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# Affective events - emotions matrix: a classification of work events and associated emotions

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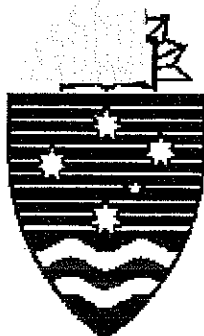
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## **AFFECTIVE EVENTS-EMOTIONS MATRIX: A CLASSIFICATION OF WORK EVENTS AND ASSOCIATED EMOTIONS**

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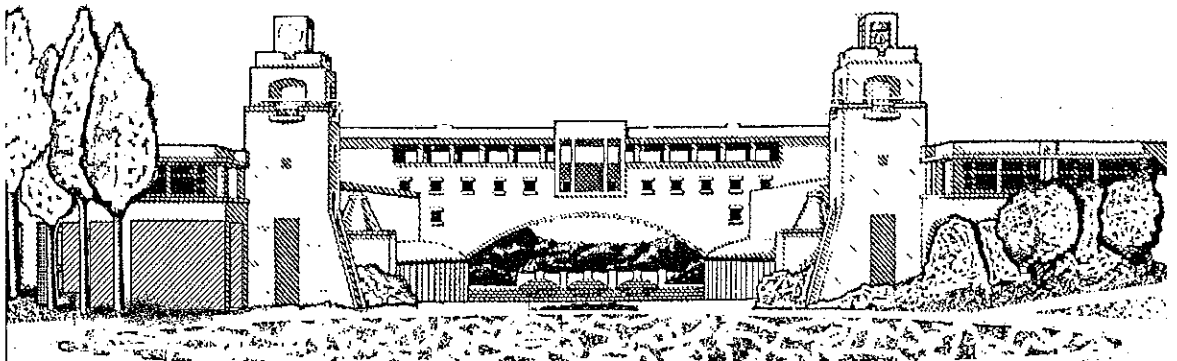
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A CLASSIFICATION OF WORK EVENTS AND ASSOCIATED  
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Affective Events Theory (AET) (Weiss and Cropanzano, 1996) proposes that organizational events are proximal causes of affective reactions. "Things happen to people in work settings and people often react emotionally to these events. These affective experiences have direct influences on behaviors and attitudes" (Weiss and Cropanzano, 1996, p. 11). Recent research by Fisher (1998) has supported the hypothesized relationship between aggregated moment to moment emotions at work and outcomes such as job satisfaction, organizational commitment, and intention to quit. AET also proposes that stable work environment features such as job scope predispose the occurrence of certain types of affect-producing events. For instance, an enriched job might more often lead to discrete events involving feedback, task accomplishment, and optimal challenge, which may then lead to positive emotions such as pride, happiness, and enthusiasm.

For research to progress further in testing AET, it will be necessary to develop a better understanding of the middle boxes in the model: affect-producing events and emotions in the workplace. This study asks the question: What job events or situations cause employees to experience specific emotions while at work? The aim of the research is to construct an event-emotion matrix that shows the relationship between categories of job events and the corresponding emotions experienced by people. The categories developed here will be useful in future efforts to create a comprehensive measure of affective events. From an applied perspective, it will be very useful for managers to know what types of events most commonly produce positive or negative emotions, so that the incidence of the former can be enhanced and the latter reduced.

The concept of "event" is not well defined in the literature. Weiss & Cropanzano (1996) used definitions from the World Book Dictionary "a happening, especially an important happening" and from the Random House Dictionary, "something that occurs in a certain place during a particular period of time." This definition stops short of bringing the individual perceiver into the picture.

Cognitive appraisal theory (Lazarus, 1966), on the other hand, posits that individuals will only feel the same emotions if their appraisal of an event is the same. Under cognitive appraisal theory, events are defined as "...people's construals about things that happen, considered independently of any beliefs they may have about actual or possible causes" (Ortony, Clore & Collins, 1988 p. 18), "an emotional reaction to appraised change interrupting multiple goal oriented activity" (Oatley and Johnson-Laird, 1987, p. 32), or as mental and emotional reactions to people and physical objects (Whyte & Hamilton, 1965). A common thread in all of these definitions is that it is the appraisal, evaluation and interpretation of events, rather than the events themselves, that will determine the emotion that is experienced (Roseman, Spindel, & Jose, 1990).

Accordingly, we define an Affective Event as *An incident that stimulates appraisal of and emotional reaction to a transitory or ongoing job related agent, object or*

*occurrence*. For example, when a person says that he is “worried about a business downturn,” he is appraising an actual or anticipated *occurrence* (business downturn) that triggers the emotion worry. The person who states that she was disgusted because “my boss made another sexual innuendo” is appraising her boss as an *agent* whose action triggered the emotion disgust. The person who says, “I feel proud to work in this hotel,” appraises the hotel as an *object* that caused the emotion pride.

