EMOTIONAL DESTRUCTION: HOW SUPERVISORS CAN TRANSFORM A SUBORDINATE'S EMOTIONS TOWARDS THE WORKPLACE

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ABSTRACT

Workplace emotions have become an increasingly important area for researchers and organizations. Organizational structures and interpersonal interactions activate emotional responses for employees. This emotional strain can lead employees to search for outlets, such as social media, to express their emotions and seek emotional support. This thesis used a content analysis to examine how macro level policies and procedures and micro level interpersonal interactions between supervisors and subordinates impacted the messages expressed on Twitter.

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CHAPTER ONE

INTRODUCTION

Supervisor-subordinate relationships are crucial to an organization's productive functioning. This dynamic, socially constructed leadership and followership structure constantly evolves as both parties interpret and react to each other's behaviors in the organizational context (Shondrick & Lord, 2010). As part of their roles and responsibilities, supervisors have the authority to manage and regulate the subordinate's organizational roles. Depending on the supervisor's leadership style and the subordinate's perception and/or acceptance of that leadership style, the relationship between the two individuals develops. The supervisor-subordinate relationship is created and maintained through interaction, and by using person-centered communication (messages that consider the perspective of others) supervisors can foster a stronger perception of a positive relationship (Fix & Sias, 2006).

In healthy relationships, communicative exchanges are structured and patterned to effectively meet the interactants' goals while appropriately maintaining situational rules or expectations (Canary, Cody, & Manusov, 2008). In the workplace, communicative exchanges are motivated, in part, by the desire to achieve organizational goals. These exchanges are typically successful when both individuals are willing to accommodate their communication style during the interaction. By adopting socially acceptable communication styles or adjusting topics of discussion to fit the needs of the interactant, individuals can reduce social or communicative differences, which can allow for efficient communicative exchanges (Giles & Soliz, 2015). In general, individuals are more likely to make these accommodative actions in order to present themselves as competent and worthy social interactants (Metts & Cupach, 2015). Due to the

organizational roles in the workplace, supervisor-subordinate relationships are maintained out of necessity to preserve order and create a harmonious work environment within the workplace resulting in increased productivity for the organization. Over time, this relationship can transform and as the characteristics of the relationship change, so can relational satisfaction for one or both individuals involved (Dindia, 2003).

Supervisor-subordinate relationships are typically established due to the power structure put in place by the organization. This structure can create a climate in which it is often acceptable for the supervisor to exert his or her dominance at not only the organizational structure level (macro) but also the interpersonal interactions (micro level). For some individuals, this dominant behavior can activate an emotional response, fostering negative emotions towards the supervisor and/or towards the workplace. Employees who view the supervisor as controlling the conversation may also perceive him or her as having a lack of openness or receptivity resulting in the perception of reduced goodwill and trustworthiness (Mikkelson, Hesse, & Sloan, 2017). Individuals who hold the belief and expectation that their supervisor cannot be trusted are more likely to feel anger or distress (Game, 2008). When supervisors are trusted, workers are less likely to engage in deception and obstruction, harbor hostility, and behave aggressively (Myers, Seibold, & Park, 2011). Negative emotions felt within the workplace can lead to physical and psychological health issues including job burnout, reduced job satisfaction and motivation, as well as increased turnover (Game, 2008). When negative emotions and interactions accumulate between the subordinate and supervisor, a relational strain can develop which may result in the subordinate reducing or avoiding contact and can ultimately impact how the subordinate responds to future interactions with the supervisor.

Relational tensions can occur between supervisors and subordinates when organizational goals fail to align with personal goals. As a result, subordinates must respond to these tensions appropriately in order to maintain employment at the organization. An area of interest for scholars and organizations may be to examine the responses subordinates make in reaction to their perceptions of events that occur in the workplace and events or situations between the superior and subordinate. Organizations and supervisors who are mindful of supervisor-subordinate relationships and their impact on subordinate's emotional responses towards work may provide a more positive influence on employee outcomes (e.g. job satisfaction, turnover, organizational commitment). Much of the current literature centers on the leader's role in impacting subordinate emotional responses and what leaders can do to mitigate or enhance employee outcomes. There are limited studies which focus on the perspective of the subordinate and their autonomy to express their emotions about or towards their work or workplace interactions. Emotional responses in the workplace can be generated from multiple sources. Macro level sources of organizational policies and structural processes can not only guide but also restrain employees in their daily tasks. Micro level sources of supervisor relationships and communicative styles can also activate emotional responses, impacting not only how the subordinate completes tasks but how they respond to workplace situations involving the supervisor. Understanding how subordinates respond to and regulate their emotional responses to both the macro and micro level circumstances could offer insight for organizations interested in helping subordinates adapt to constant workplace emotional pressures. One opportunity for researchers is to explore the events or interactions activating emotional responses that subordinates are willing to express publicly.

Purpose

Using content analysis, this study investigates what emotions are being expressed by subordinates on social media, specifically Twitter, and what events or interactions activate these emotional responses. By examining the emotional words and phrases used within tweets, a positive or negative valence will be determined, yielding a subordinate's current perspective and interpretation of a situation through the emotions being shared. Equally insightful is how the emotion is expressed and if there is a specific target (macro or micro level) responsible for eliciting specific emotions.

Twitter is a public microblogging and social networking service which allows users to engage in asynchronous messages known as "tweets" with other users. According to Twitter's Rules and Policy page (Twitter, 2019), users can post up to 280 characters per message and can post these messages on their own homepage or other user's homepages. Twitter users can group posts together by topic or type using hashtags (# sign in front of the word or phrase) or mention another user with the "@" symbol followed by a username. Twitter has been used for many different purposes including political mobilization (Ohme, 2019), disaster warnings (Zhang, Fan, Yao, Hu, & Mostafavi, 2019), and social change (Shahin & Dai, 2019). Because of Twitter's real time functionality, information and news can be shared instantly and spread rapidly among users through their networks, potentially creating trends and influencing perspectives on specific topics of interest. By examining how subordinates publicly express their positive and negative emotions towards their supervisor or workplace, insight may be provided by analyzing trends and common themes that arise in posts using specific hashtags or key words.

Chapter two provides a literature review of emotions research followed by the organizational level (macro) and interpersonal level (micro) influences on subordinate emotional responses. Organizational culture, workplace climate, and workplace display rules and expectations will be examined at the macro level. Supervisor-subordinate communication style, supervisor-subordinate conflicts, and worker deviance will be examined at the micro level. Methodology is described in chapter three, chapter four discusses the study's findings and results, and lastly, chapter five ends with implications and future research.

CHAPTER TWO
LITERATURE REVIEW

Workplace emotions have been studied from a variety of academic disciplines, offering varying theoretical and methodological traditions and paradigms (Miller, Considine, & Garner, 2007). From sociologist's research on emotional labor in service jobs (Hochschild, 1983) to psychological abuse of subordinates, (Yamada, 2000), emotions in the workplace has become an important focus for scholars across disciplines. According to Miller (2007), the "increasing shift in scholarship from studying rational and systematic aspects of organizational life to a consideration of emotion and affect" (p. 223) has been in part due to U.S. and global economies moving from a manufacturing to a service focus. This shift has "opened up new questions about emotion and communication in the workplace" (Miller, 2007, p. 224). Emotions can only be expressed through communication despite their psychological and biological origins (Waldron, 2012) driving communication researchers to focus on how emotions influence employee actions, which ultimately will affect organizational practices and outcomes (Jia, Cheng, & Hale, 2017).

Within the literature on emotions in the workplace, a variety of factors influence the emotional experiences and emotional displays of employees. To help define the various types of individual emotional experiences, Miller et al., (2007) established five categories of emotions in the workplace: emotional labor, emotional work, emotion with work, emotion at work, and emotion towards work. Each category offers valuable insight into the activation of emotions, the meaning, and the expression of emotions in the workplace. *Emotional labor* is emotional displays which are largely inauthentic, controlled by management, and benefit towards occupational goals (Miller, 2013). An example may be a retail salesclerk required to maintain a smile on his face from the moment you enter into the store until the moment you leave the store

in order to achieve the organizational goal of offering friendly customer service. *Emotional work* is when the work itself is emotional, allowing the individual to have real spontaneous feelings as they submerge themselves into their work (Waldron, 2012). For example, a family court deputy clerk may feel compassion for a child being forced to go through a custody battle between their biological parents. Both emotional labor and emotional work deal with emotions embedded within the work itself. The main difference is emotional labor requires the emotion to be controlled by management versus emotional work, in which the authentic emotions are felt as the result of the work performed. *Emotion with work* are the emotions that result from relationships and interactions with co-workers (Miller et al., 2007). For example, employees may come together after work to vent frustrations. *Emotion at work* explores the notion that employees spill emotions from home into the work environment (Waldron, 2012). For example, when a family pet dies, the emotions of that tragedy are brought into the workplace and shared with co-workers. The final category is *emotions towards work*. Waldron (2012) defines emotion towards work as "the emotional effects or consequences of working" (p. 9), while Miller et al. (2007), defines it as "the favorable or unfavorable attitudes held toward work with varying degrees of conviction" (p. 238) with the object of emotion being the work or the workplace. Keeping both of these definitions in mind, emotions towards work will be viewed as workplace events, situations, and interactions that create emotional responses from workers towards their work or the workplace. This paper will take an "emotion towards work" viewpoint when exploring the various research on subordinate emotional responses to events and interactions.

To further delineate workplace emotions, there are also different levels of factors which influence how emotions are interpreted, perceived, and communicated. Keyton et al. (2013), suggest communication behaviors are inherently social, are used to formulate relationships

between members of an organization, and “link micro actions of individuals to macro communication patterns and collective structures” (p.153). Steele & Plenty (2015), further delineate micro and macro level factors as dyadic relational strategies (micro) and hierarchical organizational learning (macro). Using these frameworks, micro level is considered the factors at the individual or interpersonal level and macro level is considered the factors at the organizational or structural level. Each level offers a unique way emotion is felt, expressed, and interpreted, suggesting a multipath journey to deciphering and measuring workplace emotions. A conceptualization of activating emotions, emotional responses, and emotional regulation are first discussed followed by two levels of demarcation: Macro and Micro.

Activating Emotions, Responses, and Regulation

For an emotion to occur, an event or stimulus, either external or internal to the individual, must occur to cause a change in an idea or an individual’s physiological state (Lewis, 2000). This event could be something as mundane as a personal discussion in an elevator or a disagreement on workplace policy to something as severe as workplace bullying or workplace violence. In the organizational context, interpersonal interactions between coworkers and supervisors happen constantly and provide ample opportunity for activating emotional responses. Bono, Foldes, Vinson, & Muros (2007) found employees (subordinates) experience fewer positive emotions when interacting with their supervisors than when interacting with coworkers, possibly because of the power distance between supervisors and subordinates. Those with power have more freedom to express and leverage negative emotions (Ragins & Winkel, 2011) and, as a result, have the power and status to redefine emotional display norms for both themselves and their subordinates (Lively, 2000). Change in display norms can potentially create frustration for subordinates by forcing them to renegotiate appropriate responses or causing them to second

guess the initial response. It may even foster perceived interpersonal injustice if the change is not adequately explained or justified. Employees who perceive an unfair process or outcome will feel frustrated which will ultimately result in an increase in turnover or devious tactics (Ansari, Aafaqi, & Sim, 2012). For example, typically in organizations when someone is presenting in front of a group the other group members listen and politely raise a hand or calmly interject with questions. If the organization suddenly changes this norm to allow everyone to shout and yell their reactions towards the presentation, the speaker may feel threatened or devalued resulting in their own emotional reaction, creating a negative feedback loop of shouting and yelling. Without proper justification, this change in display norms may seem counterproductive and unnecessary and may have detrimental impacts to interpersonal relationships, organizational commitment, or productivity.

Negative workplace interactions may be greater or longer lasting for subordinates than supervisors since subordinates are less likely to confront the supervisor to correct the behavior resulting in the subordinate not feeling closure towards the situation (Fitness, 2000). Typically, negative emotions such as disappointment, uncertainty, and annoyance are suppressed by the subordinate, leading to a negative effect on their relationship with their supervisor as well as an overall decrease in job satisfaction (Rajah, Song, & Arvey, 2011). On one hand the subordinate may feel anger towards a change in policy, but organizational display norms and guiding principles of “professionalism” require the individual to contain or suppress their anger. By regulating one’s true emotion a tension between the organizational identity and one’s personal identity is created. It is through this emotion regulation of withholding felt emotions or displaying “fake” emotions that the subordinate feels an emotional dissonance leading to a countless number of emotional responses. Even though emotional responses may occur, some

individuals are able to regulate their emotional responses more effectively than others. The process of emotion regulation neither creates new emotions nor defines observed emotions; rather it starts with the assumption that an emotion is being experienced and there is an attempt to alter the qualities of that emotion (Waldron, 2012). Individuals who use effective behavior and cognitive strategies to respond to an event or situation have been shown to lead to higher levels of self-efficacy (Houghton, Wu, Godwin, Neck, & Manz, 2012) and an increase in organizational citizenship behavior (Yunus, Ishak, Mustapha, & Othman, 2010). Inadequate emotion regulation has shown to increase distress (Muchinsky, 2000), burnout (Eschenfelder, 2012; Mittal & Chhabra, 2011), job dissatisfaction (Miller & Koesten, 2008), and aggression (Quebbeman & Rozeel, 2002). Regardless of how often individuals regulate their emotions and whether it is effective, research suggests episodes of emotion regulation are associated with increased stress, which may result in decreased job satisfaction (Bono et al., 2007). The emotional regulation and response of the subordinate is in part dependent on their individual attributes and their ability to recognize when emotions are being activated. Outside of the individual's control are the events or stimuli which may be the catalyst for an emotion to be felt. These events or stimuli occur at an organizational (macro) level and at the interpersonal (micro) level and are discussed next.

Macro Level

Each organization has its own policies, values, and structures in place designed to guide workers to behave according to established norms. According to Bruhn and Chesney (1994), a healthy organization has a clear mission with consistent principles distinguishing it from other organizations, providing direction on how employees in the organization should behave. When examining the macro level of emotion research, it is important to take into consideration the organization's guiding principles and how they cultivate a culture which can influence the

supervisor-subordinate relationship. It is through the supervisor-subordinate relationship development that will ultimately influence the subordinate's emotions and emotional responses when events and interactions occur within the workplace. Therefore, the macro level is defined as the systems, policies, and structures in place at an organization that can elicit and influence an emotional response from workers. Typically, these policies and structures are established by founders of the organization but can be maintained, adapted, and transformed by organizational leaders or groups of elected officials who develop and redefine them over time (Schein, 2004). These policies and structures can influence and establish a hierarchy of dominance and power which will cultivate the organization's culture (Keyton, 2013).

Organizational culture and climate

Organizational culture provides the context for organizational behavior (Bruhn & Chesney, 1994). The concept of culture has received much debate over the years, resulting in various approaches to defining it. Schein (2004) offers eleven categories of observables associated with culture: (1) Observed behavioral regularities when people interact, (2) group norms, (3) espoused values, (4) formal philosophy, (5) rules of the game, (6) climate, (7) embedded skills, (8) habits of thinking, mental models, and linguistic paradigms, (9) shared meanings, (10) integrating symbols, and (11) formal rituals and celebrations. Each of these concepts is a communicative process by which organizational members make sense of, share, and hold in common with other members of the organization and embeds around their roles and responsibilities as members of the organization (Haskins, 1996). Each culture has a set of constructs relevant to only those organization's members (Pacanowsky & O'Donnell-Trujillo, 1982) and it is the organization that decides how those constructs are created, conveyed, and maintained. Individuals with personalities that align more closely with the organization's culture

are more likely to exhibit higher job satisfaction and reduced turnover (Robbins & Judge, 2013). When personalities align more with the organization's culture the individual will have a stronger sense of belonging and less need for surface and deep acting due to this richer alignment of common beliefs. Typically associated with emotional labor, surface acting compels an individual to suppress feelings in order to display appropriate emotions or behavior while deep acting compels the individual to match their inner feelings with the display norms allowing emotions to come off as more genuine (Hochschild, 1983). From an "emotions towards work" perspective, surface and deep acting could be displayed when the organization's goals differ from an individual's goals. Individuals who fit in with the organizational culture may have a better understanding or better fit with the emotional norms which could lead to better emotional management when adverse events or interactions occur.

Socialization. The culture of the organization can play a vital role in how employees respond to organizational events and interactions through how they socialize its new members. Individuals identify more strongly with organizations if they feel a sense of belonging and membership with that organization (Bullis & Bach, 1991) and is a key determinant of employee morale and work behavior (Maneerat, Hale, & Singhal, 2005). Members are socialized by other group members, specifically supervisors, in an attempt to foster a sense of belonging and reiterate the established culture. As individuals socialize more within the organization, their understanding and adaptation to the culture will become more inevitable. Thoughts and ideas that go against the adopted emotional norms tend to be brushed off while those that support it remain intact, demonstrating emotion culture has huge implications on shared knowledge of reality (Kotchemidova, 2010). In essence, cultures teach whatever cultures are through the socialization of new members and the reinforcement of organizational practices by veteran members (Gallos,

2008). This acculturation influences the emotional expression of members requiring members to actively work on emotional experiences to produce an outward display appropriate for the given situation (Sloan, 2012). As socialization occurs, individuals are taught how to deal with emotional situations within the organizational context. However, if organizations are in a state of nonstop change, massive turnover, reorganization, rigid and unfair policies, or abusive leadership, individuals may be unable to self-manage and absorb their emotions leading to emotional overload and disrupted productivity (Gallos, 2008). Supportive and stable work environments can positively influence the emotions felt during periods of uncommon events (Booth, Ireland, Mann, Eslea, & Holyoak, 2017). Supervisors are in a position to help guide and mentor subordinates through these emotional events and foster a stable environment, encouraging positive emotion regulation.

Voice. A subordinate's sense of empowerment, and ultimately their voice, is greatly impacted by the organization's culture (Haskins, 1996). Individuals are more likely to express their emotions or offer suggestions to enhance their experience in a culture that values their employees. In many organizations, rationality is privileged and emotionality is devalued, thus promoting the silence and avoidance of subordinate feelings in an attempt to reduce conflict within the workplace (Denker & Dougherty, 2013). Culture and social construction (shared assumptions of reality) influences how experiences are cognitively appraised which in turn will affect levels of arousal in the individual (Fiebig & Kramer, 1998). In an organization that values hierarchy over employee satisfaction, subordinates will be less likely to voice upward dissent out of fear of retribution. Freedom of speech may be one of the most effective ways to encourage organizational members to excel in their positions and can be done so by establishing norms which will empower members and encourage free expression of opinions (Haskins, 1996).

