The challenges of extending the intertwined nature of affect-related constructs and different forms of interpersonal relationships to multilevel conceptualization,
- (3) Confusion that exists around the inappropriate conceptualization, measurement (e.g., collecting data from both parties in each dyad - supervisor and subordinate or subordinate and coworker) and analysis used across different levels of analysis,
- (4) The nature of the psychological processes and boundary conditions that can further our understanding of the phenomenon across different levels of analysis,
- (5) Dynamic temporal variability in interpersonal exchange processes.

To this end, we aim to gather a collection of original work that increases our understanding about the role of affect in interpersonal exchanges processes at work. Such work can be submitted in different formats such as review, conceptual and empirical papers (i.e., quantitative, qualitative, or mixed method approaches) drawing on different theoretical lenses, methodological techniques (e.g., experiment, survey, interview, case study, experience sampling methodology, diary method or social network methodology) and multilevel frameworks. As suggested by Tse et al. (2018)'s review article, the existing research on affect and LMX can be organized using a multilevel perspective. The potential research questions for this special issue

below, therefore, can be addressed at each of the five levels and a combination of any of these levels, respectively.

### **Level 1: Within-Person**

Which specific momentary positive affective states (e.g., excitement, pride, content, and enthusiasm) or negative affective states (e.g., upset, worry, fear and disappointment) play a role in daily LMX and TMX development across time? Does high-arousal positive or negative affect influence daily LMX and TMX relationships more than low-arousal positive or negative affect across time (Tse, et al., 2015)?

### **Level 2: Individual Differences**

How does emotional labor affect the stages of LMX development and TMX formation? How do emotional intelligence and emotional labor interact to predict LMX and TMX development (Tse & Dasborough 2008; Tse & Troth, 2013)?

### **Level 3: Interpersonal Processes**

What factors (e.g., leader's affect) interact with the subordinate's role to affect the focal person's ratings of LMX/TMX? Do the supervisor-subordinate dyad member's personal characteristics (e.g., positive/negative affectivity) influence his/her perception of LMX/TMX, and the other member's perception of the same LMX/TMX (Tse, Lam, Lawrence, & Xu, 2013)?

### **Level 4: Teams**

How do social exchange processes shape shared perceptions or collective cognitions of affective activities and their relationships within the workgroup? How does team-level emotional intelligence interact with LMX/TMX differentiation to influence LMX/TMX development (Tse, Dasborough & Ashkanasy, 2008)?

## **Level 5: Organization**

How do social exchange processes and networks shape organizational affective climate? How do organizational emotional display rules influence LMX/TMX networks (Tse et al., 2018)?

## **Multilevel Level**

Finally, we recognize that many processes cross level boundaries. In this instance, questions that might arise are: How do organizational-level factors, such as affective climate or emotional display rules, influence team-level LMX/TMX and subsequent performance outcomes? To what degree, and in what ways, do teams affectively respond (e.g., emotional tone; affective commitment) to organizational change imposed from above and what is the role of team-level LMX/TMX (Tse, Ashkanasy, & Dasborough, 2012; Tse et al., 2015)?

Please refer to **Tse et al (2018)**'s **review article** for more information regarding the potential research questions that can be addressed and studied for this special issue.

<https://www.sciencedirect.com/science/article/pii/S1048984316302867>

## **Submission Instructions**

This call is open and competitive, and all submitted papers will be subject to double-blind review. Submitted papers must be based on original material not under consideration by any other journal. For empirical papers based on data sets from which multiple papers have been generated, the editors must be provided with copies of all other papers based on the same data. The editors will select a number of papers to be included in the special issue, but other papers submitted in this process may be recommended for submission in other issues of the journal.

The deadline for submissions is **November 30<sup>th</sup>, 2019**. The special issue is intended for publication in 2021. The guest editors will organize a symposium/paper development workshop

in the annual meeting of the Academy of Management conference in **August, 2019**. The call for submission to this workshop will be posted in **April, 2019**. Papers to be considered for this special issue should be submitted online via <http://mc.manuscript.central.com/job> (selecting 'Special Issue Paper' as the manuscript type). Please direct questions about the submission process, or any administrative matter, to the Managing Editor at [JOBedoffice@wiley.com](mailto:JOBedoffice@wiley.com). The editors of the special issue are very happy to discuss initial ideas for papers, and can be contacted directly at: Herman H. M Tse ([herman.tse@monash.edu](mailto:herman.tse@monash.edu)), Ashlea C. Troth ([a.troth@griffith.edu.au](mailto:a.troth@griffith.edu.au)), Neal M. Ashkanasy ([n.ashkanasy@uq.edu.au](mailto:n.ashkanasy@uq.edu.au)), or Robert C. Liden ([bobliden@uic.edu](mailto:bobliden@uic.edu)).

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