Only a few studies have explored specific events that might arouse affect at work. The literature on daily hassles and uplifts (c.f. Kanner, Coyne, Schaefer, & Lazarus, 1981) gives some insights into event level phenomena that tend to be evaluated positively and negatively. However, most of the work on daily stresses has focused on events in life in general rather than the work setting in particular. While work events are included in most daily stress inventories, the coverage may not be comprehensive. This research has also tended to aggregate across discrete events to form summary positive and negative event scores for the purpose of predicting future mental and physical health outcomes, whereas our purpose is to assess how discrete events in the workplace create specific emotions at the same point in time.

Hart, Wearing and Headley (1993, 1994) have developed a daily hassles and uplifts checklist for police officers, which does provide comprehensive work event coverage for one specific occupation. The instrument consists of 86 hassles comprising 19 dimensions and 50 uplifts comprising 12 dimensions. The hassles are also more broadly categorized as organizational (such as too much supervision, others not pulling their own weight, untidy work area, unfair promotion policy, and disagreement about how to do something), and operational (such as court decisions being too lenient, dealing with road victims, hoax calls, missing meals, and having to make a forcible arrest). Hart et al. (1994) found that organizational hassles had a more deleterious effect on police officers’ perceived quality of life than operational hassles. This study is important because it shows that a relationship exists between the frequency of occurrence of a class of negative emotion-provoking events and subsequent work attitudes. What is still missing is knowledge about how discrete work events are linked to specific emotions at the time the event occurs.

The research which is most relevant to the present question of the event - emotion link is the classic work of Herzberg, Mausner, and Snyderman (1959). These authors asked respondents to tell them about a time that they felt especially good or bad about their job. The events, or in some cases, on-going conditions, that were described were subsequently sorted into 16 categories. Some of these categories were mentioned more frequently in connection with times that respondents felt exceptionally good about their jobs (achievement, recognition, the work itself, responsibility, and advancement/growth). Other categories tended to occur more often in stories about times when people felt particularly bad about their jobs (problems with supervisors, company policy, compensation, working conditions, etc.). Herzberg et al. subsequently drew rather broad and unfortunate

conclusions about the contributions of event categories to overall “satisfaction” and “dissatisfaction” with the job.

Weiss and Cropanzano (1996) and Pekrun and Frese (1992) both suggest that aspects of Herzberg’s much-criticized two-factor theory may well be correct if applied to understanding the causes of positive and negative emotions on the job in real time. After all, emotion researchers are quite clear that different types of events cause different emotions (c.f. Izard, 1991). The events that cause anger are quite different from those that cause joy, and fear is created by entirely different events than pride. Thus, we might expect that different kinds of events would cause different emotions while working.

In sum, present knowledge about events that generate emotions at work is limited to the aggregate level on both sides of the equation. We can only say that summary measures of daily hassles (negative events) and uplifts (positive events) correlate with global job satisfaction or quality of life. We have no knowledge about the specific events that generate specific emotions in the workplace. It is the purpose of this paper to begin to delineate which types of events seem to be linked not just to positive and negative feelings, but to specific positive and negative emotions such as anger, pride, affection, and disgust.

## Method

This study used a survey in which 101 respondents briefly described organizational events or situations that caused them to recently experience ten specified emotions at work. Respondents were hotel employees from functional and administrative departments of ten international hotels in Australia and the Asia/Pacific region. Surveys were distributed in person to participants in management development programs, were filled out at the respondent's convenience, and were returned anonymously to the researchers. 58 % of the respondents were female. The age of respondents were: 29 %, 18-25 years, 43%, 26-35 years, 20%, 36-45 and 8%, over 45 years. 89% of respondents were employed full time. The types of jobs held were: 26%, hotel front office, 25%, food and beverage service, 15% sales and marketing, 9%, housekeeping and 25%, accounting, human resources, engineering and administration. Highest level of education attained was: 45%, high school, 40% technical diploma, 15%, undergraduate degree. The major nationalities were from: 81% Australia and New Zeland, 14% United Kingdom, and 5% form other countries. Length of tenure in current job was: 27%, more than 5 years, 26% between 3-5 years, 24% between 1-2 years 19% between 3-11 months and 4% less than 3 months.

## Measures

Twenty emotions were chosen as stimuli for this study. Thirteen of the sixteen items from Fisher's (1997) Job Emotion Scale (JES) (*affection, pleasure, happiness, pride, optimism, enthusiasm, frustration, anger, disgust, unhappiness, disappointment, embarrassment* and *worry*) were selected because the JES was specifically constructed to tap common job related emotions. Six items (*relief, fear, hurt, bitterness, annoyance, and sadness*) were selected from Shaver et al.'s (1987) list of prototypical emotion words. The six were added because of their frequent occurrence in anecdotes and stories reported in anthropological studies and action research about emotions experienced by people working in restaurants, bars and in hotels (Foff-Paules, 1991; Marsh & Nicod, 1984; Whyte, 1948; Spradley & Mann, 1975; Whyte & Hamilton, 1965). The twentieth item, *power*, was added based on Hunt's (1998) finding that power is an important aspect of emotions at work. Pilot subjects were easily able to describe workplace incidents that made them feel powerful.