However, organizations who inhibit employee free speech within the workplace will only foster latent dissent through other outlets. In a study done by Gossett and Kilker (2006), employees of Radio Shack used the internet, specifically RadioShackSucks.com, to voice concerns and frustrations publicly and anonymously about the organization in an attempt to overcome communication barriers and reduce fear of retribution or termination by the corporation. Radio Shack's culture failed to provide a formal space for employees to voice concerns and as a result, employees used a public realm to expose internal issues, which may have had implications for the customers, future employees, and the organization's image.

Climate. Organizational climate is a component of the organization's culture and is defined as the feeling conveyed in an organization by both the physical layout and through interaction between organizational members (Schein, 2004). Communication climates that are supportive and open facilitate transmission of effective messages (Pincus, Knipp, & Rayfield, 1990). When employees sense their organization will listen to or be open to how certain situations or policies impact their emotional welfare, they are more inclined to create an effective dialogue about the situation. This supportive/open climate enables subordinates to openly discuss emotional content (Clarke, 2006). On the other hand, some organizations use socio-ideological controls in an effort to influence and persuade individuals to internalize the desired values and norms (Duarte, Palermo, & Arriaga, 2018). These socio-ideological controls signal to the employees what is good or praiseworthy within the social structure, political structure, or economic distribution of the organization. One component of emotion experience, as presented by Fiebig and Kramer (1998), is through personal and organizational expectations. The espoused values and expectations created by the organizational structure will not only influence the type of

culture surrounding the organization but will also facilitate the climate felt within the organization.

Organizational Display Rules and Expectations

Organizational expectations could require employees to perform "correct" emotions, resulting in "employees negotiating emotional guidelines that foreground elements of their identities" (Redden & Scarduzio, 2018, p. 225). Due to the influence organizations have on the decision-making process, institutional structures have the power to make particular goals more or less salient (Barbour, Gill, & Barge, 2018), whereas organizational members must adhere to the organization's goals in order to continue membership with the organization. In the same vein, supervisors are instructed to complete established goals or tasks requiring them to enforce rules which could elicit both positive and negative emotions for the subordinate. Organizations subjugate emotions to rationality as a way to control how workers think and talk about the organization (Denker & Daugherty, 2013). By removing the human factor of the emotion being felt and mitigating which emotions are appropriate in the workplace, organizations can influence employee behaviors and responses. In Kramer and Hess (2002), participants generated four common unspoken rules to govern emotion management: (1) Express emotion to improve situations, (2) express the emotion to appropriate individuals, (3) do not manage emotions for personal benefit at the expense of others, and (4) expression of certain emotions is always inappropriate. Although these rules would not be found in any employee handbook, employees recognize these as unspoken rules impacting their everyday interactions within the organization. If they fail to adhere to these rules, they run the risk of ostracizing themselves from other members of the organization or receiving retribution at the hand of their supervisor. Everyday decisions, policies, mistakes, and pressures inevitably activate emotional responses; however,

institutional structures, rewards systems, and norms of rationality encourage employees and organizations to push on despite them (Gallos, 2008). Employees are more likely to resist control and display misbehavior due to frustration when controls are put into place that reduce their autonomy and sense of identity (Duarte et al., 2018). This is especially apparent when organizational goals do not align closely with individual goals.

In summary, an organizational culture which supports formal and informal mechanisms for dialogue and reflection is "a significant organizational factor associated with development of emotional abilities" (Clarke, 2006, p. 456). Communication display rules, whether verbalized or implied, create a tension between expressing and strategically communicating felt emotions (Kramer & Hess, 2002). Climate structure, power distance, social structures, display rules, and organizational versus individual goals are just a few ways organizations foster an emotionally charged environment. Although each employee perceives and interprets the environment differently, by understanding the organizational climate, culture, and preparing organizational citizens to productively deal with emotional realities, organizations can diffuse toxic attitudes (Gallos, 2008), improve job satisfaction (Pincus et al., 1990), and cultivate positive emotions such as pride, hope, and compassion to increase employee citizenship (Fehr, Fulmer, Awtrey, & Miller, 2017). Supervisors, due to their position of authority, reinforce organizational rules, foster the culture and climate, and can be the direct catalyst of emotional responses for subordinates.

Micro Level

Within organizations are the individual members that make up the various departments within the organization and complete the daily tasks essential to fostering a productive organization. The focus at the micro level is on emotions towards supervisors in their

hierarchical role within the organization and interpersonal events or situations between supervisors and subordinates that elicit an emotional response. At the macro level, organizational culture was previously acknowledged as a contributing factor to emotional responses. At the micro level, a subculture can also be created, whether within different organizational departments or between the supervisor and subordinate. A subculture at the micro level could still adhere to the overall organizational culture but at the same time establish its own norms by emphasizing different values and beliefs within the organizational culture. For example, the macro level organizational culture could be one that emphasizes an espoused value of hard work and prompt action but at the micro level, the supervisors could emphasize an espoused value of as long as the work is done then there is time for leisure or play. Those subcultures will also play a role in subordinate emotional responses and are discussed in the next section. Individual attributes and emotional competencies, such as emotional intelligence, have been shown to be predictors of job performance (Downey, Lee, & Stough, 2011) and emotional dissonance (Giardini & Frese, 2006); however, the focus here will be on interpersonal events and situations involving the supervisor-subordinate relationship within the workplace provoking emotional responses. Supervisor-subordinate communication style, supervisor-subordinate conflicts, and worker deviance are discussed below.

Supervisor-Subordinate Communication Style

Due to their role as leader and continuous contact with subordinates, supervisors can have a significant impact in the daily activated emotions and responses subordinates might have. How supervisors communicate with their subordinates, what information is communicated, and how frequently communication takes place will all contribute to the development of the supervisor-subordinate relationship. Conversational frequency between supervisors and subordinates has

been shown to improve not only the communication quality between the dyad but also improve the relationship all together (Jian & Dalisay, 2017). Supervisors who are able to communicate positive affect and interest as well as express like attitudes and beliefs are more likely to foster positive employee outcomes such as job satisfaction and organizational commitment (Mikkelson et al., 2017). When emotional support is perceived, employees are more likely to communicate with a supervisor out of a desire to build a positive relationship (Jia et al., 2017). An environment of open communication and sharing of information provides a work ecosystem of trust, which enhances the overall organizational culture (Bruhn & Chesney, 1994). This positive feedback loop starts with supervisors creating an environment of open and supportive communication and by doing so enables subordinates to voice opinions without fear of retribution. Employees with supervisors using a transformational leadership style (encourage, inspire, and motivate) experience more positive emotions throughout the workday (Bono et al., 2007). Competent communicators using motivating language will positively influence employee job satisfaction and organizational commitment (Madlock & Sexton, 2015). Alternatively, acts of dominance create negative impacts on employee motivation, job satisfaction, and organizational commitment (Mikkelson et al., 2017).

Aggression is typically verbal, passive, indirect, and subtle and begins with the experience of an event or stimuli and leads to perceived injustices of the situation (Quebbeman & Rozell, 2002). Verbal aggression is often seen in situations where the target is in a less powerful position, and when verbal aggression originates from leaders in the organization, the result can lead to employee dissatisfaction and a feeling of entrapment due to perceived limited job alternatives (Madlock & Dillow, 2012). Subordinates may perceive verbal aggression as a closed or defensive climate which may impede the successful transmission of messages.

Research suggests supervisors who are verbally aggressive and do not use nonverbally immediacy (relaxed postures, movements, or gestures) are perceived as having a lower level of competence, trustworthiness, and caring than supervisors who are not verbally aggressive and are nonverbally immediate (Lybarger, Rancer, & Li, 2017). Supervisors play a significant role in how subordinates respond emotionally to interpersonal interactions. By simply conveying nonaggressive messages and emotionally supporting the subordinate, they have the ability to nurture the supervisor-subordinate relationship and promote a healthy organizational culture.

Supervisor-Subordinate Conflicts

Conflicts are inevitable when individuals work closely together. For some individuals, what the actual conflict was about is less important than the emotional responses the conflict elicited. Unresolved or ongoing conflicts appear to activate longer lasting emotional responses than isolated conflicts (Gayle & Preiss, 1998). Disputes that go unresolved or are perceived as going unresolved can negatively influence the supervisor-subordinate relationship. Typically, subordinates are more likely to be negatively impacted by conflict with their supervisor than vice versa. This is due, in part, to a supervisor's ability to emphasize their authority, make commands, and generally have less consideration of the employee's perspective and is especially apparent when the relationship is of lower quality (Sais & Duncan, 2019). Supervisor-subordinate relationship quality depends on the reciprocity of exchanges and likelihood of the interaction being negative (Gayle & Press, 1998). When interpersonal history between two individuals is negative, individuals are more likely to diverge from each other (Dragojevic, Gasiorek, & Giles, 2016). In other words, individuals with negative history are more likely to create social distance, emphasize distinctions, or reinforce boundaries. As a result, communication between the two individuals can erode. Open-minded discussions about the conflict can constructively manage

anger and annoyance (Tjosvold & Su, 2007). Shared laughter can be used as a mechanism to reduce tension and remediate problematic or conflict situations (Kangasharju & Nikko, 2009). However, if a supervisor is not open or willing to ascertain these discussions, subordinates are left to either deal with or suppress their emotional response on their own. Supervisors fostering this type of destructive environment will reinforce an unapproachable, closed climate and diminish communication with their subordinate. When subordinates are unable to resolve conflict, they may lash out in the form of reduced work production or other forms of dissent.

Worker Deviance

Dissent stems from an activating agent, whether from a macro level of perceived organizational injustice and climate or the micro level of performance evaluations and worker treatment (Turnage & Goodboy, 2016). Regardless of what the activating agent is, dissent is a coping strategy subordinates can use as a way to express their disagreement with an organizational event or interaction. At the micro level, the supervisor-subordinate relationship can influence the emotion felt and the behavioral reaction to that emotion. Supervisors place emotional demands on subordinates by "reiterating organizational display rules or imposing their own moment to moment display rules" (Thiel, Griffith, & Connelly, 2015, p. 12). If the supervisor-subordinate relationship is of higher quality, the subordinate will feel empowered to voice their disagreement to their supervisor; however, if it is of lower quality subordinates are more likely to voice their disagreement with coworkers (Kassing, 2011). Employees will often not voice discontent to leaders and are often reluctant to voice dissent about workplace problems citing it as useless and dangerous due to potential retaliation of those in charge (Edmondson, 2006). That being said, the emotionally charged interaction still occurred and the emotion was still felt by the subordinate which may lead them to use other outlets to voice their emotions.

Email has become a mechanism subordinates use to express dissent as it promotes a strategic self-presentation and documents potential problematic interactions (Hastings & Payne, 2013). Outgroup members will use email to articulate dissent significantly more than in-group members due to the computer acting as a shield from potential negative consequences (Turnage & Goodboy, 2016). Cyberspace has been shown to be an arena for self-organized conflict expression and publicly displays the struggle subordinates have over how workplace labor processes should be portrayed (Richards, 2008). Holland, Cooper, and Hecker (2016) found Generation Y are more likely to use social media as a form of voice compared to their older colleagues. Regardless of if the subordinate chooses to voice their dissent or not, if the supervisor-subordinate relationship is in good standing, the subordinate is more apt to voice their opinions in a constructive manner than if the relationship were not in good standing.

Rationale

Organizations impact the daily emotions felt by their employees. Macro level policies and procedures are in place to guide and corral emotional responses to events and interactions as a way to keep everyone in check and on the same script. Display rules, organizational expectations, and goals breed a culture and climate which will either foster positive employee emotional responses or negatively hinder employee autonomy leading to dissent and disengagement. As mentors to subordinates, supervisors are given the power to persuade and influence employee's perceptions and realities seen and felt within the organization. Supervisors have the authority to reinforce previously established display norms and policies or they can influence and creatively adapt the climate to establish new norms and rules with a positive impact for subordinates. Although subordinates may have the ability to voice concerns to their supervisor, typically their power is limited in causing any real change and must walk a fine line

bordering disagreement and dissent. Literature has focused on either macro level or micro level influencers on subordinate emotional responses towards work but as previously shown, both macro level and micro level contribute to emotional responses and should be looked at simultaneously.

RQ1a: What macro level issues does Twitter data produce?

RQ1b: What micro level issues does Twitter data produce?

Paul Ekman was one of the earlier researchers to develop theories on which emotions were considered more basic than others, calling emotions a subjective experience with a quick onset (Ekman, 1992). His basic emotions included joy, sadness, anger, fear, disgust, and surprise. With over a few hundred words in the English language to symbolize and describe emotions, Plutchik (2001), conceptualized and extended a circumplex model of emotions. This model offered a visual representation of primary emotions which included Ekman's original six and added two more - trust and anticipation. These primary emotions could then be combined together in numerous ways to create a family or group of expanded emotions – much like an artist's color wheel. In a study conducted by Scott et al. (2012), researchers created a taxonomy of affect which closely aligned with Plutchik's model of emotion. The researchers took four years of chat logs and used an open, axial, and selective coding process grounded in the data to capture the expression of affect in text-based conversations. Their text analysis relied on obvious emotional statements and text features such as emoticons and punctuation and as a result their taxonomy reflected those features. The taxonomy generated from these themes and concepts reflected affect state expressions, positive, negative, or neutral valence codes, and a high or low expression intensity. As a result, this taxonomy provides a robust interpretation of emotions expressed in text-based settings and offers categories this study will use to classify and organize

activated emotions expressed on Twitter. Many researchers have created taxonomies to group similar emotions together in an attempt to narrow down all the possible emotions felt by participants. For this study, all emotions were collected and coded into categories provided by Scott et al. (2012), delineating between positive, neutral, and negative valance emotions and the intensity (high, neutral, and low) of those emotions (see Appendix B).

RQ2: What emotions are publicly expressed on Twitter by a subordinate?

RQ3: Are the emotions displayed by individuals (subordinates) positive, neutral, and/or negative?

As technology changes, organizations must also consider how subordinates express both their satisfaction and dissatisfaction with their supervisors and/or workplace. As a form of latent dissent, social media offers a passive aggressive way for workers to express their emotions while reducing the fear of retribution. Preece, Rogers, and Sharp (2002) found individuals tend to overreact when they are annoyed or angered by something new by typing messages they would never make in a face-to-face conversation. The uniqueness of Twitter allows users to not only express their opinion through text, but they are also able to add images, emoticons, and URL links to further emphasize or reinforce their opinion. That being said, not all emotional expressions are negatively charged, and social media may offer a mechanism to show public gratitude and appreciation as well.

RQ4: Does the valence of the message (negative, positive, or neutral) influence the length of the tweet?

Some individuals choose to post messages simply based upon the support they will receive from their contacts, in the form of advice or emotional support (Maitland & Chalmers, 2011). In addition, social media users have distinct objectives when they post messages such as

venting, finding a solution, or suggesting solutions to the problem at hand (Mendes, Furtado, Furtado, & De Castro, 2014). An exploration of what subordinates are willing to say publicly about their supervisor may provide further insight as to not only what activates the emotions subordinates experience throughout their workday, but what type of support they are seeking from social media peers.

RQ5: What support, if any, are individuals receiving on social media?

RQ6: Does the use of hashtags, mentions, memes, images/photos, or links increase the number of responses to the tweet?

Supervisors may be the espoused target of the emotional expression due to their position within the organization and the role they play as policy enforcer, however the organization itself may be the real target. Because the organization is a non-human entity it may be easier or more effective for subordinates to express their emotion towards their supervisor rather than the organization as a whole.

RQ7: What source(s) for the emotion(s) are included in the message?

Conclusion

This chapter provided a review of the literature relevant to emotions towards work. Offering a general overview of emotion research, discussion then focused on some of the macro and micro level influences on subordinate emotional responses. Chapter three discusses the methodology including the uniqueness of using Twitter as the data source, how the codebook was created, and the overall data collection process.

CHAPTER THREE: METHOD

In order to explore how subordinates are publicly expressing emotional responses to workplace events and interactions, this study conducted a content analysis of Twitter posts using hashtags #goodboss, #greatboss, #badboss, #badmanager, #goodmanager, #terribleboss, #supervisor, #goodcompany, #goodorganization, #goodworkplace, #badcompany, #badorganization, #badworkplace, #job, #workplace, and keywords: good boss, great boss, bad boss, terrible boss, bad manager, good manager, supervisor, good company, good organization, good workplace, bad company, bad organization, bad workplace, my job, workplace. Using Social Studio - a real-time publishing and engagement platform that analyzes content and current trends being used in social media – messages, known as "tweets," posted by subordinates on Twitter were pulled using the aforementioned hashtags and keywords.

Research Design

The aims of this study were exploratory in nature. By using content analysis, the investigator established and elicited an aggregate opinion from the data pulled from Twitter. This publicly available data allowed the investigator to retrieve unsolicited, personally motivated opinions using a natural language and removed some of the recall issues related to self-reported data. Content analysis is a research technique "designed to explore and describe qualitative verbal, written, and multimedia communications in a systematic, objective manner" (Crano, Brewer, & Lac, 2015, p. 303). Furthermore, content analysis may be used for exploratory research to reduce a large amount of qualitative information into a smaller, more controllable form of representation (Smith, 2000). Through content analysis, the investigator examined each post individually as a unit of analysis and aggregated the data via a codebook.

Codebook

Before data collection, a codebook was created to establish guidelines and criteria necessary to answer the research questions for this study (see Appendix A). In developing the codebook, the investigator took into consideration the data available within each tweet, the important aspects of each research question, and how each unit of analysis could be recorded. Based on this, five categories were created to collect and organize the data and are listed as the following: (1) taxonomy emotions, (2) length of tweet, (3) response to tweet, (4) message displayed, (5) and source of emotion.

The first category, taxonomy emotions, examined a specific emotional word or context of the tweet (see sample code sheet in Appendix B). Using the taxonomy created by Scott et al. (2012), the coder determined which of the 40 affective words best described the displayed emotion or context of the tweet and indicated so in the codebook. Each emotional word was marked as having a positive (e.g., expressing thankfulness, admiration, respectfulness, esteem), negative (e.g., expressing argumentative, disapproval, resentment), or neutral (e.g., an event or interaction took place, but no real emotional reaction was elicited) valence. The valence of the emotions was developed by Scott et al. (2012) on a continuum, starting at more positively charged and going all the way down to a more negatively charged. Emotions coded as neutral did not mean the emotions themselves were neutral but rather, less positively charged or less negatively charged. For coding purposes, those emotions deemed as less positively charged and less negatively charged were coded as neutral. Emojis and emoticons were examined and used to assist with evaluating the valence, intensity, and affective expression within the tweet. For example, in the tweet,

> My supervisor keeps treating me as if i'm a graphics designer student? but i'm a marketing student that can barely draw ????

It is implied the supervisor does not understand the subordinate's role or abilities possibly causing frustration. The emotionally charged phrase is "keeps treating me as if…but I'm…????" The overall valance of the phrase is negative because the individual is questioning the situation and confused by the ignorance of their supervisor. Sarcasm was coded as messages using an ironic or satiric tone and indicated by checking "yes" or "no." Due to the subjective nature of sarcasm, if yes was selected, the tweet was removed from the dataset. For example, "Showing passion doesn't make you a good Manager jesus I hate to be around you if you ever win something 🙈😂". Sarcasm is indicated by this person's passion being more competitive and unnecessary than needed for the situation. Sarcasm is an important concept to examine but goes beyond the scope of this study, therefore, all tweets coded as sarcasm were removed (n = 6).

The second category examined the length of the tweet. This was in the form of a character count, which includes letters, numbers, spaces, hashtags, and other punctuation marks. Links provided in the text were also counted as characters. If the link provided was 23 or more characters the total count was 23. Based on Twitter's Help and Policy page (Twitter, 2019) only 23 characters of the link are displayed regardless of the actual length. The third category, response to tweet, took into consideration support received from other Twitter users and if there was a response or reaction from another user that created a thread or conversation around the original tweet. This category included six subcategories: *comment, likes, retweet, original tweeter comment, agreement/support*, and *debate*. Frequency counts for each tweet were collected in each subcategory.

The fourth category indicated how the message was posted on Twitter. Twitter allows users to add various elements to their message to enhance the experience and engagement of other users. This category examined the components of the message based on how Twitter is designed, and allowed the coder to select any and all of the six subcategories appropriate for the message. The subcategories included *hashtags, text only, mentions, images and/or photos, memes,* and *links*. The final category was the source of the emotion. Because there are many different events and interactions that can activate an emotional response, this section looked at which events and interactions caused the individual to tweet. five subcategories were provided, *macro level*: event(s) at work and policy changes; *micro level*: supervisor's action and supervisor's attitude; *both; none;* or *other*.

Data Collection

After the codebook was created, data parameters (e.g., search terms, strata, and collection dates) were established and topic profiles were set up in Social Studio. Tweets were extracted from Social Studio on March 23rd through March 31st, 2020. Details on the data source, search terms, and sampling frame are described next.

Data Source. Twitter is a popular microblogging site accessible worldwide and open to the public, allowing anyone with a valid email address to create an account. Unlike other social media sites such as Facebook, Pinterest, Instagram, etc., Twitter only allows 280 characters per post, forcing the individual to keep the message short and concise (Twitter, 2019). Developed in 2006, Twitter allows users to establish their own online identity through the creation of a profile. Users can upload a profile picture, write a short biography about themselves, and add links to personal websites and/or blogs. Through this social networking site (SNS), users can play an active role in socialization not only in terms of what information they present about themselves

but also in how they interact with others. Haythornthwaite (2005) found that users aren't as interested in meeting random people online as they are with cultivating their own social networks and making those networks visible to others. Furthermore, users participate in SNSs because it is an efficient and convenient way to cultivate and reinforce relationships as well as show their popularity and satisfy their curiosity about others (Urista, Dong, & Day, 2009). This notion of receiving social support through previously established friendships and networks may enable a more candid reaction or response for subordinates typically deemed unacceptable within the workplace. Manago, Taylor, and Greenfield (2010) found significant importance to the psychological welfare of individuals using Facebook for social support, offering a pathway to feeling increased individualism, self-esteem, and overall life satisfaction.

Search Terms. Macro-level and micro-level search terms were needed to represent the organizational structures and dyadic interpersonal interactions influencing emotional responses. To determine which hashtags would be most appropriate for the macro-level, the investigator first conducted a Google search on common terms associated with organization. Common terms included institution, workplace, company, employment, job, labor, employer, and workload. To narrow down the key terms even further, the investigator used the website, hashtagify (2020), which takes a specific topic or keyword and offers the most popular hashtags currently being used on Twitter associated with that keyword. Starting with "organization" as a keyword, #organization yielded a 53% popularity and an additional 9 hashtags associated with it. "workplace" was next, yielding #workplace with a 59% popularity and an additional 10 hashtags. This process was continued with keywords institution, company, employment, job, labor, employer, and workload producing an additional 75 hashtags associated with these keywords. Because of the overwhelming number of hashtags associated with the previously

mentioned keywords, the investigator then went into Social Studio to see the number of posts each hashtag would yield in order to narrow down the scope.

After spending extensive time creating topic profiles and adding keywords and hashtags, it was determined some of the hashtags were not directly related to subordinate opinions towards their workplace but rather organizations seeking employees or individuals seeking employment. For example, #employment yielded many results focused on job openings, "#employment any 1 please help. I have a paralegal diploma with 3 years experience from call centre and 1 year experience in legal administration. Am willing to relocate anywhere in the country." As a result, the investigator determined the following hashtags and keywords to yield the best results - Hashtags: #goodcompany, #goodorganization, #goodworkplace, #badcompany, #badorganization, #badworkplace, #job, and #workplace and keywords: good company, good organization, good workplace, bad company, bad organization, bad workplace, my job, workplace.

The investigator repeated the process for micro-level, conducting a Google search on terms associated with supervisor. Common terms included chief, boss, taskmaster, superintendent, overseer, manager, director, and head. Narrowing down the key terms to boss, supervisor, and manager the investigator then used the website, hashtagify (2020), to determine the popularity of specific hashtags. Starting with "boss" as a keyword, #boss yielded a 62% popularity with an additional 30 hashtags associated with it. "Supervisor" was next yielding #supervisor and an additional 5 hashtags associated with supervisor. This process was continued with keywords manager, good boss, bad boss, good supervisor, bad supervisor, good manager, bad manager, and produced over 100 different hashtags associated with these keywords. The

investigator then went into Social Studio to see the number of posts each hashtag would generate.

After a thorough examination of each hashtag, it was determined some of the hashtags did not yield the quality of information needed to answer the research questions. For example, #boss produced more messages on how successful someone was than it did relating to the boss of a company. “You deserve it queen! Show em what you got! #boss”. By adding a qualifying word in front of boss, i.e. #goodboss, the results were much more successful – “A good boss means hiring talented people, and getting out of their way”. After an extended period of time creating keywords and hashtags, the investigator finally found an appropriate number of posts relevant to the research questions. The following hashtags and keywords were used to collect the data: Hashtags: #goodboss, #greatboss, #badboss, #badmanager, #goodmanager, #terribleboss, #supervisor, and keywords: good boss, great boss, bad boss, terrible boss, bad manager, good manager, supervisor.

***Sampling Frame*.** Tweets were collected through Social Studio by random selection of one day each month over the span of one year – January through December 2019. This method of random selection provided a more stable perspective by reducing the environmental, personal, organizational, seasonal and other factors, which can influence perspectives. As previously noted, Social Studio is a social media management suite, which pulls publicly accessible data into a dashboard and can show trends, key words, and volume use of specific hashtags and key words based on the posts it pulls. Tweets can be filtered based on the source (Twitter, Facebook, Pinterest, etc.), language, region, keywords, etc. The population included Twitter users, with a current supervisor or interactions with a supervisor in a workplace environment, using at least one of the aforementioned hashtags or keywords. The topic profiles created in Social Studio

were limited to pull data only from Twitter, originating in the United States, using English, and no retweets. Each tweet was a unit of analysis.

To begin the data collection process, the investigator created five topic profiles: *bad boss, bad company, good boss, good company,* and *supervisor & job*. These topic profiles were created to compartmentalize the thirty hashtags and keywords into an organized group and cohesive unit of tweets. The bad boss topic profile pulled tweets using #badboss, #badmanager, #terrible boss and keywords bad boss, bad manager, and terrible boss. The bad company topic profile pulled tweets using the hashtags #badcompany, #badorganization, #badworkplace and keywords bad company, bad organization, and bad workplace. Good boss topic profile pulled tweets using #goodboss, #goodmanager, #greatboss and keywords good boss, good manager, and great boss. Good company topic profile pulled tweets using #goodcompany, #goodmanager, #greatboss and keywords good company, good organization, and good workplace. Lastly, the topic profile supervisor & job pulled tweets using #job, #supervisor, #workplace and keywords my job, supervisor, and workplace.

To determine the dates used for each month, the investigator conducted a random date selection using Excel. The dates chosen at random for the year 2019 were January 22nd, February 8th, March 12th, April 7th, May 16th, June 7th, July 17th, August 14th, September 21st, October 27th, November 20th, and December 3rd. For each topic profile, only the dates listed above were used to filter the tweets in Social Studio. Once the dataset for each date was filtered, the tweets were extracted and compiled into an Excel spreadsheet. Over the one-year data collection period, 204,367 tweets were available for analysis and exported to Excel for easy access and data cleaning. Table 3.1 is the breakdown of all the tweets available, prior to data cleaning, from the twelve dates selected at random for each of the topic profiles.

Table 3.1

Topic Profile Tweet Counts

Topic Profile	Total Tweets
Bad Boss *(#badboss, #badmanager, #terribleboss, bad boss, bad manager, terrible boss)*	842
Bad Company *(#badcompany, #badorganization, #badworkplace, bad company, bad organization, bad workplace)*	1919
Good Boss *(#goodboss, #goodmanager, #greatboss, good boss, good manager, great boss)*	2016
Good Company *(#goodcompany, #goodorganization, #goodworkplace, good company, good organization, good workplace)*	15,489
Supervisor & Job *(#job, #supervisor, #workplace, my job, supervisor, workplace)*	184,101
TOTAL	**204,367**

After pulling all the tweets, the investigator used a stratified sampling method to calculate the percentage of tweets collected from each topic profile. Because the entire data sample was not used for this study, it was important to have a representative sample proportionate to each topic profile and for each month within each profile. Strata percentages were calculated based on pre-cleaned data to reduce the extensive cleaning required to narrow down the dataset. Table 3.2 shows the breakdown for each strata. The total tweet count and the percentage of the sample size for each topic profile are broken down for each month. The final counts indicate the total tweets for each profile and the percentage the profile represents for the all tweets collected, prior to data cleaning. Each topic profile addresses either macro level and/or micro level sources that activate emotional responses, therefore, the investigator needed to ensure equal representation of these sources based on the available tweets. A proportionate sample was calculated from each strata based on these population sample percentages for each month.

Table 3.1

Stratified sample

Topic Profile Strata of Population (N=204,367)

	Bad Boss		**Bad Company**		**Good Boss**		**Good Company**		**Supervisor & Job**	
	#	%	#	%	#	%	#	%	#	%
January	90	10.7	188	9.8	116	5.8	938	6.1	15,868	8.6
February	184	21.9	162	8.4	218	10.8	1,931	12.5	16,387	8.9
March	64	7.6	186	9.7	153	7.6	2,213	14.3	16,693	9.1
April	49	5.8	149	7.8	111	5.5	1,178	7.6	1,041	0.6
May	45	5.3	161	8.4	150	7.4	552	3.6	27,026	14.7
June	42	5	180	9.4	132	6.5	1,801	11.6	16,479	9
July	32	3.8	159	8.3	170	8.4	859	5.5	18,620	10.1
August	102	12.1	156	8.1	173	8.6	1,277	8.2	18,396	10
September	48	5.7	175	9.1	202	10	626	4	9,955	5.4
October	31	3.7	120	6.3	134	6.6	1,432	9.2	9,418	5.1
November	79	9.4	139	7.2	288	14.3	1,345	8.7	500	0.3
December	76	9	144	7.5	169	8.4	1,337	8.6	33,718	18.3
Totals	**842**	**1**	**1919**	**1**	**2016**	**1**	**15,489**	**7.6**	**184,101**	**90.1**

The target tweet count for the study sample size was 1,000. For example, the topic profile ‘supervisor & job’ represented 90.1% of the total tweets from the sample population. 90.1% of 1,000 (.901x1000) equals 901; indicating 901 tweets needed to be selected from the supervisor & job strata in order to represent the sample population for that topic profile. Furthermore, the number of tweets needed within each strata were calculated by each month. For example, in the supervisor & job strata, January represented 8.6% of the total tweets for that strata. 8.6% was then multiplied by the number of tweets needed for the sample (901) to provide the total number of tweets needed from January to represent that month for that strata (.086 x 901 = 77.5 = 78). Table 3.3 shows the number of tweets needed for each month in order to satisfy the population percentages for each strata.

Table 2.3

Tweets Needed to Represent Population

	Numbers Needed to Represent Population (*N* = 1000)				
	Bad Boss (1%)	**Bad Company (1%)**	**Good Boss (1%)**	**Good Company (7.6%)**	**Supervisor & Job (90.1%)**
	#	#	#	#	#
January	1	1	0	5	78
February	1	1	1	9	80
March	0	1	1	11	82
April	0	1	0	6	5
May	0	1	1	3	132
June	0	1	1	9	81
July	0	1	1	4	91
August	1	1	1	6	90
September	0	0	1	3	49
October	0	0	1	7	46
November	1	0	1	7	2
December	0	1	1	7	165
Totals	**4**	**9**	**10**	**76**	**901**

The final dataset used for the content analysis had to be adjusted due to the high attrition rate of the tweets after the data had been cleaned. The good company strata had the largest attrition rate losing close to 99% of the available tweets, yielding only 49 usable tweets out of the 15,489. This was in large part due to the context of the tweet. Many of the tweets used the key words good company to indicate the individuals they were surrounding themselves with rather than a place of employment. For example, “Today, i wish for nothing more than good food and good company.” As a result, the final data set represents the population sample pulled from Social Studio as best as possible from the cleaned tweets. Table 3.4 shows the total number of tweets available after data cleaning and the actual number of tweets making up the final dataset.

Table 3.3

Final Dataset

Final Dataset (*N* = 985)

	Bad Boss		**Bad Company**		**Good Boss**		**Good Company**		**Supervisor & Job**	
	# Avail.	# Actual	# Avail.	# Actual	# Avail.	# Actual	# Avail.	# Actual	# Avail.	# Actual
January	11	1	8	1	23	1	8	8	149	149
February	39	1	8	1	26	1	7	7	107	107
March	25	1	4	1	20	1	6	6	50	50
April	16	0	7	1	15	1	3	3	29	6
May	14	0	7	1	17	1	1	1	58	58
June	10	0	1	1	17	1	5	5	67	67
July	7	0	1	1	27	1	5	5	36	36
August	16	1	1	1	18	1	6	6	68	68
September	5	0	0	0	10	1	1	1	59	53
October	6	0	1	1	3	1	0	0	71	50
November	10	1	1	1	15	1	4	4	23	3
December	6	1	2	1	16	1	3	3	260	260
Totals	**165**	**6**	**41**	**11**	**207**	**12**	**49**	**49**	**977**	**907**

To select the tweets to be used for the content analysis, the investigator used Excel to generate a random number selection. Each tweet was given a number within each topic profile and after filtering by date, the investigator used the formula =randbetween(x,x) to generate a random number associated with the tweet to be selected into the final dataset. For example, for the topic profile bad boss there were 11 tweets available of cleaned data. Those tweets were numbered 1-11 and using the aforementioned formula, Excel chose tweet number 9 to be included in the dataset. This process was repeated for each month in all topic profiles except for those months and profiles where all the tweets were used in the final dataset.

A total of 929 tweets were analyzed for this study. Data collections were conducted on March 23rd through March 31st, 2020. At the time of data extraction, 204,367 tweets were available for analysis based on the topic profiles created. After data cleaning and using a

stratified sampling, 985 tweets were used within the final dataset. During analysis, an additional 56 tweets were removed due to closed Twitter accounts, tweets no longer available, or the use of sarcasm was detected within the message, leaving 929 coded tweets.

Interrater Reliability

In order to address any reliability issues, the investigator solicited an additional coder to independently code 100 tweets from the final data set. The coder was trained on the codebook and initial questions were answered prior to the independent coding. After the preliminary training, both the investigator and the additional coder independently coded five practice tweets not included in the final dataset. Changes to the codebook, the continuity of the coding, and overall process of the analysis were discussed and strategies to enhance the codebook were made. Both the investigator and the additional coder independently coded five practice tweets at a time until at least an 80% agreement was reached. Using dfreelon (2020), the investigator entered in the investigator's and the independent coder's codes into the program which resulted in a Cohen's Kappa of .89 for the practice tweets. After initial reliability was met, 100 tweets from the dataset were then coded separately and dfreelon (2020) was used to determine the final Cohen's Kappa. Four tweets were discarded due to the unavailability of the tweets, leaving 96 tweets coded independently. Interrater reliability of .87 was met, and the investigator continued coding the rest of the data set independently.

Analysis

The analysis used both quantitative and qualitative processes to describe the dataset. As part of the qualitative analysis for research question 1, an inductive thematic analysis was conducted. According to Boyatzis (1998), a theme is a pattern found within the information that organizes, describes, and interprets a phenomenon. After reading the tweet, initial nodes were

created based on the text of the tweet during the coding process to describe macro and micro level issues. These nodes indicated a specific event, action, or interaction that activated the emotion. Based on the initial nodes, 15 themes were created to organize and describe the issues Twitter users had expressed within their tweets.

Quantitative analysis was used for research questions 2 through 7. Frequency counts were collected for questions 2 and 3 to determine the emotional expression and valence of the most and least common emotions expressed. Chi-Square tests were conducted in SPSS for questions 4, 5, and 6 to determine if there was a relationship between the two variables under examination. Frequency counts were also collected for question 5. Lastly, frequency counts were collected for question 7. The results for each question are described in detail in the results section.

Chapter Four
Results

The purpose of this study was to explore how subordinates are publically expressing emotional responses to workplace interactions and events. Using both quantitative and qualitative measures, this study sought to explore macro and micro level issues, the type and valence of emotions expressed, and the level of support received from network peers on Twitter. The results are organized and described in detail around each research question.

Research Question 1a

Research question 1a sought to describe the macro level issues Twitter users expressed within their tweets. Macro level policies, structures, and values were conveyed through display norms, expectations, organizational culture, climate, formal or informal mechanisms in place, physical space upkeep, or organizational goals. The three most common themes mentioned at the macro level were workplace policy, workplace culture, and job tasks which are explained in the following section. See Table 4.1 for the most common themes, the number of tweets mentioning that theme, and the most common issues mentioned within that theme. See appendix D for a complete list and description of themes and emotions felt.

Workplace Policy. The first and most frequently mentioned theme at the macro level was workplace policy. This theme included policies and mandated rules or obligations set forth by the organization and was frequently conveyed with the emotions frustration, disagreement, or annoyance. 151 tweets (47%) discussed interest in policies.