Pre-testing indicated that responding to all 20 items took too long and induced fatigue, so a decision was made to ask each respondent to address only half of the emotions in the study. Items were randomly divided into two groups of ten. The ten items in each group were presented in reverse order on half of the surveys, meaning that four forms of the survey were used.

Respondents were asked to briefly describe a recent work event or situation that caused them to experience one of the ten emotions. Participants were instructed to leave a



section blank if they could not recall feeling that emotion recently. Descriptions of events from the questionnaire were transcribed for input into NUD\*IST 4.0 (1997)<sup>1</sup> for qualitative analysis.

## Results

One hundred and one respondents reported 332 positive and 404 negative events or situations. The average number of responses per person was 7, with a range from 1 to 10. The first task in the analysis was to create event categories from these 736 events.

### Classification of Events into Categories

The incident classification system suggested by Bitner, Booms, and Tetreault (1990) was adopted for developing a preliminary classification scheme. Data from an initial sample of seventy respondents was sorted into categories by the first author and reviewed by the second author. The events were sorted and re-classified until a meaningful set of categories was agreed on. Responses from the remaining 31 respondents could be easily classified into these categories by the researchers.

For ease of reading in the sections that follow, names of event categories derived in this study are italicized, while names of the twenty emotions that served as stimuli in the survey are presented in bold face. Appendix 1 provides an example of the types of events that were described in response to two specific emotions (**enthusiasm** and **frustration**) and the event categories to which these incidents were assigned.

Fourteen categories of positive job events emerged (see Table 1) and are briefly described below. *Acts of colleagues* and *Acts of management* are appraised behaviours towards oneself or towards others by work colleagues, managers, and supervisors. *Goal achievement* describes situations when job related targets, or goals were met. *Receiving recognition* refers to positive feedback from managers, supervisors and work colleagues for meeting targets, performing a job to a high standard, or receiving a “pat on the back” for good performance or helping behaviour. *Acts of customers* are appraised behaviours towards oneself or other employees by customers. Five categories of positive *involvement* events were constructed. Involvement refers to acts of people participating in different types of job or organizational activities. The five categories for involvement were: *Decision making*, *Challenging tasks*, *Problem solving*, *Planning*, and *Interacting with customers*. Acts or attempts to influence or control work colleagues, managers and supervisors were labelled *Influence or control*. Events involving positive attributes of the company used by employees to communicate with outsiders were labelled *Organizational reputation*. Events that disconfirmed negative expectations about job related outcomes were labelled

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<sup>1</sup> NUD\*IST stands for Non-numerical Unstructured Data Indexing Searching and Theorizing.

*Disconfirmation of negative expectations.* Positive outcomes from current events that were perceived to lead towards goal achievement were labelled *Goal progress*.

Thirteen categories of negative job events emerged (see Table 1) and are described briefly below. *Acts of work colleagues*, *Acts of management*, and *Acts of customers* are appraised negative behaviours towards oneself or others by work colleagues, managers, supervisors and customers. *Lack of goal achievement* depicts events when job related targets or goals were not achieved. *Lack of recognition* describes events when meeting targets, performing a job to a high standard, or engaging in helping behaviour are ignored by supervisors and managers. *Task problems* describe difficulties encountered by a person in performing his or her current job. *Making mistakes* are minor acts resulting in unintended poor consequences. *Lack of influence or control* refers to situations in which the person was unable to influence or control work colleagues, managers and supervisors or work situations. *Company policies* are an appraisal of the outcomes of actions dictated by company policy or rules. *External environment* describes events originating from the external environment of the organization. *Physical situations* are situations appraised as physical threats towards the individual while at work. *Workload* is the personal appraisal of the amount of work a person must carry out. *Personal problems* are reflections about one's own actions or personal problems at work.

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Insert Table 1 about here  
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As a reliability check on the category scheme, two graduate students not previously involved in the study independently coded the 736 events into the categories developed by the researchers. An intercoder reliability measure suggested by Miles and Huberman (1994),  $\text{reliability} = \frac{\text{number of agreements}}{\text{total number of agreements plus disagreements}}$ , was used to calculate agreement between the two coders and the researchers. Miles and Huberman (1994:64) suggest that intercoder reliability of 70% or greater is desirable. The agreement between the two coders and the researchers' categories was 73%, suggesting that while agreement is acceptable, there may be some room for clarifying the event categories in the future.

### **Event Emotion Matrices**

Two event-emotion matrices were constructed; one for positive and one for negative emotions. The frequency of association between job event categories and specific positive and negative emotions are presented in Tables 2 and 3. The tables should be read as follows: job events are the row variables and specific emotions are the column variables. The numbers in brackets in the cells are the frequency of co-occurring events and specific emotions. The percentages shown in the cells are the proportion of events co-occurring with a specific emotion, relative to the total number of time that event was mentioned. For

example, events involving *Receiving recognition* were described in response to the **happiness** question nineteen times and account for 28% of the total number of events (N=67) classified as receiving recognition. The percentages under row totals are the proportions of the category of events relative to the total number of events. For instance, *Recognition* events comprised 20% of all events (N=332) described in response to all positive emotion questions. The percentages in the column totals are the proportion of that specific emotion relative to the total number of responses. For instance, 52 stories were told in answer to the question about **Happiness**, and this represents 16% of all stories told (N=332) in response to positive emotion questions.