Table 4.1

Macro Level Themes and Common Issues

Macro Level Themes			
Most Common Theme	**Tweet Count**	**Top 3 Emotions Expressed**	**Most Common Issues**
Workplace Policy	151 (47%)	Frustration (22), Disagreement (18), Annoyance (17)	Scheduling, Grooming Policy, Dress Code, Mandated Breaks/PTO
Workplace Culture	36 (11%)	Anger (6), Frustration (4), Disgust (3)/ Sadness (3)	Lack of communication, Lack of concern for employee wellbeing, Socialization, Toxicity
Job Tasks	34 (10.6%)	Frustration (4), Annoyance (4), Disagreement (6)	Performance/job description, Unfair expectations/Overworked

Among the most common issue within this theme pertained to scheduling (*n* = 68). For example, *tweet # 569* stated "Why my job had to screw me over w a shitty schedule this week 😒 ruining my weekend". This general sense of undesirable obligation to report to work at a certain time was consistently expressed as a negative emotion (*n* = 58, 85%). In another example, *tweet #930* indicated a preference to their assigned schedule: "I really wish I had first shift at my job... I much rather get it over with and have the rest of my day and night than have to go in on the backend of the day then get off before anything is even open 😑 😑 😑 😑". Inflexible work schedules or undesirable shifts typically caused negative emotions for the subordinate. Within the scheduling issue, there was also expressed annoyance with changes in schedules especially if it had a negative impact on the individual. For example, *tweet # 898* stated "My job just text me saying im off, I was so prepared for today. Im pissed 😒". Overall, scheduling, which included

hours worked, not enough hours/not being scheduled, extra hours, time of shift, and changes to schedule was mentioned in 68 of the workplace policy tweets (45%). Individuals typically expressed negative emotions when their schedule impeded on their personal life, negatively impacted personal goals, or there was a change in expectations/normalcy.

Mandated breaks/Paid time off was another common issue (*n* = 13, 9%) and was frequently expressed with a negative emotion (*n* = 9, 69%). This issue was typically discussed in terms of when breaks or paid time off could be taken. For example, in *tweet #394* policy changes required employees to take a break during their shift: "Servers complain about everything. My job is making us take breaks now and we all kinda irritated about it haha". Being required to take unwanted breaks and restrictions on when taking time off was a source for negative emotions. Other tweets indicated a restriction on when employees could call out from work. For example, *tweet # 235* stated "My job said you can't call in on weekends that's a double occurrence and could be a instant termination on holidays bitch...". This workplace not only restricted when the employee could call out, but also reinforced this policy by threatening termination of employment. Positive emotions were only expressed in two of the mandated breaks/PTO tweets (*n* = 2, 15%), typically when mandated time off was approved or offered to the individual as an added bonus. For instance, "Man, my job gave us an extra week of vacation this year but Christmas seems so far to get to!!! Next year I should save all my vacation and take off the whole month of December!" (*tweet # 830).* Reduction in autonomy or restrictions to benefits received was a source of negative emotions while receiving added time off in their favor was a source of positive emotions.

Grooming policies were mentioned in 8% of the tweets (*n* = 12) and were frequently expressed with a negative emotion (*n* = 8, 67%). These policies involved tweets discussing

issues concerning hair, nail, shaving, and piercings, such as in *tweet #196*: “I WANT GREEN HAIR SO BAD WHY IS MY JOB OLD FASHIONED AND DOESNT ALLOW HAIR COLOR >:(i’m starting a riot”. Typically, negative emotions were expressed when the individual’s autonomy or individuality was being restricted, such as in *tweet # 336*: “I really really wanna go get my nails done tomorrow but damn my job is strict af 😩”. In only a few instances individuals indicated an unseen benefit to grooming restrictions as indicated in *tweet 168*: “I hate having to shave for my job but these cheeks so soft when I do”. Only when individuals perceived a personal benefit or an added level of ease to their routine were they more accepting of the policy, otherwise, individuals’ messages were negatively charged.

Dress codes were another common issue (*n* = 7, 5%) typically expressed with a negative emotion (*n* = 4). For example, *tweet # 759* stated: “My job told me i can’t wear turtle necks . 🤣🤔mhmmm guess what im Wearing today .???.. A TURTLE NECK ! Hytb don’t none of these mfs buy my clothes to be telling me what i can an cannot wear”. This individual justified their disagreement and dissent with the dress code policy by indicating the workplace had no authority over their wardrobe because they did not pay for it. Dress codes were typically met with negative emotions when they impacted the individual’s style or look as seen in *tweet # 965*: “Hate my job for making us wear hats shit mess up my waves bad”. However, dress codes were not always met with opposition and some individuals expressed gratitude. For example, *tweet # 116* stated “I LOVE that I can wear jeans at my job considering my last job was at a bank 😊 😊”. Positive emotions were typically only expressed when the policy was more lenient or flexible, allowing the individual more control over their appearance: *tweet # 179*: “I love my job because I can wear sweats”. In instances where there were less restrictive policies and the individual had the ability to choose their attire, positive emotions were expressed. This was shown in *tweet #967*:

“Another plus to my job is I can wear anything I want to the office... Can i wear this everyday? 🤣🤣🤣 (Image: Selfie in hooded sweatshirt)”.

Workplace Culture. Workplace culture was the second most frequently mentioned theme at the macro level. This theme included observed behavioral regularities when people interact, espoused values, formal philosophies, rules of the workplace, climate, habits of thinking, shared meanings, and formal rituals and celebrations. These general attitudes and beliefs towards the workforce and workplace was mentioned in 36 tweets (11%) with the top three emotions expressed as anger, frustration, disgust/sadness. In general, individuals acknowledged an understanding of the workplace culture as shown in *tweet # 571*: “Due to the morale of the employees at my job, I’m not even hopefully anymore about moving up to a management role. Employees are severely underpaid and I get the vibe that managers are as well”. This individual indicates the workplaces’ culture did not value workforce or succession planning for their employees, and as a result has left this individual doubtful of advancement in the organization. Tweets discussing workplace culture had a sense of despair where the individual felt powerless and without any other option other than to comply with the norm, as shown in *tweet #390*: “I wonder if my job realizes I don't eat at all whenever I double shift because I literally don't have time and don't have a replacement”. This individual passively-aggressively acknowledged the workplace habits and expectations of being short staffed, reluctantly obliging to the job requirements. Only two tweets (6%) expressed positive emotions for workplace culture and both contexts involved flexible rules and a laid back climate: *tweet # 612*: “my new job is super laid back like i can eat snacks at my desk and play music while i work, and my supervisor leaves at 430 so im working alone till 7”. Rules and interactions that created a positive morale and more

autonomy for the subordinate activated positive emotions, versus more rules and restrictions that devalued the subordinate's morale or autonomy activated more negative emotions.

Two other common issues mentioned in the tweets were lack of communication and lack of concern for employee well-being. Although these were two separate issues, there was a strong dependent relationship between each other and therefore were analyzed together. For example, *tweet # 915* stated "My job just pissed me off , I get up early to go clean my car off for them to wait until the last minute to say we having a delay". The subordinate is require to report to work at their scheduled time and in this instance was taking the necessary steps to ensure arrival at that set time. However, because the organization waited until the last minute to communicate the schedule change, the subordinate not only wasted that time to get ready, they were also required to remain poised to report to work whenever the organization decided they should come in. By the individual's reaction – my job just pissed me off, the organization had a significant emotional impact on the employee by delaying communications. Lack of communication typically left the individual feeling uncared for and replaceable, while the lack of concern for the employee's wellbeing left the individual not caring about future relationships or future communications. In another example, *tweet #971* stated "My job doesn't care about shit; if they don't care I don't either". This general statement of not caring about anything plants a seed in the employee's mind that they too should not care about anything. Employees who have this mind frame may tend to generalize a lack of caring with all aspects of the organization, including their own wellbeing. These habits of thinking are reinforced by the workplace culture and employees begin to believe and reinforce these habits as they see others accept them. 9 tweets mentioned lack of communication or lack of concern in the message (25%), with 89% expressing negative emotions (n = 8).

Workplace toxicity was a common issue (*n* = 6, 17%) and was shown by discussions of gossip, backstabbing, sexual harassment, and employee behaviors. For example, *tweet # 623* stated “my workplace had become toxic af and people are scumbags”. This individual recognized a negative workplace climate limited and reinforced by objectionable individuals. Although toxicity was frequently met with negative emotions (*n* = 4, 67%), there were also neutral emotions expressed as a more general awareness. For instance, *tweet # 879* expressed a growing concern for the toxic workplace culture: “hey so my workplace has a very intense and unhealthy and vicious gossip problem where EVERYONE talks shit about everyone else the moment they’re out of the room Even doctors do it What do I...do”. This individual’s vigilance and moral objection to participate in the gossip caused them to seek advice and support on how to handle the situation. In one example, the culture was toxic enough the individual refused to recommend the company as a place of employment: “I don’t enjoy working for a company that is purely reactive. I don’t even refer people to my job when they are hoping for supervisor positions” (*tweet #297).* Toxicity was discussed as a general vibe or feeling within the workplace that made the individual want to remove themselves or restrict others from engaging in the workplace. Toxicity was frequently expressed with the emotions anger, disgust, and frustration; reducing satisfaction, happiness, and overall willingness to promote the organization.

Socialization was the final most common issue in the workplace culture context (*n*=6, 17%), typically expressed as a neutral emotion (*n* = 4, 67%). Socialization was defined in terms of formal rituals, celebrations, or social events bringing employees together. Individuals were typically neutral in their desire to participate in workplace social events and also felt restricted in their abilities or comfort level to do so. For example, *tweet # 144* stated “Holiday parties at my job are always super awkward because I work graveyard and therefor only know like 15% of the

staff lol". This individual felt disconnected from coworkers due to their mandated schedule, reducing their self-efficacy and comfort level to connect with others at social events. Negative emotions were also expressed when individuals perceived the social event to have a negative impact on their wellbeing or there was a lack of significance to the social event: *tweet # 822*: "My job tryna get me to do an aids walk today, like it ain't 6 degrees outside. Noooo sir". The perceived benefit did not outweigh the perceived risk of reduced comfort for this individual, resulting in the individual not participating in the event. Overall, social events did not activate positive emotions and in some cases alienated those working different shifts or those living off their paychecks: *tweet # 46*: "My job really decided to have a potluck the week before pay day like first of all I'm broke I can bring some salt or maybe an apple". Although this individual anticipated participating in the event, the pressure to bring something to the event activated an emotional response.

Job Tasks. The third most common macro level theme was job tasks. This theme was discussed in terms of the work itself or job responsibilities and was mentioned in 34 tweets (10.6%). Within this theme, performance/job description and unfair expectations/being overworked, were the most common issues mentioned and were typically expressed with the emotions frustration, annoyance, and disagreement.

Performance/job description was the most frequently mentioned issue (n = 14, 41%), and was typically expressed with negative emotions (n = 7, 50%). Performance/job descriptions was described as the individual's belief of their job scope and the level of job difficulty or satisfaction the job brought to the individual. Some individuals expressed joy and pride in the job tasks, for example: *tweet # 131*: "My job lets me do some pretty cool things #ClimbWithUs". This individual revered doing things considered exciting, which resulted in promoting the

organization through the use of a hashtag associated with the company. Negative emotions were expressed when the individual felt less challenged or assigned tasks perhaps outside of their job description: *tweet #787*: “My job description apparently includes telling everyone to mute their serial killer breathing on conference calls”. In this example, this task is not something explicitly stated in their job description as indicated by “apparently,” and as a result, there is a sense of animosity towards the assumption this individual will handle the task. In the example *tweet # 419*, the individual appeared to welcome the assigned mundane tasks: “Sometimes the only good thing about my job is I get paid while I’m just sitting in the car waiting for people to arrive”. Whether this individual truly enjoys waiting on people or not, they suggest a monotony to their job with not much excitement or enjoyment. The more intense negative emotions were presented when individuals felt deceived by the workplace. For example, *tweet # 263* stated “Low key tired of my job. My job is literally called bulldog demolition so I should be doing DEMOLITION RIGHT? But uh no I’m literally a glorified garbage man. I get between 3-5 jobs a day and I go from house to house picking up fucking garbage”. This individual’s expectations to perform a specific task indicates either an issue with how the job was presented to the individual at time of hire or a deeper organizational culture issue of undervaluing employee’s abilities. Overall, individuals typically expressed positive emotions when the tasks assigned were challenging, aligned with their interest, and were part of the expectations presented to them when they were hired.

Unfair expectations/being overworked was another common issue (n = 12, 35%) and was most frequently expressed as negative emotions (n = 10, 83%). Within this category, individuals discussed unfair goals, unnecessary training, expectations to come in on their day off, and a general sense of being overworked. Annoyance, anger, and frustration were the most commonly

expressed emotions (*n* = 8, 67%). Some individuals expressed negative emotions when they perceived unfair distribution of tasks. For example, *tweet # 466* stated “My job does thing where they make me do the hard work because I’m not fat like the rest of ‘em 😑😑😑”. This individual perceived the physical restrictions of others was the reason for a harder task assignment, activating negative emotions. Individuals also expressed negative emotions towards the workplace when they were expected to complete tasks outside of their designated scheduled hours: *tweet # 127*: “I hate wen my job think they can call me on my days OFF”. In another example, the individual indicates a certain level of disagreement to the additional work, yet ultimately complies to it: *tweet # 121*: “I’ve been working since I got off smfh hate when my job gives me homework that I voluntarily choose to participate in ☺ lol”. The organizational expectations for employees to work even after they get off from work indicates an espoused value that personal or home life does not matter to the organization and the individual feels a certain obligation to continue the work after hours. Some individuals expressed confusion and disagreement to mandated trainings indicating either a lack of communication regarding the value of the training or a lack of perceived value of the training by the employee. For example, *tweet # 261* stated “The fact that I just did a 3 hour training for my job got me erked WHY 3 HOURS”. The expectation to go through three hours of training perhaps was not as beneficial to the employee as the organization had anticipated and as a result only activated negative emotions for the employee. In another example, the expectations for new employees to train new employees was discussed: *tweet # 62:* “I’ve been at my job for 2 weeks and they already had me train someone today”. Organizations using new employees to train new employees run the risk of inhibiting socialization and impeding acculturation necessary for cultivating the organization’s culture.

Research Question 1b

Research question 1b sought to describe the micro level issues Twitter users expressed within their tweets. Micro level issues involved a specific supervisor doing something or an interaction between a specific supervisor and the subordinate that activated an emotional response or reaction. These were conveyed in the tweets by conversations between supervisors and subordinates, conflicts, power struggles, or any interaction between the supervisor and subordinate. The three most common themes mentioned at the micro level were supervisor behavior, satisfaction towards the job, and individual goals and are explained in the following section. See Table 4.2 for the most common themes, the number of tweets mentioning that theme, and the most common issues mentioned within that theme. See appendix D for a complete list and description of themes and emotions felt.

Supervisor Behavior. The first and most frequently mentioned theme at the micro level was supervisor behavior. Supervisor behavior was an action or an interaction made by or with a supervisor. 77 tweets (37%) mentioned the supervisor's behavior and most frequently expressed as the emotions amusement, impatience, and confusion. The most common issues were the supervisor's incompetence/mistakes made, actions taken, and general interactions. Actions taken (n = 18, 23%) were described as specific things the supervisor did that activated an emotional response and were typically expressed as negative emotions (n = 12, 67%). Some of these actions involved the supervisor not responding to a request or forcing the subordinate to wait for a response: *tweet # 812*: "my timesheet has to be submitted and approved by 9:30 but my supervisor won't approve it and she won't email me back telling me why she won't approve it so I don't thing I'm getting paid this week".

Table 4.2

Micro Level Themes and Common Issues

Micro Level Themes			
Most Common Theme	**Tweet Count**	**Top Emotions Expressed**	**Most Common Issues**
Supervisor Behavior	77 (37%)	Amusement (17), Impatience (10), Confusion (7)	Actions Taken, Incompetence/Mistakes, Interactions
Satisfaction Towards Job	26 (12.5%)	Admiration (15), Joy (3)	Praise for supervisor, Recognition from supervisor/Feeling appreciated
Individual Goals	22 (10.6%)	Anticipation (3)	Threats to identity, Quitting job, Needing time off

Other actions involved specific mannerisms the supervisor has, suggesting how the supervisor presents themselves creates a negative environment for the subordinate. For example, *tweet # 431* stated "I think my supervisor is unaware of how much unnecessary talking she does". In another example, the supervisor abuses the relationship by contacting the employee during unexpected hours: *tweet # 867*: "My job is so unprofessional, my boss blew my shit up 10 times last night at 230 this morning like wtf". Only one positive emotion was expressed and this was displayed when the supervisor showed an act of caring or concern. For example, *tweet # 434* stated "I hope everyone finds a friend and supervisor that checks in on you like @ctwyche10 does when I tweet through WWE events". Overall, actions taken by the supervisor created a lot of frustration, impatience, and disbelief for subordinates, suggesting an importance for the

supervisor to provide timely responses, maintain a professional demeanor, and have a general awareness of what they do and how they present themselves in the workplace.

Incompetence/Mistakes was another common issue mentioned in 14 tweets (18%), and was described as the supervisor lacking the ability to manage, perform a task, or making avoidable mistakes. Typically expressed as negative emotions (*n* = 12, 86%), impatience, anger, and frustration were the most commonly displayed emotions (*n* = 9, 75%). Subordinates expressed negative emotions when they were expected to do a task they felt was a supervisor's responsibility. In one example, *tweet # 378* stated "Constantly finding myself training my BOSSES on my job. The new girl who just started is teaching herself, because they can't. 😩😩". In another example, *tweet # 603*: "My supervisor ain't here today an management ain't telling the people who need direction anything so I gotta do this shit, I'm asking for supervisor pay for the day". In the two previous examples, the level of irresponsibility was about the same, however, the intensity of the emotions expressed were quite different. This suggests the interpretation of the interactions may influence the emotional response. Subordinates also discussed a supervisor's inability to perform their job, questioning their credibility to remain in a supervisor role. For example, *tweet # 200* stated "Like half of my job is standing on my phone while my manager calls the head manager figuring out why the drawers are off. So at this point I really don't think this girl can count". Lastly, subordinates discussed supervisor's making avoidable mistakes: *tweet # 766*: "Me: *walking into Starbucks* RN Supervisor: *pulls up* dulce aren't you supposed to be at work Me: shit, I don't go in until 7 BYYYEEEEEE". The supervisor made the accusation the employee was not at work on time. Had the supervisor asked the employee what time their shift started, the interaction probably would have played out differently. Overall, subordinates were keenly aware of their role and stepping into the

boundaries of what should have been a supervisor's role. They questioned the supervisor's ability to not only be in a supervisor position but also their ability to perform certain job functions.

General interactions was another common issue mentioned in 13 tweets (17%), and were described as passing conversations or replaying a transaction with the supervisor. Frequently displayed as a positive emotion (*n* = 10, 77%), subordinates most frequently found amusement with these general interactions (*n* = 9, 90%). Subordinates were typically poking fun of the interaction they had with their supervisor: *tweet # 425*: "This supervisor is literally the most awkward person I've ever met lmfao I can't deal 😰". In another example, *tweet # 461* stated "bro I'm just trying to peacefully enjoy my break while my manager BUSTS IN to flex his tom ford sunglasses. that being said, i love my job". In both examples, the subordinate is making fun of the supervisor. Subordinates also displayed amusement with themselves for reacting to or anticipation of an interaction with a supervisor. In one example, the individual admits to their childlike reaction to a supervisor's request: "I told my supervisor that every time she calls me into her office... I feel like I'm going to the principle's office 😂, my anxiety goes straight to a 10". (*tweet # 113).* When subordinates displayed negative emotions, it was when the supervisor displayed their power or status, belittling the employee. For example, *tweet # 152* states "I remember my last placement I was 6 months from having the same education as my supervisor who was making $120k ....she would leave the site & I was doing most everything & all i got was a $20 gift card that said "from your master". Although the supervisor was most likely joking, the supervisor is reinforcing the power dynamic already in place within the organization and can activate emotions for the subordinate. Overall, subordinates found humor/amusement

with interactions they had with supervisors, often joking about either the supervisor's behavior or their own.

Satisfaction Towards Job. Satisfaction towards job was the second most frequently mentioned theme. This theme was defined by a general pleasure or happiness caused by the job or workplace. At the micro level, the supervisor specifically caused this general pleasure or happiness in 26 tweets (12.5%). Recognition from the supervisor/feeling appreciated was mentioned in 14 tweets (54%) and was defined as being recognized/seen or receiving praise from the supervisor. For example, *tweet # 177* expressed admiration for being recognized: "My RDM called me to congratulate me on my last min contracts and even said I was his favorite in the whole region! I honestly love my job!! 🥰" This matter was most frequently expressed with the emotion admiration (*n* = 9, 64%), and overall expressed as positive emotions (*n* = 13, 93%). When individuals received recognition or felt like their supervisor showed interest in them, they in turn showed appreciation for their supervisor and workplace: *tweet # 4*: "my manager remembered that i said i was gonna watch bird box last weekend and made a point to ask me about it!!!! good workplace feels". This suggests the powerful influence supervisors have on the workplace climate and overall job satisfaction for the subordinate. When admiration and appreciation was felt an increase in job satisfaction was expressed: *tweet # 658*: "I would just like to say that I love my boss. It's been a while, but I'm really happy at my job and I feel appreciated. I forgot how nice that feels."

Another common issue was praise for supervisor (*n* = 7, 27%) and was described as having the best supervisor or indication of enjoying the supervisor's company. For example, *tweet #379* stated "I have the best SUPERVISOR in my work history! PERIOD! She will be going down in my book of ppl to never forget 🥰👌". Admiration was the most common emotion

expressed when discussing praise for the supervisor (*n* = 5, 71%), and overall expressed as positive emotions (*n* = 7, 100%). Praise for the supervisor was commonly acknowledged when the individual indicated an affirmation or validation/support from the supervisor. For example, *tweet # 918* expressed an appreciation for the long-term support from the supervisor: “Best part is my other supervisor actually confirmed she was happy to get to see me more. Like it never once crossed my mind that her watching me struggle over this last year has been hard on her, too. My job may suck sometimes but she's awesome😭”.

Individual Goals. The third most common theme was individual goals. This theme was mentioned in the form of personal or professional goals as it pertained to interactions with the supervisor. 22 tweets (10.6%) created a conversation around these goals and the most common issues were reflected in threats to identity, quitting the job, or needing time off. 7 tweets focused on quitting the job (32%), and were commonly expressed as negative emotions (*n* = 4, 57%). The discussion was typically around the individual hiding their active search for a new job and suggesting the anticipation of an element of surprise once the news is shared with the supervisor. In one example, *tweet # 800* stated “a friend from work told me that my boss talked to her and said he liked me and that they should work more with me bc i was good at my job jfkdkd he has no idea im gonna quit”. In another example, *tweet # 370* stated “I JUST started back at my job yesterday and my boss told me today that he’s so happy to have me back...little does he know I’m giving my two weeks notice tomorrow”. Both examples suggest the supervisor’s verbal appreciation for the subordinate had little impact on the subordinate staying at a position, implying the subordinate would rather pursue their own personal goals than continue employment at that organization. Discussion was also created around a general need to find a new job because of a supervisor’s action. For example, *tweet # 721* stated “My boss told me he

hired my “future ex husband” today so I guess I’m quitting my job 🤦”. Whether or not the upcoming divorce was known, the supervisor created a tension by hiring family members into the organization. The supervisor had a lot of influence on how and when the individual achieved their goal on quitting their position, and in some instances prolonged that goal attainment: *tweet # 103*: “I been tryin to quit my job for a month now and I don’t have the guts to tell my boss cause she thinks we’re besties. Smh”. Subordinates in general do not want to disappoint their supervisor and this potential let down or guilt created by quitting the job may influence when the subordinate leaves the organization.

Threats to identity was another issue mentioned in 5 tweets (23%), and had an equal distribution among the valence of the emotions expressed. These issues were discussed in terms of the individual’s ability and personal life/appearance in the workplace. For example, *tweet # 920* stated “My supervisor: my husband asked if you were married or dating anyone and I told him nah nothing to worry about if she dog sits Me: yup...A great reminder that I am def single! Got it!” Although this discussion was focused on the individual’s personal life, the conversation activated an emotion response trickling over into the workplace. Discussion was also created around the subordinate’s appearance and how they present themselves in the workplace: *tweet # 720*: “i walked past my supervisor’s desk & she says “i always know it’s you cas, you come in like a wrecking ball” i mean; she ain’t wrong 😊”. In this particular tweet, the individual agreed with the supervisor’s description, however in other workplace conversations, the subordinate may not appreciate or agree with being described in such a way. In an example of discussions on appearance, *tweet # 873* stated “One of the managers at my job just told me “stop losing weight, enough is enough”. I’m on a mission!! 💪”. Supervisors bringing up conversations about

subordinate's appearances or demeanors may run the risk of creating a hostile environment, especially if the comments are not constructive or workplace appropriate.

Needing time off was another common issue mentioned in 4 tweets (18%) and was discussed in terms of anticipating or needing time off to achieve personal goals or for their personal wellbeing and was expressed with positive, neutral, and negative emotions. For example, *tweet # 916* stated "Let me text my supervisor now cause I better have a relief today." This individual was already anticipating a staffing issue and attempted to address the issue prior to arriving at work. In addition to needing time off, individuals also discussed their supervisor dictating their time off: *tweet # 866*: "So my supervisor just came to me and tried to make me take some time off for the Christmas holidays... no ma'am I'm good , "I'm thinking in my head" ... I'm building all my time for next year ! Lol". This individual's personal goal was to use their paid time off strategically only to have their supervisor tell them when and how they should use it.

Research Question 2

Research question number two asked what emotions subordinates publically expressed on Twitter. Using the taxonomy created by Scott et al. (2012), all 40 emotions were expressed in the dataset, with the exception of terror and apologetic. The five most common emotions expressed were considering (n = 103, 11%), anger (n = 58, 6.2%), frustration (n = 57, 6.1%), joy (n = 51, 5.5%), and annoyance (n = 51, 5.5%). The five least common emotions expressed were trust (n = 3, .3%), serenity (n = 3, .3%), distraction (n = 4, .4%), fear (n = 5, .5%), and boredom (n = 6, .6%). Figure 4.1 provides all the emotions listed out along with the tweet frequency counts.

Research Question 3

Research question number 3 asked are the emotions displayed by individuals (subordinates) positive, neutral, and/or negative. Negative emotions were most frequently displayed (n = 369, 39.7%). The three most common negative emotions expressed were anger, frustration, and annoyance. Neutral emotions were second (n = 323, 34.8%), and were most commonly expressed as considering, sadness, and pensiveness. Lastly, were the positive emotions (n = 237, 25.5%), expressed most commonly as joy, gratitude, and admiration. Figure 4.1 shows all the emotions displayed, broken down by their positive, neutral, and negative valence, and the tweet frequency counts.

Research Question 4

Research question number four asked if the valence of the message (negative, positive, or neutral) influenced the length of the tweet. To answer this, a Chi-Square test was conducted using a cross tabulation of the valence of the emotion and the length of the tweet. A significant interaction was not found, χ^2 (480, N = 929) = 513.57, p = .14, indicating the valence of the message did not influence the length of the tweet.

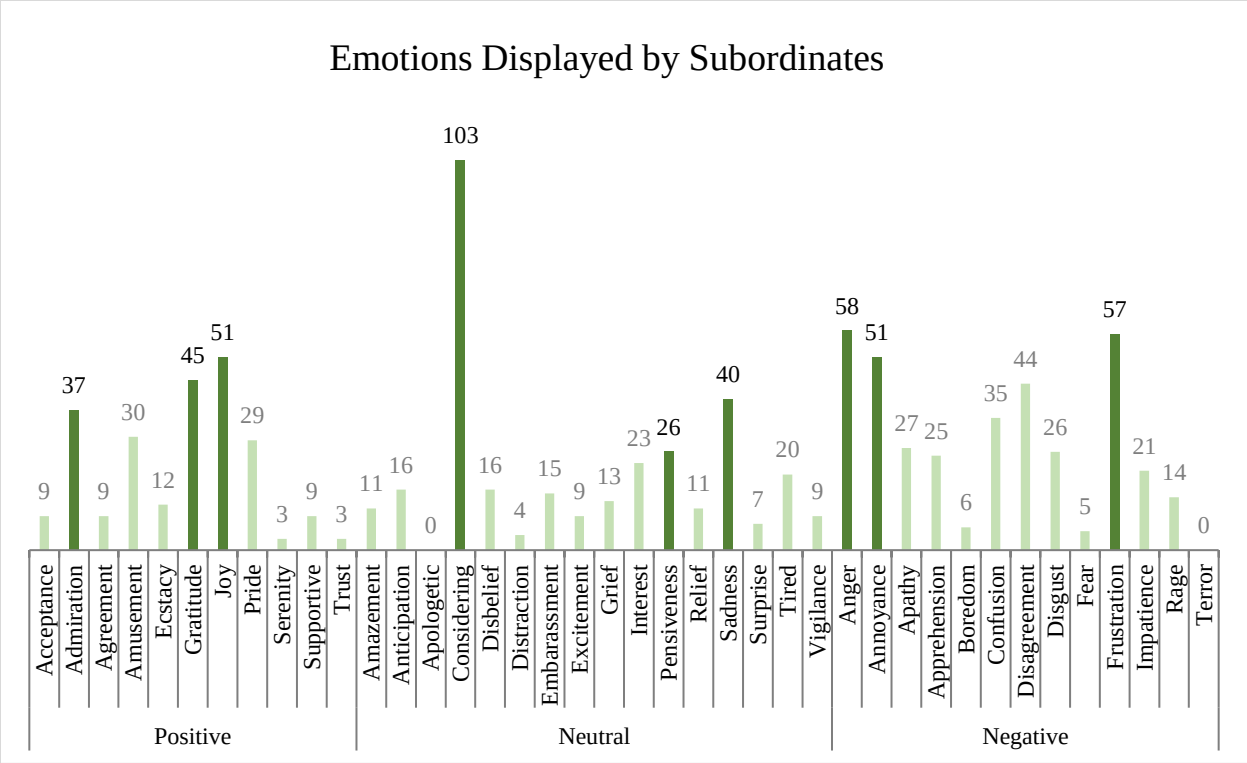

Figure 4.1 *Emotions Displayed by Subordinates*

Research Question 5

Research question number five asked what support, if any, are individuals receiving on social media. Support was shown in three different ways – likes, retweets, and supportive comments. Likes were the most common way of showing support. 513 tweets (*n* = 513, 55%) had at least one like, with the highest frequency count of likes for a single tweet at 228. 156 tweets (16.8%) had at least one supportive comment with the highest frequency count of comments in a single tweet at 22. Lastly, 115 tweets (12.4%) showed at least one retweet with the highest frequency count of retweets at 115. Table 4.3 shows the number of likes, retweets, and supportive comments along with the frequency count of tweets displaying support and average number of each type of support per tweet.

Table 4.3

Likes, Retweets, and Supportive Comments

	Likes	Retweets	Supportive Comments
Number of Tweets (*n*)	513 (55%)	115 (12.4%)	156 (16.8%)
Average per Tweet (Out of *n*)	7.12	4.91	2.31
Highest Count in Single Tweet	228	115	22
Lowest Count in Single Tweet	1	1	1

In addition to looking at the frequency counts of each support category shown per tweet, the valence of the emotions and the type of support was also examined. A Chi-Square test was conducted to see if there was a relationship between the valence of the emotions and number of likes. Only tweets that had one or more likes were included and no significant interaction was found, χ^2 (90, N = 513) = 82.87, p = .69; indicating the valence of the emotion did not influence the number of likes. Among tweets that had at least one like, the five most common emotions within the tweet were considering (n = 50, 9.7%), joy (n = 37, 7.2%), gratitude (n = 34, 6.6%), admiration (n = 27, 5.3%), and frustration (n = 27, 5.3%).

A Chi-Square test was conducted to see if there was a relationship between the valence of the emotions and number of retweets. Only tweets that had one or more retweets were included and a significant interaction was not found, χ^2 (32, N = 115) = 35.90, p = .29; indicating the valence of the emotion did not have any influence on the number of retweets. Among tweets that had at least one retweet, the five most common emotions within the tweet were considering (n = 18, 15.7%), disagreement (n = 14, 12.2%), annoyance (n = 8, 7%), interest (n = 8, 7%), and gratitude (n = 7, 6%).

A Chi-Square test was conducted to see if there was a relationship between the valence of the emotions and number of supportive comments. Only tweets that had one or more supportive

comments were included and a significant interaction was not found, χ^2 (24, N = 156) = 24.42, p = .44, indicating the valence of the emotion did not have any influence on the number of supportive comments. Among tweets that had at least one supportive comment, the five most common emotions within the tweet were considering (n = 14, 9%), anger (n = 11, 7%), interest (n = 9, 5.8%), frustration (n = 9, 5.8%), and gratitude/confusion (n = 8, 5%).

Appendix E provides a detailed graphic of the tweet frequency counts receiving likes, retweets, and supportive comments per emotion. Total support was also examined, combining the total number of likes, retweets, and supportive comments for each emotion. Only total support with at least one like, retweet, and/or supportive comment were included and a significant interaction was not found, χ^2 (100, N = 556) = 97.41, p = .56; indicating the valence of the emotion did not influence the total support received. The frequency count of tweets with emotions receiving the most overall support were considering (n = 82), gratitude (n = 49), joy (n = 47), disagreement (n = 43), and anger (n = 41). Table 4.4 shows the breakdown of the tweet frequency counts receiving each type of support and total support for positive, neutral, and negative emotions. Table 4.5 shows the breakdown of the tweet frequency counts receiving each type of support and total support for the top five emotions receiving total support.

Table 4.4

Valence and Total Support

Valence	Likes	Retweets	Supportive Comments	Total Support
Positive	167	23	33	**223**
Neutral	180	47	63	**290**
Negative	166	45	60	**271**

Table 4.5

Total Support

Emotion	Likes	Retweets	Supportive Comments	Total Support
Considering	50	18	14	**82**
Gratitude	34	7	8	**49**
Joy	37	3	7	**47**
Disagreement	24	14	5	**43**
Anger	24	6	11	**41**

Research Question 6

Research question number 6 asked if the use of hashtags, mentions, memes, images/photos, or links increase the number of responses to the tweet. The majority of tweets did not include hashtags, memes, images/photos, links or comments, meaning these results should be interpreted with caution due to low cell counts in most boxes. A Chi-Square test was conducted using a cross tabulation for each subcategory of the displayed message and the frequency count of comments for each tweet. Images/photos was the only subcategory with a statistically significant *p*-value ($p = .000$), suggesting an association between images/photos and the number of comments. However, the majority of tweets had zero comments and zero images/photos. The resulting *p*-values for the other subcategories were not statistically significant, suggesting the use of hashtags, mentions, memes, images/photos, or links did not increase the number of responses to the tweet. See table 4.6 for a breakdown of each Chi-Square test and tables 4.7 through 4.11 for Chi-Square test frequencies.