### **Positive Emotion Matrix**

The positive matrix was constructed from 332 events given in response to eight positive emotion questions. Individuals had little difficulty in describing events that they felt caused each of the positive emotions. *Goal Achievement* incidents stimulated feelings of **Pleasure, Happiness, Enthusiasm, Relief, Optimism** and **Power**. Events classified as *Receiving recognition* were mentioned as causes of the emotions **Pleasure, Happiness, Pride, Enthusiasm, and Affection**. *Act of Colleagues* most often stimulated **Pleasure, Happiness** and **Affection**. *Involvement in Challenges* tended to generate feelings of **Enthusiasm**. *Acts of Customers* stimulated **Happiness** and **Affection** whereas *Involvement with Customers* triggered **Pleasure**. *Goal Progress* and *Organizational Reputation* both generated **Pride**. *Disconfirmation of Negative Expectation* resulted in the feeling of **Relief**. *Involvement in Decision Making* and having *Influence or Control* over others or events was associated with the emotion of **Power** while *Involvement in planning* triggered **Enthusiasm**. *Acts of management* gave rise to the feeling of **Optimism** and *Involvement in Problem Solving* generated the feeling of power.

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Insert Table 2 about here  
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### **Negative Emotion Matrix**

The negative matrix was constructed from 404 events described in response to twelve negative emotion questions. Respondents had no trouble recalling events involving emotions such as **Frustration, Worry, Disappointment, Annoyance, Anger, and Unhappiness**, while considerably fewer events were given in response to questions on **Hurt, Fear, and Bitterness**. Two event categories, *Acts of colleagues* and *Acts of management*, accounted for 59% of events causing negative emotions. *Acts of colleagues* and *Acts of management* frequently cause **Frustration, Disappointment, Annoyance, Anger, Unhappiness, Sadness, Disgust, and Hurt**. No other category of event accounted for more than 7%. This finding has clear implications for where to start in improving the quality of emotional life at work.

**Embarrassment** is caused most frequently by *Mistakes* in this sample, while *Lack of Goal Accomplishment* leads to **Disappointment**, **Unhappiness**, and **Fear**. **Worry** is a common response to factors beyond the employee's control, such as *Task Related problems*, *Lack of Control over Others*, *Workload*, and the *External environment*. **Disappointment** also resulted from *Lack of Goal Achievement* and from *Not Receiving Recognition* for accomplishments.

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Insert table 3 about here  
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### Discussion

The purpose of this study was to begin to develop event-emotion matrices, which specify the types of work events that occur and the particular positive and negative emotions most likely to be caused by those events. This goal was realized (see Table 1-3), and will be further refined by ongoing research. A sample of event-emotion connections extracted from table 1-3 demonstrate that consistent with cognitive appraisal theory, the same type of event did not always cause the identical emotion in all respondents (see Figure 1-6). For instance, some individuals reported that *Goal Achievement* created the feeling of **Pleasure**, **Optimism** and **Relief** where as others reported **Happiness**, **Power**, and **Enthusiasm**. On the other hand *Lack of Goal Achievement* made some people feel **Unhappy** or **Disappointed**, while others reported feeling **Fear** in the same situation (figure 1). These results clearly indicate that different people appraise the same category of events differently and their appraisal generate different discrete emotions.

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Insert figure 1 about here  
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Further, events that caused positive emotions were quite consistently different from those that caused negative emotions, even when the name of the event category was the same. (see figures 3-5). For instance, *Acts of Colleagues* that led to positive emotions tended to be those involving friendly, helpful, supportive, and competent behavior, while *Acts of Colleagues* associated with negative emotions involved backstabbing, refusing to carry one's share of the load, not cooperating, and the like. In no case were friendly, helpful, supportive behaviors reported in connection with negative emotions, or uncooperative behaviors from others reported in connection with positive emotions.

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Insert figure 3-5 about here  
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However, there were many consistencies across people. All reports of *Mistakes* were linked to the feeling of **Embarrassment** (table 4), all *positive acts of management* to **Optimism**, *lack of receiving recognition* for achievement to **Disappointment** and having *influence and control* to feeling **Powerful** (see figures 1,4,5). It seems that the occurrence these event categories may be a good predictor of the discrete emotions experienced by people at work.

The results of this study parallel those of Herzberg et al. in some ways, but differ in other ways. A comparison of similarities and differences is shown in Table 4. The table should be read as follows: categories and their frequency of appearance from Herzberg et al. (1959) are shown in columns 1 and 2 and categories of job events and their frequency from our study appear in columns 3 to 5. The proportion of positive and negative events for each category in column 3 is shown in columns 4 and 5. For instance, out of the total number of events classified as *Goal Achievement* (N=113), 81% were in response to positive emotion stimuli and 19% in response to negative emotion stimuli. When in our opinion the categories in the two studies refer to similar events, we attempted to list these categories next to each other. Similar categories in the two classification schemes are marked with ^.