Table 4.6

P-values for message displayed and the Number of Responses

Message Displayed	*Chi-Square*	*DF*	*p*-value
Hashtags	15.28	105	1.00
Mentions	77.53	75	.398
Memes	4.09	15	.997
Images/Photos	71.10	15	.000
Links	16.12	15	.374

Table 4.7

Hashtag and Comments

Comments Frequency Counts	Hashtag Frequency Counts								
	0	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**Totals**
0	647	24	8	9	1	2	1	1	**693**
1	98	1	2	0	0	0	0	0	**101**
2	50	0	1	1	0	0	0	0	**52**
3	31	1	0	0	0	0	0	0	**32**
4	9	0	0	0	0	0	0	0	**9**
5	9	0	0	0	0	0	0	0	**9**
6	5	1	0	0	0	0	0	0	**6**
7	5	0	0	0	0	0	0	0	**5**
8	7	0	0	0	0	0	0	0	**7**
9	4	0	0	0	0	0	0	0	**4**
10	4	0	0	0	0	0	0	0	**4**
11	2	0	0	0	0	0	0	0	**2**
14	1	0	0	0	0	0	0	0	**1**
15	2	0	0	0	0	0	0	0	**2**
24	1	0	0	0	0	0	0	0	**1**
36	1	0	0	0	0	0	0	0	**1**

Table 4.8

Mentions and Comments

Comments Frequency Counts	Mentions Frequency Counts						
	0	**1**	**2**	**3**	**4**	**7**	**Totals**
0	674	13	3	1	2	0	**693**
1	96	3	0	1	0	1	**101**
2	51	1	0	0	0	0	**52**
3	31	1	0	0	0	0	**32**
4	9	0	0	0	0	0	**9**
5	9	0	0	0	0	0	**9**
6	5	1	0	0	0	0	**6**
7	5	0	0	0	0	0	**5**
8	7	0	0	0	0	0	**7**
9	4	0	0	0	0	0	**4**
10	3	0	1	0	0	0	**4**
11	2	0	0	0	0	0	**2**
14	1	0	0	0	0	0	**1**
15	2	0	0	0	0	0	**2**
24	1	0	0	0	0	0	**1**
36	1	0	0	0	0	0	**1**

Table 4.9

Memes and Comments

Comments Frequency Counts	Memes Frequency Counts: **0**	**1**	**Totals**
0	658	35	**693**
1	95	6	**101**
2	51	1	**52**
3	30	2	**32**
4	9	0	**9**
5	9	0	**9**
6	6	1	**6**
7	5	0	**5**
8	7	0	**7**
9	4	0	**4**
10	4	0	**4**
11	2	0	**2**
14	1	0	**1**
15	2	0	**2**
24	1	0	**1**
36	1	0	**1**

Table 4.10

Images/Photos and Comments

Comments Frequency Counts	Images/Photos Frequency Counts: **0**	**1**	**Totals**
0	678	15	**693**
1	94	7	**101**
2	50	2	**52**
3	32	0	**32**
4	9	0	**9**
5	8	1	**9**
6	6	0	**6**
7	3	2	**5**
8	6	1	**7**
9	4	0	**4**
10	3	1	**4**
11	2	0	**2**
14	1	0	**1**
15	2	0	**2**
24	1	0	**1**
36	0	1	**1**

Table 4.11

Links and Comments

Comments Frequency Counts	Links Frequency Counts: **0**	**1**	**Totals**
0	634	59	**693**
1	96	5	**101**
2	51	1	**52**
3	31	1	**32**
4	9	0	**9**
5	9	0	**9**
6	6	0	**6**
7	5	0	**5**
8	7	0	**7**
9	3	1	**4**
10	4	0	**4**
11	1	1	**2**
14	1	0	**1**
15	2	0	**2**
24	1	0	**1**
36	1	0	**1**

Research Question 7

Research question number 7 asked what source(s) for the emotion(s) were included in the message. Tweets were coded for five different sources - macro, micro, both, none, and other. Tweets were most frequently coded at the macro level (*n* = 322, 35%) followed by none (*n* = 319, 34%). The micro level was next (*n* = 208, 22.4%), followed by other (*n* = 63, 6.8%), and lastly, was both (*n* = 17, 1.8%). Figure 4.2 shows all the emotions from all five coded sources. Further analysis examined which emotions were most frequently mentioned at each source. The five most frequently mentioned emotions for the macro level were frustration, anger, disagreement, annoyance, and joy. At the micro level, amusement, admiration, confusion, impatience, and disagreement were the most common emotions. Table 4.12 shows the breakdown of the five most common emotions for all five sources. Appendix F provides detailed graphics for all emotions coded at each source.

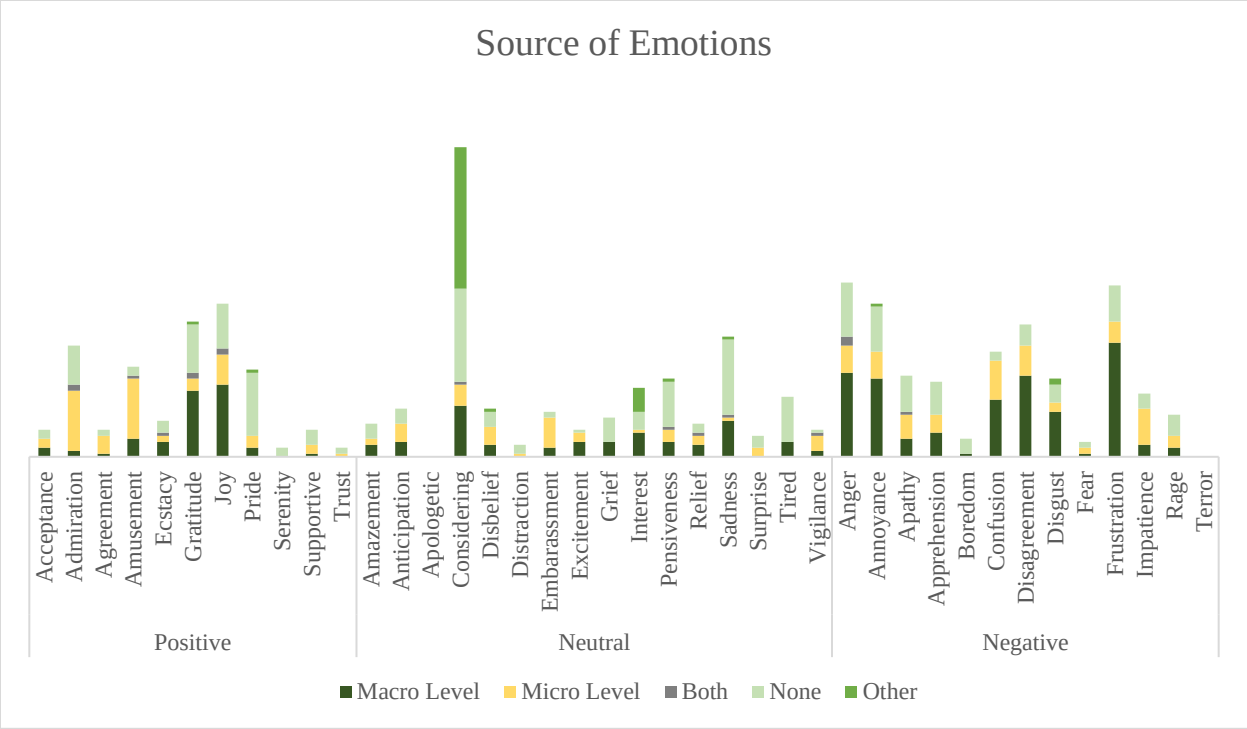

Figure 4.2 *Source of Emotions*

Table 4.12

Five Most Common Emotions from Each Source

Source	Emotion (Valence)	Frequency Count (%)
Macro		
	Frustration (Neg.)	38 (11.8%)
	Anger (Neg.)	28 (8.7%)
	Disagreement (Neg.)	27 (8.4%)
	Annoyance (Neg.)	26 (8.0%)
	Joy (Pos.)	24 (7.5%)
Micro		
	Amusement (Pos.)	20 (9.6%)
	Admiration (Pos.)	20 (9.6%)
	Confusion (Neg.)	13 (6.3%)
	Impatience (Neg.)	12 (5.8%)
	Disagreement (Neg.)	10 (4.8%)
Both (Macro and Micro)		
	Anger (Neg.)	3 (17.6%)
	Admiration (Pos.)	2 (11.8%)
	Joy (Pos.)	2 (11.8%)
	Gratitude (Pos.)	2 (11.8%)
	Amusement (Pos.)	1 (5.9%)
None		
	Considering (Neut.)	31 (9.7%)
	Sadness (Neut.)	25 (7.8%)
	Pride (Pos.)	21 (6.6%)
	Anger (Neg.)	18 (5.6%)
	Gratitude (Pos.)	16 (5.0%)
Other		
	Considering (Neut.)	47 (74.6%)
	Interest (Neut.)	8 (12.7%)
	Disgust (Neg.)	2 (3.2%)

Chapter Five

Discussion

Employees are continuously dealing with what Waldron (2012) calls “the emotional effects or consequences of working” (p. 9). While some subordinates are able to regulate emotional responses more effectively than others, the increase in stress from controlling emotions can lead to many negative outcomes for the subordinate, including decreased job satisfaction (Bono et al., 2007). Organizations encouraging free expression of opinion within the workplace may encourage their employees to excel in their position (Haskins, 1996) and avoid using public spaces to expose the organization’s shortcomings (Gossett & Kilker, 2006). Using Twitter data, this study explored how subordinates publicly express emotional responses to workplace interactions and events. This section will summarize findings based on the emotions expressed, the source of emotions, macro and micro level themes, and the influence of the valence of emotions on message displays and responses to tweets.

Research questions 2 and 3 examined what emotions were expressed on Twitter and whether those emotions were positive, neutral, or negative. Although Twitter users expressed 38 different emotions when it came to describing workplace interactions and events, negative emotions of anger, frustration, and annoyance were most frequently displayed within the tweets. Neutral emotions were second and displayed as considering, sadness, and pensiveness. Last were positive emotions, displayed as joy, gratitude, and admiration. Individuals use their social media networks to express and describe a wide range of emotions towards workplace events and interactions; however, because there are more negative emotions being expressed there may be perceived formal or informal restrictions in place hindering a positive communicative exchange to address policy issues within the workplace. Verbalized or implied communication display

rules create “tension between expressing and strategically communicating felt emotions” (Kramer & Hess, 2002, p. 68), and “negative emotions such as disappointment, uncertainty, and annoyance are typically suppressed” by the subordinate (Rajah et al., 2011, p. 1109). In addition, organizations promote silence and avoidance of subordinates’ feelings in order to reduce workplace conflicts (Denker & Dougherty, 2013). Because of the more prominent expression of negative emotions, this study suggests social media may be an outlet for those suppressed emotions.

The individual’s social media network may also have some influence on issues discussed within the message. While individuals are more likely to overreact when annoyed or angered (Preece et al., 2002), their social media networks may influence just how strong that overreaction is. Social media users adapt their willingness to share information on social media based on their audience and the level of privacy they set up within the social media platform (Kane, Alavi, Labianca, & Borgatti, 2014). For example, individuals who are friends with their supervisor or coworkers on social media may avoid negatively charged emotions out of fear the post may get back to their supervisor. It is also possible they may emphasize more positive emotions to give the illusion they are more satisfied with their workplace than they actually are. Extensive research has been done on social media networks and impression management, with some studies indicating individuals manage multiple profiles with multiple presentations of self in order to share values, develop trust, and create social capital (DiMicco & Millen, 2007). Due to the anonymity of Twitter, account holders may feel more comfortable expressing authentic emotions on social media. In addition, Twitter is designed to allow for rapid turnover of information with some sites suggesting the life span of a tweet is 18 minutes (Epipheo, 2020).

This may encourage users to become more candid with messages, knowing in short amount of time the post will be pushed further down the feed.

Research question 7 explored the sources of the emotions and the most frequently displayed emotions at each source. Tweets were most frequently coded as macro level issues followed by none, micro level, other, and lastly, both. Frustration, anger, disagreement, annoyance, and joy were the most frequently displayed emotions at the macro level. It may be possible that negative emotions were expressed more for macro level issues because individuals perceived a lack of influence towards changing policies or rules. On top of that, there is no specific individual in control of the policies but rather leaders or groups of elected officials who develop them (Schein, 2004) and as a result, subordinates may be unable to target a specific individual to address policy issues. For example, a dress code policy is established at the macro level and there is no specific individual able to change this policy but rather the leaders of the organization must come to a consensus and establish new policies. This type of policy creation can establish a hierarchy of dominance and power for organizational leaders (Keyton, 2013) leading to a perception of injustice for the subordinate and ultimately dissent (Turnage & Goodboy, 2016). Perceived injustices towards these policies may not be addressed and the individual cannot resolve their discontent towards this policy, potentially leading the individual to using other outlets to express their disagreement (Richards, 2008).

Amusement, admiration, confusion, impatience, and disagreement were the most frequently displayed emotions at the micro level. Subordinates preferred humor over anger or other negative emotions when it came to discussions about their supervisor. Shared laughter has been previously noted as a way to reduce workplace tension and deescalate conflict situations (Kangasharju & Nikko, 2009); however, in a social media context this is most likely not the case.

Much like email, which provides a mechanism to express dissent, promote self-presentation, and document problematic interactions (Hastings & Payne, 2013), social media may also allow individuals to maintain face while voicing workplace concerns. This study found that although some individuals found a lighthearted and joking amusement over actions their supervisor did, others expressed humor in what could be perceived as latent dissent. For example, one specific tweet joked about the supervisor's awkwardness indicating their awkwardness was so strong they could not deal with that person, while another tweet described a funny interaction with their supervisor but ended with an expression of love for the job. Despite both being coded as amusement, understanding the intent behind the message creates a different meaning for the coded emotion.

For the sources none and other, the most frequently displayed emotion was considering. Merriam-Webster (2020) defined considering as to think about carefully, be attentive towards, or to imagine taking some action. In many instances, the individual was weighing their options before taking an action as seen in *tweet #50*: "Should I message my job to ask if I still work there b/c haven't been on the schedule in 3 weeks.. ". This tweet revealed an internal debate, careful consideration, and an asynchronous dialog for the individual and their network regarding a workplace decision they were making. Other discussions, like *tweet #798*, offered critical actions organizations need to consider in order to enhance the workplace environment: "Workplace conflict creates emotional stress for employees, politicizes the office, and diverts attention away from an organization's mission. Employers can't afford — literally — to ignore these conflicts as they can escalate beyon…https://lnkd.in/efu57pN". This tweet took more of an offering advice approach, in a way, imaging negative outcomes for organizations who ignore workplace conflicts. In most of the tweets coded as considering, there was, in general, an absence of

emotion and reflected more of an offering of opinion or a matter-of-fact demeanor. In fact, most general thoughts were coded as considering due to the neutrality of the message and the thought provoking attention the individual made in the message, as shown in *tweet #852*: “White folks LOVE the term boss. I have a supervisor but I don’t have a boss”. In this tweet, the individual has carefully thought about the terms “supervisor” and “boss” and expressed their attentiveness towards how others use the term boss, but in general, lacks an affect expression in the message. This generalizing of thoughts into the term “considering” may have been overused as a way to code tweets focusing on general thoughts and lacking strong emotions, suggesting a possible limitation to using this taxonomy.

This study focused on macro and micro level issues therefore in-depth discussion was limited to those sources. However, it is worthwhile to note, many of the tweets often times were taking into account, believing, or regarding a personal belief, an intrapersonal decision, or a generic statement about the workplace or the role of management, suggesting individuals are creating a conversation around these issues that impact their perceptions and views about workplace events and interactions.

Research question 1a and 1b explored the macro and micro level themes issues discussed on Twitter posts. Starting with the macro level, workplace policies such as schedules, mandated breaks/PTO, grooming policies, and dress codes were the most frequently mentioned issues. When policies came into the discussion, individuals expressed a dissatisfaction to working at certain times or specific shifts, expressing an inconvenience to the undesirable work schedule. Reduction in autonomy, hindrances to taking time off, control over self-expression, and restrictive policies were equally met with negative emotions. Individuals expressed positive emotions when they were given the freedom to choose their attire, received approval for

requests, offered additional time off, or acquired some sort of personal benefit from the policy. This suggests fair and equal policies and the perception of and justification for those policies has a great impact and importance to subordinates. Workplace culture, which included lack of communication, lack of concern for employee wellbeing, socialization, and toxicity, were expressed with anger, frustration, disgust/sadness. Lack of growth opportunities, inconsiderate organizational decisions, ostracizing social events, and an overall negative climate were frequently met with negative emotions. Individuals expressed positive emotions when workplace rules were more flexible or the climate felt more laid back, allowing the subordinate more autonomy and control over what and how they did their work. Organizations that take the time to understand the needs and show a genuine concern for their employees may foster a positive culture of mutual appreciation. Lastly, job tasks, which included performance/job descriptions and unfair expectations/overworked and were expressed with frustration, annoyance, and disagreement. Negative emotions were expressed when individuals did tasks outside of their job description, expectations did not match up to what they experienced, unfair workloads, expected to work outside their shift, and unnecessary or prolonged trainings. Positive emotions were expressed when tasks were challenging and aligned with their interests.

Previous research has noted the importance of organizational fit when it comes to increased job satisfaction (Robbins & Judd, 2013), and the disruption in productivity due to rigid and unfair workplace policies (Gallos, 2008). This study contributes to this area of research, suggesting organizations who enhance organizational fit for the subordinate, allow more flexibility in rules and policies, and align individual goals with organizational goals may reduce the expression of negative emotions.

The most common themes at the micro level were frequently expressed with positive emotions. Supervisor behavior such as actions taken, incompetence/mistakes, and interactions were the most frequently mentioned issues. Subordinates frequently expressed negative emotions when requests or approvals were not addressed in a timely manner, supervisors were unprofessional, unable to perform job, made avoidable mistakes, were condescending, and shirked off responsibilities to subordinates. This suggests subordinates have specific and high expectations for supervisors, believing the supervisor should be able to perform all tasks in an organization, maintain a professional demeanor at all times, and handle all requests in a timely manner. These issues could potentially stem from trust issues between the subordinate and supervisor. For instance, when a subordinate does not believe their requests will be processed in a timely manner, if they cannot trust their supervisor will complete a task, or the task will be delegated to themselves, the supervisor loses credibility, and the level of trust diminishes. When subordinates cannot trust their supervisor, anger and distress occurs (Game, 2008), and they will be more likely to engage in deception and harbor hostility (Myers et al., 2011).

Positive emotions were expressed when supervisors showed caring or concern for the subordinate, making fun of or joking about their supervisor, and making fun of their selves for reacting or anticipating an interaction with a supervisor. This suggests a certain level of camaraderie and comfort with the supervisor. Satisfaction towards job included praise for supervisor and recognition from supervisor/feeling appreciated was another common theme expressed with the emotions admiration and joy. Receiving recognition, validation, and support resulted in more positive emotions. Supervisors have the ability to create and foster positive workplace cultures and climates through open communication (Bruhn & Chesney, 1994), which may result in positive emotional contagions reciprocated by the subordinate (Mikkelson et al.,

2017). Supervisors who create positive environments may receive higher praise and appreciation expressed by the subordinate and ultimately a desire to build a positive relationship (Jia et al., 2017). Individuals are willing to show their admiration towards a supervisor, although there is some potential self-promotion involved. For example, in some instances individuals would express their gratitude or admiration for a supervisor who praised them for doing a good job or receiving a promotion. The act of explaining why they were grateful for the supervisor promoted their own achievements, suggesting perhaps narcissistic motivations for posting the message. Impression management researchers have also found individuals' motivations to post selfies was primarily to convey a positive self-image (Pounders, Kowalzxyk, & Stowers, 2016).

Lastly, individual goals, which included threats to identity, quitting job, and needing time off were expressed with anticipation. Individuals who felt compelled to leave their job and who were restricted from obtaining personal goals expressed more negative emotions. Subordinates expressed positive emotions when they were successful at hiding their intent of quitting their job. Supervisors need to have a good understanding about the organizational goals and the subordinate's goals and be able to effectively intertwine them together. Although they may not be able to mitigate turnover completely, they may be able to have a positive influence on the subordinate's satisfaction and workplace performance while they are member of the organization.