*Recognition and Goal Achievement* categories appear in both Herzberg et al. and the present study. Two categories of events, *Responsibility and Work Itself* mentioned in the Herzberg et al study are similar to our *Involvement in Decision Making, Problem Solving, Planning, Challenging Tasks, and Involvement with Customers* categories. In addition our *Goal Progress* category indicates that people are receiving at least some positive feedback on their efforts toward goal achievement. We found that these categories of events are associated with specific positive emotions, while Herzberg et al. found that events like these were reported when people described times they felt exceptionally good about their jobs.

In some ways, our results differed from those of Herzberg et al. (1959). Two categories that Herzberg et al. called “ *Interpersonal relations--superior and Interpersonal relations--peers*” we have labelled *Acts of management* and *Acts of colleagues*. These categories appear infrequently in the Herzberg study and very frequently in our research. Our study was conducted in hotels, where a large component of the total product is service that requires interaction between employees and customers (ie. receptionist and incoming guests), between employees of different work sections (ie. waitresses and cooks), and between management and employees. Because interaction makes up much of the normal work pattern of a hotel (Whyte & Hamilton, 1965), it is not surprising that both *Acts of colleagues* and *Acts of management* are frequent and important causes of emotions for employees in hotels. Out of 198 total events involving *Acts of colleagues*, 25% led to positive emotions while 75% led to negative emotions. *Acts of management* led to negative

emotions 93% of the time. The dominance of negative emotions generated by *Act of colleagues* and *Acts of management* indicate that employees and managers alike may not understand how their actions adversely affect those around them.

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Insert table 4 about here  
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We know very little about the consequences of feeling negative emotions in the workplace. However, ethnographic studies of restaurants (Foff-Paules, 1991; Marsh & Nicod, 1984, Whyte, 1948), of a cocktail bar (Spradley & Mann, 1975) and a hotel (Whyte & Hamilton, 1965) suggest that anger, frustration, hurt, and bitterness results in interpersonal conflict, high employee turnover, and on occasion physical violence. If this is true, then it is important that we learn more about the events causing these emotions in order to reduce their incidence and destructive effects.

The results of this study could be useful to managers who wish to improve the emotional quality of life of their employees. For instance, *Recognition* and *Involvement* would seem to be areas in which changes could easily be made to increase the incidence of positive events and emotions. Because *Acts of Management* and *Acts of Colleagues* were a very potent cause of negative emotions, a consideration of the specific types of actions by these parties that tend to upset employees in a given work setting could be very useful in planning interventions.

Knowledge about negative *Acts of Customers* that cause **Hurt, Fear, Anger, Disgust,** and **Worry** among employees could be useful in the design training programs for service employees. Knowledge about positive *Acts of Customers* that cause feelings of **Happiness** and **Affection** suggests the possibility of cuing customer behaviours that feed back into positive emotions for employee, with the ultimate potential for better service and less burnout.

In terms of future research, the specific events listed by respondents in this study will be used by the authors, together with data from a number of other sources, to develop a daily hassles and uplifts scale for the work environment. Data from this study will help to assure that the measure is fairly comprehensive with respect to events that cause twenty distinct emotions at work. Such a measure is essential for a full test of Affective Event Theory, from stable job environment features, through events and the emotions associated with them, to outcomes such as job satisfaction and intent to quit.

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Table 1  
Categories of Job Events for Positive and Negative Emotions

Categories of Job Events for Positive Emotions Experienced			Categories of Job Events for Negative Emotions Experienced		
	N	%		N	%
Acts of Work Colleagues	(50)	15	Acts Of Work Colleagues	(148)	37
Acts of Management	( 7)	2	Acts Of Management	(90)	22
Goal Achievement	(92)	28	Lack of Goal Achievement	(21)	5
Receiving Recognition	(67)	20	Lack of Receiving Recognition	( 6)	1
Acts of Customers	(16)	5	Acts Of Customers	(28)	7
Involvement in Challenging Tasks	(18)	5	Task Problems	(30)	7
Interacting with Customers	(15)	5	Making Mistakes	(27)	7
Goal Progress	(13)	4	Lack of Influence or Control	(24)	6
Organisational Reputation	(12)	4	Company Policies	(14)	3
Disconfirmation of Negative Expectations	(11)	3	External Environment	( 5)	1
Influence or Control	( 9)	3	Physical Situations	( 5)	1
Involvement in Decision Making	( 9)	3	Workload	( 4)	1
Involvement in Planning	( 8)	2	Personal Problems	( 2)	.5
Involvement in Problem Solving	( 5)	1			
Total	(332)	100	Total	(404)	100

Table 2  
Positive Event Emotions Matrix

JOB EVENTS	Pleasure		Happiness		Pride		Enthusiasm		Relief		Optimism		Affection		Power		Totals	
	N	%	N	%	N	%	N	%	N	%	N	%	N <sup>1</sup>	% <sup>2</sup>	N	%	N	% <sup>3</sup>
Goal Achievement	(22)	24	(12)	13			(5)	5	(24)	26	(23)	25			(6)	7	(92)	28
Receiving Recognition	(9)	14	(19)	28	(25)	37	(10)	15					(4)	6			(67)	20
Acts of Colleagues	(8)	16	(15)	30					(6)	12	(3)	6	(18)	36			(50)	15
Involvement in Challenging Tasks							(18)	100									(18)	5
Acts of Customers			(6)	38									(10)	62			(16)	5
Interacting with Customers	(15)	100															(15)	5
Goal Progress					(13)	100											(13)	4
Organizational Reputation					(12)	100											(12)	4
Disconfirmation of Negative Expectations									(11)	100							(11)	3
Involvement in Decision Making															(9)	100	(9)	3
Influence or Control															(9)	100	(9)	3
Involvement in Planning							(8)	100									(8)	2
Acts of Management											(7)	100					(7)	2
Involvement in Problem Solving															(5)	100	(5)	1
Totals	(54)	16 <sup>4</sup>	(52)	16	(50)	15	(41)	12	(41)	12	(33)	10	(32)	10	(29)	9	(332)	100

- Notes: 1. Numbers in brackets are frequencies of co-occurring events and specific emotions.  
2. Cell percentages are proportions of co-occurring events and emotions from a specific category of event  
3. Total Row percentages are proportions of occurrence of events in a specific category in relation to the total number of events.  
4. Total column percentages are proportions of occurrence of specific emotions in relation to the total number of emotions

Table 3  
Negative Event Emotion Matrix

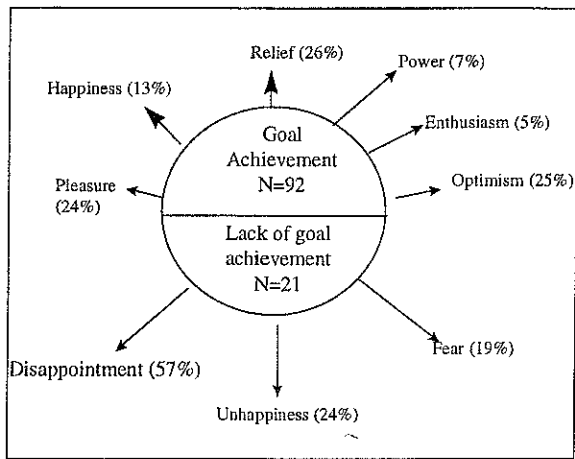
JOB EVENTS	Frustration		Worry		Disappoint- ment.		Annoyance		Anger		Unhappiness		Embarrass- ment.		Sadness		Disgust		Hurt		Fear		Bitterness		Totals			
	N	%	N	%	N	%	N	%	N	%	N <sup>1</sup>	% <sup>2</sup>	N	%	N	%	N	%	N	%	N	%	N	%	N	% <sup>3</sup>		
Acts Of Colleagues	(30)	20	(2)	1	(17)	12	(19)	13	(18)	12	(16)	11	(1)	1	(19)	13	(8)	5	(11)	7	(3)	2	(4)	3	(148)	37		
Acts Of Management	(6)	7			(9)	10	(9)	10	(14)	16	(10)	11	(5)	5	(4)	4	(14)	16	(6)	7	(1)	1	(12)	13	(90)	22		
Task Problems	(8)	27	(16)	53			(6)	20																	(30)	7		
Acts Of Customers	(3)	11			(2)	7	(6)	21	(4)	14	(2)	7			(4)	14	(2)	7	(1)	4	(4)	14			(28)	7		
Making Mistakes													(27)	100												(27)	7	
Lack of Influence or Control			(20)	83																	(4)	17				(24)	5	
Lack of Goal Achievement					(12)	57					(5)	24									(4)	19				(21)	5	
Company Policies	(5)	36					(5)	36											(4)	28						(14)	3	
Lack of Receiving Recognition					(6)	100																				(6)	1	
External Environment			(5)	100																						(5)	1	
Physical Situations																											(5)	1
Workload			(4)	100																						(4)	3	
Personal Problems															(2)	100											(2)	.5
Totals	(52)	13 <sup>4</sup>	(47)	12	(46)	11	(45)	11	(36)	9	(33)	8	(33)	8	(29)	7	(24)	6	(22)	5	(21)	5	(16)	4	(404)	100 <sup>5</sup>		

- Notes: 1. Numbers in brackets are frequencies of co-occurring events and specific emotions.  
2. Cell percentages are proportions of co-occurring events and emotions from a specific category of event  
3. Total Row percentages are proportions of occurrence of events in a specific category in relation to the total number of events.  
4. Total column percentages are proportions of occurrence of specific emotions in relation to the total number of emotions  
5. Percentages will not add to 100 because of rounding.