Research question 4 examined if the valence of the message influenced the length of the tweet. Research questions 5 and 6 explored what support individuals received on social media and whether the use of hashtags, mentions, memes, images/photos, or links increased the number of responses to the tweet. The valence of the message did not influence anything about the display of or support received for the tweet with the exception of the use of images/photos,

which had an influence on the number of responses to the tweet. Social media users have previously indicated receiving advice or emotional support as an objective for posting messages (Maitland & Chalmers, 2011); however, this study suggests support may not be the only reason for posting messages. In some tweets, the message was more for providing information or general statements than it was for eliciting a reaction from other users. Liking a message was the most common way to show support for a tweet. Because liking a message involves very little engagement and is as simple as clicking the like button, individuals within the tweeters network can show support without becoming too heavily involved. Liking may also signify other aspects of the relationship, for instance, the person liking the tweet may do so because they like the individual not because the message is of significance to them (Lowe-Calverley, & Grieve, 2018). This may also suggest the development of the relationship outside of social media may have more impact on the support received rather than the emotional valence of the message. Because the valence of the emotion did not influence the display or support of the tweet, another important aspect may involve the framing or context of the message. The context of the message rather than the emotion behind the message may have more influence on length of message and the support received for the tweet. The use of images/photos did have statistical significance. Much like the use of emoticons and emojis, it is possible the use of images/photos assisted Twitter users to decipher and interpret the emotions expressed, providing them with a clearer interpretation and understanding of the message. In addition, pleasing the audience and concern for image and appropriateness has been shown to influence image postings on social media (Lowe-Calverley, & Grieve, 2018). This in turn could have led to the association found.

Theoretical implications

The increasing emotional demands of the workplace and the constant interactions between supervisors and subordinates generate many diverse emotional responses for the subordinate. Researchers have previously noted the importance of understanding emotional strains in the workplace, suggesting workplace events may activate emotions for subordinates when expectations are different from what is experienced (Fiebig & Kramer, 1998). Aside from receiving advice and emotional support (Maitland & Chalmers, 2011), social media users engage in social media use to convey positive physical appearance and enhance their self-esteem (Pounders et al., 2016). In addition to offering continued significance to emotion communication research, this study suggests macro and micro level components are not the only influencers in emotional responses, indicating the individual goals and motivations or intrapersonal factors need to be factored in.

The results of this study suggest restrictive macro level policies limit the individual's autonomy and individuality, resulting in the expression of negative emotions. Specifically, dress codes, grooming policies, inflexible schedules, and break times were commonly expressed with negative emotions. Duarte et al. (2018) had similar findings, noting frustrated employees were more likely to resist control and display misbehavior when controls were in place that reduced autonomy and their sense of identity. This study contributes to previous research by highlighting specific policies with a higher impact on the employee's negative emotions - for example restrictive dress codes, not allowing died hair or pedicured nails, mandated breaks, and inflexible work schedules. In addition to resisting control, this study found in some situations individuals expressed disagreement to the point of dissent towards the policy. Earlier work by Ansari et al. (2012) found employees' perceptions of unfair processes or outcomes lead to devious tactics.

This study was perhaps limited in knowing whether the individual perceived the process or outcome as unfair; however, there was clear indication when the individual was in a disagreement with or willing to disregard a policy in place. This study provides organizational communication researchers new insight on which policies activate stronger emotions.

Second, this study found micro level issues of praise for supervisor, recognition from supervisor, and general interactions with a supervisor to activate more positive emotions. Admiration was expressed when admiration or appreciation was given to the subordinate. This builds on previous research that suggests certain events, such as non-pay recognition was found to trigger positive moral emotions and was a predictor of gratitude and admiration (Ford, Agosta, Huang, & Shannon, 2017). Furthermore, findings align with Mikkelson et al., (2017), who found leaders who are able to communicate positive affect and interest as well as express like attitudes and beliefs are more likely to foster positive employee outcomes such as job satisfaction and organizational commitment. When emotional support is perceived, employees are more likely to communicate with a supervisor out of a desire to build a positive relationship (Jia et al., 2017). General satisfaction towards the job was indicated in the tweets when recognition or appreciation was given by the supervisor. This study adds to this theory and suggests the scope of the recognition or support did not seem to matter to the individual. For instance, some individuals were appreciative of the supervisor remembering what the subordinate was doing over the weekend, while others were appreciative of the long-term commitment the supervisor had to their wellbeing. Individuals were just appreciative of being seen, recognized, and supported. In that same vein, leader-member exchange theory offers additional explanation to these findings; supervisors who listen to their subordinates foster a stronger relationship, enhances perceptions of fair treatment, and increases job satisfaction (Lloyd, Boer, & Voelpel, 2017).

Third, this study found only images/photos to have any significant association with the number of responses to the tweet. Images/photos are another way for individuals to express their emotions and possibly allow others to better decipher emotions and the meaning of messages as well. Emoticons and emojis are frequently used in email, social media, and other text based communications to help reduce miscommunications and assist with interpretations (Skoyholt, Gronning, & Kankaanranta, 2014). Images and photos offer additional nonverbal cues not present in text-based only communications. Emotion communication research has yet to investigate the importance of photos/images in expressing workplace emotions on social media and it is suggested this be a new avenue for researchers to examine.

Practical implications

The results of this study suggest a few ways organizations and supervisors can take action towards enhancing the workplace experience for subordinates. The findings suggest restrictive rules and structures activated more negative emotions. Although organizations need to have policies in place, it would be wise for organizations to allow employees to lead tasks forces or groups to offer insight on how policies directly impact the subordinate and possibly brainstorm how policies can be further enhanced to benefit all parties. For example, in one of the tweets in this study, the individual was upset about being forced to wear a hat for work. If this individual were part of a coalition that met and discussed these issues, perhaps they could suggest to management the opportunity to wear a visor instead of a hat to reduce the negative impact cited of hat hair. This could be both an opportunity to learn about the implications on subordinates as well as an education session for subordinates to learn the why behind the policy. This could in turn reduced perceived injustices and foster open communication between organizational leaders, supervisors, and subordinates.

Second, the results found supervisors who show more appreciation and support towards the subordinate also receive more praise and support from the subordinate. Supervisors should understand the important effects of this positive emotional contagion and should take the lead in developing positive environments. One way to foster a positive environment is create an appreciation or recognition program that not only highlights specific actions employees take everyday but offer small incentives for employees to recognize the good works of others. For instance, supervisors could showcase a job well done or an employee completing a task above and beyond expectations but also allow them to pay it forward by recognizing other coworkers who have also performed above expectations.

Lastly, organizations need to understand how and why individuals express their emotions towards the workplace. Individuals may feel more comfortable discussing workplace conflict through cyberspace (Richards, 2008) rather than in-person and as newer generations enter into the workforce, organizations need to adapt to the changing communication landscape. Organizations and supervisors interested in adapting to the workforce needs may want to offer more online communication support such as virtual office hours, instant message chat sessions, or other forms of electronic communication transactions that will allow subordinates a repercussion free outlet to express both positive and negative emotions towards workplace events and interactions.

Limitations

Despite the positive results of this study, it is not without limitations. The first limitation involves the dataset. Twitter is designed to be dynamic with users in control of what they post, when they post it, and how they manage their account. This creates a challenge for those

studying Twitter posts since at any moment, the post can be deleted, the user can be blocked, and the account can be deactivated. Although the dataset was pulled through Social Studio and stored in an Excel spreadsheet, by design of this study, the investigator still needed access to the original post to conduct frequency counts not pulled into the Excel spreadsheet. For example, the codebook collected information on number of likes, retweets, and comments. Social Studio did not pull this information but instead provided an URL link which had to be manually accessed through the internet. As a result, the longer the passage of time between when the tweets were pulled from Social Studio and the actual coding was completed, the higher the attrition rate of tweets. Ultimately, the same dataset can never be pulled again regardless of how closely the methods are followed. By pulling the dataset and coding within weeks of each other, the attrition rate may not be as high and additional data may be offered through those retained tweets.

Second, as with most studies focused on interpreting thoughts, ideas, and opinions, there is a certain level of biases brought into the research from the investigator. During the coding process, special care was taken by the investigator to not project personal feelings and loose interpretations of the emotions expressed. Despite all attempts there is a potential the investigator's own personal workplace experiences and interactions influenced the emotion selected and the themes and issues created.

Third, the taxonomy used for this study did not break up the emotions into clearly defined categories. The investigator added numbers to enhance the consistency and ease of identifying the valance of the emotion during the coding process. The emotions were divided equally along the positive and negative valence. For that reason, the range of positive and negative emotions is limited to a 1, 2, or 3 but could be further enhanced by recoding the numbers associated with the emotions. For instance, currently the taxonomy is created in boxes 3 columns horizontally and 8

rows vertically. This suggests that apathy is the same valance as annoyance, marked as a negative emotion. To enhance the range of positive and negative emotions each row could be its own number offering a broader range of valance to the emotions, apathy would then be coded as a 6 and annoyance would be an 8. This coding scheme may offer a more in-depth view of the emotions and their valance expressed within the tweets.

Lastly, this study is limited in the scope of generalizability. Due to limitations in Social Studio, demographics were not collected so it is unclear the age of the individuals willing to post information about their workplace. This inherently may cause problems because different generations use social media more as a form of voice than other generations (Holland et al., 2016).

Future Research

Future research on organizational communication emotion research should still target macro and micro level factors; however, this study also suggested there may be individual or intrapersonal level factors influencing the perception of and interpretation of macro and micro level events and interactions. Future studies could dive deeper into Twitter posts by not only conducting a content analysis but also offer a follow up questionnaire with Twitter users to discuss the message in the posts and further investigate the individual's motivation behind the post. This may offer further insight into the users' intentions, perceptions, and influences on their interpretations of workplace events and interactions. This may also determine if there are more intrapersonal factors such as personality, personal motivations, or other self-fulfilling reasons for expressing emotions towards the workplace. In addition to a follow up questionnaire, future studies should also examine the user's network, not only in terms of number of followers but

also the make-up of those followers. By examining the networks, researchers may be able to establish if specific followers and follower counts influence the message posted and the responses towards the tweet.

The results of this study also suggest photos/images have an association with the number of responses to tweets. Organizational communication researchers may find this to be a new area of research to focus on given no previous research was found to address the use of photos/images in an emotions towards work context using social media. Examining the use of photos/images and the influence on number of comments may offer new insight on what conversations are created around these images/photos and if there is a stronger association between photos/images and response to tweets.

Conclusion

This study offers insight into the emotions individuals are willing to express publicly and the specific interactions and events that activate these emotions. Both macro and micro level factors influence what and how subordinates feel throughout their membership with an organization. Through the use of social media, specifically Twitter, individuals expressed positive, neutral, and negative emotions and offered specific issues that activated those emotions. However, the complicated nature of social media suggests there may be more complex motivations and intentions behind posting messages on social media and cannot be limited to only macro and micro level issues.

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APPENDIX

Appendix A

Code book for Twitter content analysis

The purpose of this study is to examine how individuals, particularly subordinates, are expressing their emotions and emotional responses to workplace events and interactions with their supervisors. By exploring emotional keywords, the structure of the message, and the positive/negative valence of the message, this study hopes to uncover how subordinates display, express, and frame their emotional responses towards their supervisors and/or their workplace. Coders for this study are requested to read and analyze tweets using the hashtags: #goodboss, #greatboss, #badboss, #badmanager, #goodmanager, #terribleboss, #supervisor, #goodcompany, #goodorganization, #goodworkplace, #badcompany, #badorganization, #badworkplace, #job, #workplace and keywords: good boss, great boss, bad boss, terrible boss, bad manager, good manager, supervisor, good company, good organization, good workplace, bad company, bad organization, bad workplace, my job, workplace.

This codebook will provide definitions for each of the items being coded in the tweets. Each definition will be specific to this study and should be referred to when coding. An Excel spreadsheet is provided with each of the headings and specific items being studied for the coder to fill out for each tweet. When filling out the spreadsheet, indicate the profile number the tweet was pulled from as labeled in the dataset and the tweet number as pulled from the dataset.

Taxonomy emotions used in the tweet

Indicate on the form the specific affective word from the taxonomy, the valence, and the intensity expressed within the tweet. For the specific affective word, choose the most appropriate word based on the taxonomy and definitions provided.

1. Read the tweet in its entirety and indicate which affective word from the taxonomy was used or conveyed in the message. Using the taxonomy created by Scott et al. (2012) (see Appendix C), indicate which emotional word best describes the emotional context of the tweet. Definitions for each of the 40 categories are provided from Merriam-Webster (2020) to assist with defining and categorizing the emotion. Emoticons or emojis used within the tweet can be helpful in determining the valence, intensity, and overall emotional expression of the tweet. Emoticons and emojis will not be directly coded on the form and are only to be used to assist with determining the overall emotion of the tweet. The coder can refer to emojipedia (2020) for guidance of emoji meanings if needed.

Ex. “My supervisor just noticed the shingles on my arm. That’s the kind of man I’ve been dealing with for the past 5 months. 😒”

The unamused emoji assists with determining this tweet should be considered under the taxonomy – annoyance.

2. Read the tweet in its entirety and indicate the valence of the tweet. The valence will be either positive, neutral, or negative and should be indicated by placing a 1, 2, or 3 within the box. Positive tweets should be listed as 1, neutral tweets should be listed as

2, and negative tweets should be listed as 3. Context of the tweet should be taken into consideration when determining the overall valence. The coder can use Scott et al. (2012) taxonomy to assist with determining the valence.

Ex. “My job gone be mad when they see I’m taking off another day this week. 😂”

This tweet overall is a general statement. The tweeter is predicting a negative impact but overall there is no real positive or negative valence to this tweet. The affective emotion would be anticipation and the valence is neutral (2).

3. Indicate the intensity of the emotion expressed within the tweet. The intensity will be either high, neutral, or low and should be indicated by placing a 1, 2, or 3 within the box. The intensity of the emotion is based on the affective word selected in step number 1 and the coder should refer to Scott et al. (2012) taxonomy to assist with intensity choice. More intense affective emotions should be indicated with a 1, neutral intense affective emotions should be indicated with a 2, and less intense affective emotions should be indicated with a 3.

Ex. “I am so glad that after this shift is over, no more 12 hour shifts at work! I used to do 12s on weekends and holidays but my supervisor changed that. Yes!!”

The taxonomy would be joy. The valence of the emotions are positive (1) with a neutral intensity (2).

Some emotional words may be used as sarcasm. Please indicate on the form with a (1) if sarcasm is detected and a (0) if sarcasm is not detected. Tweets coded as sarcasm will be removed from the dataset.

> Sarcasm: Term used to describe a sharp or ironic utterance or expression designed to mock or convey contempt towards someone or something. This will typically be used when someone is trying to say the exact opposite of what is true in order to make someone else look foolish. Sarcasm in this context may be an utterance of a supervisor doing something inappropriate and the subordinate expressing appreciation for the negative outcome.

Ex. “Nvm ill keep my job i realized I like money more than my sanity.”

If the tweet has a thread of tweets after it, the reader may use the entire thread of tweets to help convey the most appropriate emotion. The coder does not need to indicate if the tweet was a thread of tweets.

Length of tweet

Indicate on the form the length of the tweet. Read the tweet in its entirety and count how many characters were used. To reduce human error, the tweet can be copied and placed in a Word document and using the word count option under the review tab, a word count

can be automatically conducted. For threaded tweets, only the character count for the URLed tweet provided in the dataset will be counted.

Number of characters: Letters, numbers, spaces, hashtags, and other punctuation each count as a character. If links are used and have 23 or more characters, count them as 23 characters total.

Response to tweet

Indicate on the form if there was a response to or conversation created because of the tweet. Read the tweet in its entirety and indicate how readers of the tweet responded. Due to the limitations of Social Studio, the coder will have to copy and paste the URL of each tweet provided in the dataset into a web browser to examine the additional data needed for this part of the study. After going to the URL indicate on the Excel spreadsheet the frequency count of comments, likes, retweets, original tweeter responses, support, and debate. Responses may be agreeance/support, initiating a debate about the issue, retweet, or general comments. For each of the subcategories listed below indicate the frequency count. For example, a Tweet may have 56 likes and 13 comments. Within the comments there may be 3 agreements and 10 disagreements. Indicate within each box provided the total number(s) counted within each variable.

Comment: Term used to indicate a frequency count of comments made about the tweet at time of data collection. Additional breakdown of the comments is needed for original tweeter comments, agreement/support, and debate (listed below).

Likes: Term used to indicate a frequency count of likes generated about the tweet at time of data collection.

Retweet: Term used to indicate a frequency count of retweets at the time of data collection. This is shown by the symbol.

Original Tweeter Comments: Term used to indicate a frequency count of responses by the original tweeter within the conversation feed. These would be in the form of responses from the original tweeter to comments from other users within the same tweet feed. For threaded tweets, count each additional tweet within the thread as original tweeter comments. Ex. If the tweeter had 3 additional tweets after the original tweet, the frequency count would be 3.

Agreement/support: Term used to indicate if the tweet generated agreement or support within the comments. In addition to the frequency count previously collected, the coder is to review each of the comments and indicate on the form the frequency count of comments indicating support for what was said in the tweet. Support would be indicated by words or emoticons indicating approval. (in favor of, sympathy, empathy, commending, praiseful, reassuring, promising, helpful, thumbs up, smiley face, hands up, etc.). If the comments detract from the original topic and are simply a conversation between the original tweeter and someone else, count them as agreement/support.

Debate: Term used to indicate if the tweet generated disagreements or started a series of additional argumentative tweets. In addition to the frequency count previously collected, the coder is to review each of the comments and indicate on the form the frequency count of comments indicating disagreement for what was said in the tweet. Disagreement would be indicated by words or emoticons indicating disapproval. (criticism, discontent, displeasure, blame, thumbs down, accusation, tirade, contradiction, angry emojis, etc.).

Message displayed

Indicate on the form how the message was written. Read the tweet in its entirety and indicate how the tweet was created and delivered. Each subcategory below indicates how it should be recorded by the coder:

Hashtags: Term used to indicate what hashtag(s) were used in the tweet. Within the code sheet write out each hashtag used and provide the frequency count of the total number of hashtags used. The hashtags could be embedded within the tweet or at the end of the tweet. If no hashtags are displayed, place a "0" in the box on the code sheet.

Ex. "My #supervisor hates when I am #latetowork, but #YOLO." On the code sheet #supervisor, #latetowork, #YOLO should be written in the box and a number 3 indicated for frequency count.

Text only: Term used to indicate only text was used within the tweet. Within the code sheet place a (1) if only text was used and a (0) if not. No hashtags or tags (@someone) were used within the body of the text, however, hashtags may be used at end of tweet.