Table 4  
Comparison of First Level Categories by Herzberg et al. and  
Categories of Job Related Events from Table 1

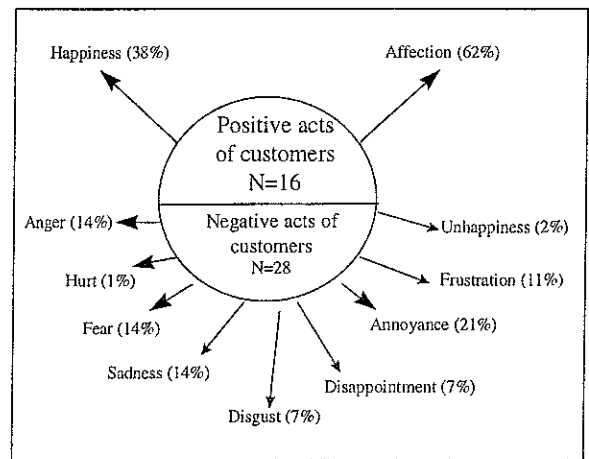
Categories from Herzberg et al	Freq. of occurrence 1 N=228 %	Categories of Job Event	Total Number of Job Events		Proportion of Positive Events <sup>4</sup> %	Proportion of Negative Events <sup>5</sup> %
			N	%		
1. Achievement <sup>^</sup>	41	Goal achievement <sup>^</sup>	(113)	15	81	19
2. Recognition <sup>^</sup>	33	Receiving recognition <sup>^</sup>	( 73)	10	92	8
3. Work itself	26	Goal progress	( 13)	2	100	
4. Responsibility <sup>^</sup>	23	Involvement <sup>2^</sup>	( 55)	7	100	
5. Advancement	20	Organisational reputation	( 12)	2	100	
6. Salary	15	Influence and Control <sup>3</sup>	( 38)	5	24	76
7. Possibility of growth	6	Disconfirmation of negative expectations	( 11)	1	100	
8. Interpersonal relations subordinates	6	Acts of customers	( 44)	6	36	64
9. Status	4	Acts of management <sup>^</sup>	( 97)	13	7	93
10. Interpersonal relations-superior <sup>^</sup>	4	Acts of colleagues <sup>^</sup>	(198)	27	25	75
11. Interpersonal relations-peers <sup>^</sup>	3	Mistakes	( 27)	4		100
12. Supervision-technical	3	Company policies <sup>^</sup>	( 14)	2		100
13. Company policy and administration <sup>^</sup>	3	Company policies <sup>^</sup>	( 34)	5		100
14. Working conditions <sup>^</sup>	1	Workload & task problems <sup>^</sup>	( 2)	.2		100
15. Personal life <sup>^</sup>	1	Personal problems <sup>^</sup>	( 5)	1		100
16. Job security	1	External environment				
			(736)	100		

1. Frequency of an event mentioned in interviews. Percentages total more than 100, since more than one category can appear in any single event.
2. Involvement in: Decision making, Challenging tasks, Problem solving, planning, and Involvement with Customers
3. Including control over physical situations
4. Categories of events that triggered positive emotions
5. Categories of events that triggered negative emotions
- <sup>^</sup>. Indicates similarities between two categories shown on the same line



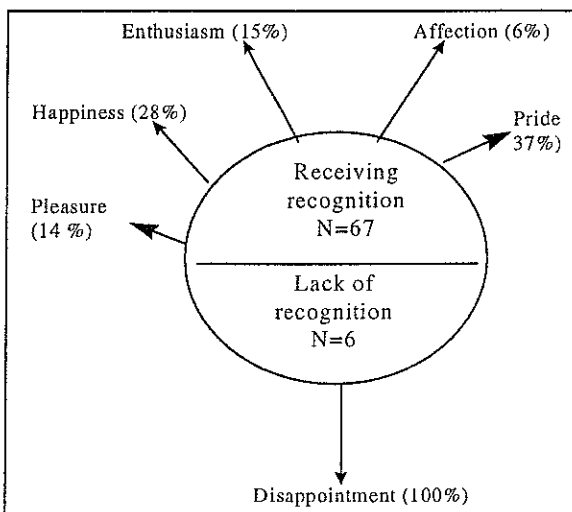
Goal Achievement-Emotions Connections

Figure 1



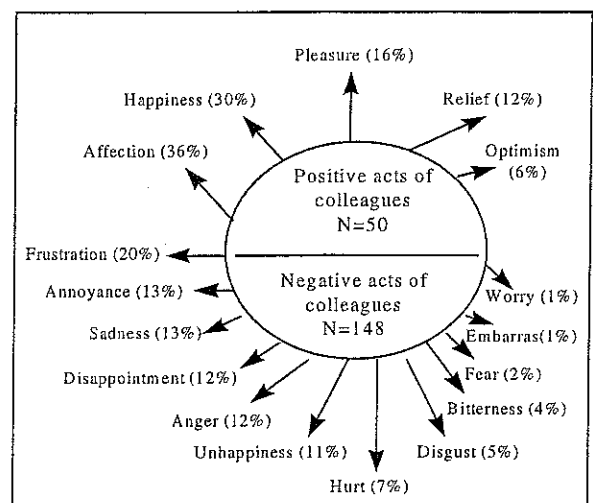
Acts of Customers-Emotions Connections

Figure 4



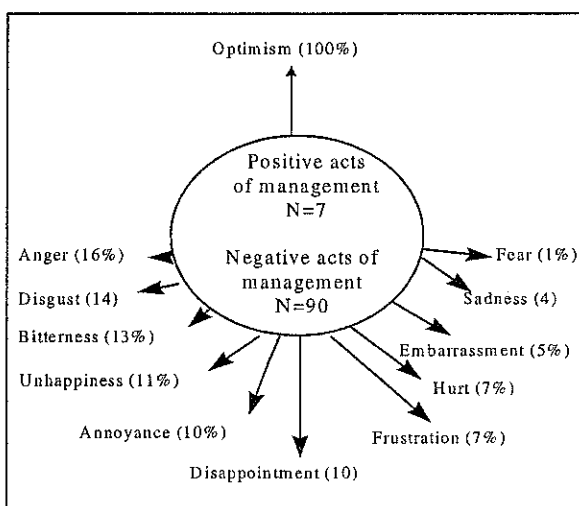
Recognition-Emotions Connections

Figure 2



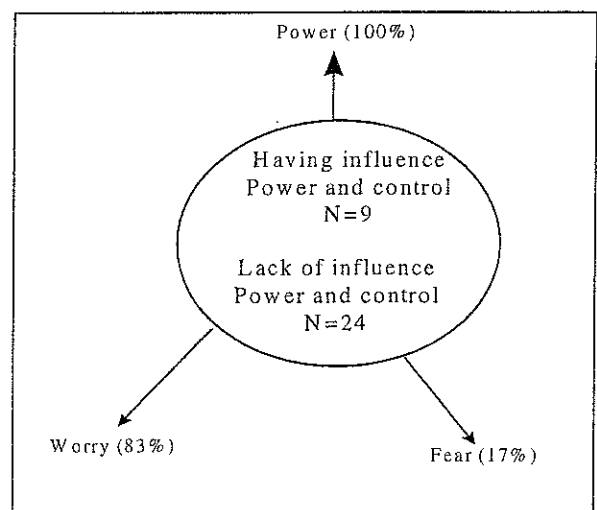
Acts of Colleagues-Emotions Connections

Figure 5



Acts of Management-Emotions Connections

Figure 3



Power-Emotions Connections

Figure 6

## Appendix 1

<b>Examples Of Job Related Events Associated With A Positive And A Negative Emotion</b>	
<b>ENTHUSIASM</b>	<b>FRUSTRATION</b>
<p><b>GOAL ACHIEVEMENT</b></p> <p>When personal goals are being met.            Winning business for the company.            When I achieve a hard fought business goal.            When after working hard achieved a difficult company goal.</p> <p><b>INVOLVEMENT IN PLANNING</b></p> <p>When being involved in discussing future events.            When being involved in discussing future strategies.            When involved in changing things.            When being inspired to make things happen.            When recognising worthwhile future goals.</p> <p><b>RECEIVING RECOGNITION</b></p> <p>When I am told that I am progressing well in my current job.            When my boss tells me that I am doing well.            When receiving recognition for accomplishment.            When receiving positive feedback from guest about my performance.            When receiving praise for something I have done.</p> <p><b>COPING WITH A CHALLENGE</b></p> <p>When given a new project to work on.            When given the responsibility for a complete project.            When I can focus on a specific problems to be solved.            When asked to organize a special meeting.            When asked to develop computer models for a staff roster.            When given new challenges.            When asked to come up with new ideas to increase revenue.            When I can make an input into problem solving.</p> <p><b>ACTS OF COLLEAGUES</b></p> <p>When somebody shares his or her goals with me.            When colleagues come to me for assistance.            When others come to me for assistance.            When others respond positively to a challenge.            When training others            When others ask me for my help.            Meeting new people when starting a new job.</p>	<p><b>ACTS OF MANAGEMENT</b></p> <p>When different managers direct you to do the same thing different ways.            When a procedure or system cannot be changed because my boss does not understand them in the first place.            When management thinks that the customer comes to the hotel because their marketing and not because of the product.            When a very good employee is reprimanded for wearing more than two rings.</p> <p><b>ACTS OF COLLEAGUES</b></p> <p>When I am very busy and working hard and others are not offering to help.            When staff cannot be located because they do not report their whereabouts.            When you need an urgent answer and the people who can give it are not available.            When colleagues from other department resent my request for assistance.</p> <p><b>ACTS OF CUSTOMERS</b></p> <p>When on a very busy day guests query their account, which are correct.            After doing a favour for the customer they cancel their booking.</p> <p><b>TASK PROBLEMS</b></p> <p>When critical equipment breaks down when it is most needed.            Poor quality resources.            When there is constant work overload.            Frequent stock shortages.            Inability to give the best service to guest because of lack of resources.</p> <p><b>EXTERNAL ENVIRONMENT</b></p> <p>Low hotel occupancy. Bad weather.</p>