Mentions: Term used to indicate if someone was mentioned or tagged (@someone) in the tweet. Within the code sheet write out all the mentions/tags in the box and provide a frequency count. Mentions can be both embedded within the tweet or at the end of the tweet. If no mentions are displayed, place a "0" in the box on the code sheet.

Images/photos: Term used to indicate images, photos, or screenshots were used either with in conjunction with the text of the tweet or as the tweet itself. The image or photo does not have any writing on it. Within the code sheet, indicate the use of images/photos with a (1) and no with a (0). Emojis and emoticons do not count as an image and are not to be coded.

Memes: Term used to indicate an image/photo or video/GIF with text written on it was used. All videos are to be coded as a meme. A meme is an idea, behavior, or style used in the form of an image or video to convey a phenomenon, theme, or meaning represented by the meme. Within the code sheet, indicate the use of memes by placing a (1) in the box and a (0) if memes were not used. Emojis and emoticons do not count as a meme and are not to be coded.

Links: Term used to indicate a link or additional website was included within the text or after the tweet. Within the code sheet, indicate the use of a link by placing a (1) in the box and a (0) if a link was not provided. A Retweet with comment is considered a link.

Source of emotion

Indicate on the form what the source of the emotion was. Read the tweet in its entirety and indicate if the emotion was a response to an action/interaction between the supervisor and subordinate, an event that took place at work, a change in policy, or the boss' attitude or demeanor. Choose the best option for each tweet based on the categories below.

Macro-level: Term used to indicate a policy, value, or system wide structure of the organization caused the emotional response or reaction. This could be in the form of display norms, expectations, organizational culture, climate, formal or informal mechanisms in place, physical space upkeep, or organizational goals. Within the code sheet place a (1) if macro-level and a (0) if not.

Micro-level: Term used to indicate a specific supervisor did something or the interaction between a specific supervisor and subordinate activated an emotional response or reaction. This could be indicated by conversations between supervisors and subordinates, conflicts, power struggles, or any interaction between the supervisor and subordinate. Within the code sheet place a (1) if micro-level and a (0) if not.

Both: Term used to indicate both a macro and micro level sources activated the emotional response. Within the code sheet place a (1) if both and a (0) if not.

None: Term used to indicate neither a macro nor micro level source activated the emotional response. Tweets indicating intrapersonal or interpersonal interactions with individuals other than a supervisor (ie. A coworker, customer) should be listed as none. An example may be because the tweeter was in a bad mood. Within the code sheet place a (1) if none and a (0) if not.

Other: Term used to indicate another source of emotion not accounted for. This could be broad statements or advice about leadership or workplace values in general. Within the code sheet place a (1) if other and a (0) if not.

Appendix B

Sample Code Sheet for Twitter content analysis

Profile #: Tweet #:

	Positive	Neutral	Negative
Taxonomy Emotion			

	Positive (1)	Neutral (2)	Negative (3)
Valence			

	More Intense (1)	Neutral (2)	Less Intense (3)
Intensity			

	Yes (1)	No (2)
Sarcasm		

	Number of Characters
Length of Tweet	

	Comment (FC)	Likes (FC)	Retweet (FC)	Original Tweeter Comment (FC)	Agreeable/ Support (FC)	Debate (FC)
Response to Tweet						

	Hashtags (Write out each # and FC)	Text (Yes=1, No=0)	Mentions (Write out each @ and FC)	Images/Photos (Yes=1, No=0)	Memes (Yes=1, No=0)	Links (Yes=1, No=0)
Message Displayed						
Frequency Count (FC)						

Yes=1, No=0	Macro Level	Micro Level	Both	None	Other
Source of Emotion					

Example

Profile #: 1 Tweet #: 1

"My **supervisor** decided half our team needs three days of training in another specialty tomorrow through Wednesday, shifting our schedules three hours later. We were given 2 days notice. Most of us had days off when this notice was given. I'm f****** pissed"

GIF included*

	Positive	Neutral	Negative
Valence			**X**

	High	Neutral	Low
Intensity	**X**		

	Positive	Neutral	Negative
Taxonomy Emotion			Rage

	Yes	No
Sarcasm		1

	Number of Characters
Length of Tweet	252

	Comment	Likes	Retweet	Original Tweeter Comment	Agreeable/ Support	Debate
Response to Tweet (Indicate frequency count)	3	14	0			

	Hashtags (Write out each # and FC)	Text (Yes=1, No=0)	Mentions (Write out each @ and FC)	Images/Photos (Yes=1, No=0)	Memes (Yes=1, No=0)	Links (Yes=1, No=0)
Message Displayed		1		0	1	0
Frequency Count (FC)	0		0			

Yes=1, No=0	Macro Level	Micro Level	Both	None	Other
Source of Emotion	0	1	0	0	0

Appendix C

Taxonomy of Emotions

		Less Intense →		More Intense
		3	2	1
More Positively Charged	1	Pride Serenity	Amusement Joy	Ecstasy
↓	1	Agreement Acceptance	Supportive Trust	Gratitude Admiration
	2	Tired Distraction	Disbelief Surprise	Amazement
	2	Considering Interest	Relief Anticipation	Excitement Vigilance
	2	Apologetic Pensiveness	Embarrassment Sadness	Grief
	3	Apathy Boredom	Disgust	Frustration
	3	Disagreement Apprehension	Confusion Fear	Terror
More Negatively Charged	3	Annoyance	Impatience Anger	Rage

This taxonomy, arranged from less to more (left to right) intense affect expression, and with more typically positively-charged instances at the top and more typically negatively-charged at the bottom, with many in the middle, such as ‘interest,’ capable of being expressed in a positive as well as negative context. (Scott et al., 2012)

Note: For coding purposes, the investigator added the numbers 1, 2, and 3 on both the valence spectrum and the intensity level. This allowed the investigator to remain consistent with coding and provided an explanation of how the emotions were labeled.

Taxonomy Definitions from Merriam-Webster (2020)

Pride *Inordinate self-esteem, a reasonable self-respect, or delight or elation arising from some act, possession, or relationship; confidence; dignity* **Serenity** *A state of utter calmness and repose; harmony, pause; laid-backness*	**Amusement** *Pleasantly entertained or delighted; enjoyment; satisfaction* **Joy** *The emotion evoked by well-being, success, or good fortune or by the prospect of possessing what one desires; warm fuzzies; cheer; merriness*	**Ecstasy** *A state of being beyond reason and self-control, a state of overwhelming emotion – rapturous delight; cloud nine; elation; euphoria; swoon*
Agreement *Harmony of opinion, action, or character; accord; consensus; unity* **Acceptance** *To give admittance or approval to; endure without protest or reaction; recognize as true; acquiescence; compliance*	**Supportive** *To promote the interests or cause of; to uphold or defend as valid or right; confirming; verifying; corroborating* **Trust** *Assured reliance on the character, ability, strength, or truth of someone or something; confide; delegate; recommend; authorize*	**Gratitude** *State of being grateful; appreciative of benefits received; thankfulness; recognition* **Admiration** *Feeling of respect and approval; fondness; appreciation; regard*
Tired *Drained strength and energy; fatigued often to the point of exhaustion; beat; burned-out; tapped out* **Distraction** *An object that directs one's attention away from something else; bewilderness; muddle; perplexity*	**Disbelief** *Mental rejection of something as untrue; to hold not worthy of belief; distrust; doubt; suspicion* **Surprise** *An attack made without warning; feeling caused by something unexpected or unusual; bombshell; shocker; eye-opener*	**Amazement** *Feeling of astonishment; Showing great surprise or wonder; admiration; astonishment; awe; wonder*
Considering *Taking into account; believing; regarding; imagining* **Interest** *A feeling that accompanies or causes special attention to something or someone; arouses attention; engage; charm*	**Relief** *Removal or lightening of something oppressive, painful, or distressing; comfort; consolation; solace* **Anticipation** *Act of looking forward; a prior action that takes into account or forestalls a later action; prospect; expectance*	**Excitement** *To raise to higher energy level; to arouse an emotional response by stirring up or moving profoundly; instigation; provocation; spur* **Vigilance** *Alertly watchful especially to avoid danger; carefulness; sensitivity*
Apologetic *Feeling or showing regret; regretfully acknowledging fault or failure; expressing apology; remorseful; regretful* **Pensiveness** *Suggestive of sad thoughtfulness; melancholy; reflective; musing; introspective*	**Embarrassment** *Feeling or showing a state of self-conscious confusion and distress; mortification; disgrace; shame; humiliation* **Sadness** *Affected with or expressive of grief or unhappiness; downcast; depressing; despair; sorrow; woefulness*	**Grief** *Deep and poignant distress caused by or as if by bereavement; an unfortunate outcome; heartache; anguish; affliction*
Apathy *A lack of feeling or emotion; impassiveness; lack of interest or concern; indifference; detachment* **Boredom** *The state of being weary and restless through lack of interest; lethargy; dullness; monotony; sameness*	**Disgust** *Marked aversion aroused by something highly distasteful; repugnance; repulsion; abomination; nausea; aversion*	**Frustration** *A deep chronic sense or state of insecurity and dissatisfaction arising from unresolved problems or unfulfilled needs; annoyance; aggravation; headache; inconvenience; irritant; nuisance*
Disagreement *The state of being at variance; failure to agree; differ in opinion; debate; dissension; dispute; controversy* **Apprehension** *Suspicion or fear especially of future evil; alarm; dread; anxiety*	**Confusion** *To disturb in mind or purpose; throw off; to fail to differentiate from an often similar or related other; bafflement; puzzlement; whirl* **Fear** *An unpleasant often strong emotion caused by anticipation or awareness of danger; fright; horror; panic; scare*	**Terror** *A state of intense or overwhelming fear; affliction; torment*

Annoyance *Feeling or showing angry irritation; pestering; teasing; vexation; disturbance; bugging; bothering harassment*	**Impatience** *Restless or short of temper especially under irritation, delay, or opposition; eagerness; enthusiasm; hunger; lust; quickness* **Anger** *A strong feeling of displeasure and usually antagonism; fury; irateness; lividity; outrage; blow-up*	**Rage** *Violent and uncontrolled anger; intense feeling or fit of violent wrath; disorder; turmoil; frenzy; hysteria; rampage*

Example Tweets

Pride	"One of the best parts of my job is training so many powerful women. I can't wait to watch @melissa.schmit.mn and @suejnoh burn it down at the strongman competition tomorrow."
Serenity	"i can honestly say i love my job. even if its just sitting in the shop sawzalling the shit out of a condensing unit. its great."
Amusement	"My job made me post a bottle give-away on my page and all my NY/NJ friends entered it to be funny.. and well, congrats @TOTOfitness. You won"
Joy	"I love when it's employee appreciation day at my job. #Superstore"
Ecstasy	"I freaking love my job the best damn job I've ever had! I'm so happy I decided to come up here!"
Agreement	"When I hang out with friends our collective personality is "I hate my job and life is a nightmare" and I think that is really beautiful"
Acceptance	"Will I ever experience a normal weekend off work again? Prob not. But I love my job, my crew, and the community so its okay."
Supportive	"I actually really like my job even on stressful days because everyone is really supportive and makes jokes and suffers together and it's nice"
Trust	"Crazy how I left my job on a leap on faith because I wasn't happy there...and said but the end of January I will find a better one...I got the position I wanted and pay today. Look at God"
Gratitude	"I don't express enough how much I enjoy my job & the work I get to do. The amount of growth I've experienced over the last 8.5 months has been incredible & I'm thankful every day for this position in higher education"
Admiration	"The management and doctors at my job are the sweetest people how will I ever leave"
Tired	"I'm tired of my job, i don't want to do it anymore and it makes me really fckn sad to think absolutely no one! cares about how much effort i've put into it..."
Distraction	"My supervisor wants me to come up with 5 goals that I hope to accomplish for the year by our next check in this week I can barely set goals to accomplish for tomorrow I just—"
Disbelief	"There's always that one "supervisor" that thinks they are a good leader #SMH"
Surprise	"Back from hernia surgery and on the mend, but my job already wants me back. It's only been 3 days! Lol"
Amazement	"Man I been at my job almost 4 months and I'm being trained to become a GM of my own store in the next 6-8 months. That's wild."
Considering	"At my last job, I let my supervisor know when I was interviewing. I had told him when I started applying too. I'm not sure what I would do if I were to leave this job. It all depends on your relationship with your supervisors and your situation."
Interest	"I wish my job had a friends and family day so people can actually see how hard it is and they can leave me alone about sleeping all day after working 20 hours."
Relief	"my job has decided we're no longer doing performance evaluations and everyone gets a bonus"
Anticipation	"Two of the people at my job that are making me miserable might be quitting soon. Might actually enjoy my work!"
Excitement	"Hectic time at work = screaming "it's FINE we're all FINE" AKA Freaked out Insecure Neurotic Emotional My workplace y'all :)). Let's get the season going !!"

Vigilance	“Today I talked to the new boss about my obscure hatred of adverbs...I stopped short of asking her to ban them in the workplace bc I didn't want her to think (or know) I'm a freak”
Apologetic	
Pensiveness	“I hate my job with a passion but the people I work with make my life so much better. Been a crazy 3 years but it's going to be bittersweet once I leave that place :(“
Embarrassment	“I was talking shit about my job and accidentally recorded it and sent it to my boss. So there's that.”
Sadness	“I just got my last schedule and as much as I hate this town, I really like my job and the people I work with so that sucks I gotta leave”
Grief	“*me getting home every day staring at my ceiling because my job has me so wound up that I start crying and I can’t walk because of the pain* “ANoTHer DaY aNoThER dOLlAr!””
Apathy	“My job is sending me to CPR training tomorrow....little do they know I ain’t using it in none of them in my office”
Boredom	“I like my job but im starting to feel complacent. And I know there’s way more money out there to be made . Thank you, next .”
Disgust	“These bathrooms at my job are HORRID !!!”
Frustration	“My supervisor quit working 6months out so he ain't showed me shit, I been wingin this shit on my own. They jus up n gave me 2 troops and threw me in the smh”
Disagreement	“My job (for the 5th time) : would you please go to Shell in Washington ? Me: NoOoOo I w0nT gO tOoOo WaShIiIiNgto0oOnNnNn!!!!”
Apprehension	“i’m so nervous to let my job know about when i’m not gonna be here esp when bts (maybe) get back to the states in may”
Confusion	“Damn I just got a letter to take the assistant train conductor test... But I make more at my job now”
Fear	“My job told us we getting drug tested but we got 48 hours to prepare. Shit I got 48 hours to get some synthetic lol”
Terror	
Annoyance	“Ugh. The fact that I have to drive to my job tomorrow on my day off for a meeting is annoying me. I need to enjoy my day off all to myself.”
Impatience	“I love my job they just need to pay me 2/3 dollars more and I'll quit looking for another one lol”
Anger	“I honestly hate my job. I have a patronizing and condescending assistant manager who gives me too much work that wouldn't be able to live up to its expectation, I have to wake up at 4 AM to get to work at 5 AM, and deal with the cold, and so on. What remains of my job torment? :/”
Rage	“i wanna punch my co-worker what a fucking arrogant clown i'm losing my shit jesus christ give me more patience i still want my job bc i have dogs to feed and i need to have a lot of money to meet rdj”

Appendix D

Inductive Thematic Analysis

Theme definitions: **1) Benefits Received** – Rewards or additional perks received above and beyond a policy in place. **2) Coworker Behavior** – An interaction or action made with or by a coworker. **3) Coworker Relationships** – A description or comment regarding the bond with a coworker. **4) Customer Interactions** – An event or interaction with a customer or client. **5) Dissatisfaction Towards Work** – General displeasure or torment caused by the job or workplace. **6) Individual Goals** – Personal or professional goals. **7) Intrapersonal Conflict** – Internal debate or monologue. **8) Job Task** – Discussion about the work or responsibilities of the job itself. **9) Offering Opinion** – General beliefs about the work, workplace, or management. **10) Satisfaction Towards Job** – General pleasure or happiness caused by the job or workplace. **11) Supervisor Behavior** – An interaction or action made with or by a supervisor. **12) Supervisor Relationship** – A description or comment regarding the bond with a supervisor. **13) Workplace Culture** – General morale and attitudes towards workforce or workplace. **14) Workplace Environment** – Physical environment. **15) Workplace Policy** – Policies and mandated rules or obligations set forth by the organization.

Total Emotions (Macro, Micro, Both, None, Other)					
Themes	**Most Common Issues**	**FC**	**# of Unique Emotions**	**Top 3 Emotions Expressed**	**All Emotions Expressed**
Benefits Received	Bonus, Promotion, Discounts, Perks from company, Extra time off	46	16	Joy, Gratitude, Considering	Acceptance (1), Admiration (1), Amazement (3), Anticipation (2), Apathy (1), Apprehension (1), Confusion (1), Considering (4), Disbelief (2), Ecstasy (2), Excitement (3), Gratitude (7), Grief (1), Joy (13), Pride (2), Relief (1)
Coworker Behavior	Work ethic/performance, Supportive, Inappropriate	40	18	Annoyance, Frustration, Gratitude/Rage	Admiration (3), Amazement (2), Amusement (1), Anger (2), Annoyance (7), Apprehension (1), Confusion (1), Disagreement (1), Disbelief (1), Disgust (1), Distraction (2), Frustration (5), Gratitude (4), Impatience (2), Rage (4), Sadness (1), Supportive (1), Surprise (1)
Coworker Relationships	Commonality, Feud, Inequality	20	16	Admiration, Joy	Admiration (3), Amazement (1), Annoyance (1), Anticipation (1), Apathy (1), Disagreement (1), Disbelief (1), Gratitude (1), Interest (1), Joy (3), Rage (1), Sadness (1), Supportive (1), Surprise (1), Trust (1), Vigilance (1)
Customer Interactions	Poor treatment, General interactions	6	6		Annoyance (1), Confusion (1), Rage (1), Tired (1), Anger (1), Supportive (1)
Dissatisfaction Towards Work	General hatred toward job, Mental and	78	17	Anger, Sadness, Grief	Agreement (1), Anger (14), Annoyance (4), Apathy (7), Apprehension (2), Boredom (2), Confusion (1), Considering (4),

	physical health suffering, Exhaustion				Disagreement (3), Disgust (2), Embarrassment (1), Frustration (6), Grief (9), Pensiveness (2), Rage (1), Sadness (13), Tired (6)
Individual Goals	Quitting job, No advancement, Accomplishing task, Personal life issues	122	29	Considering, Pride, Sadness/ Anticipation/ Apprehension	Acceptance (5), Amazement (1), Amusement (4), Anger (2), Anticipation (7), Apathy (5), Apprehension (7), Confusion (2) Considering (22), Disagreement (3), Disgust (1), Distraction (1), Ecstasy (1), Embarrassment (2), Excitement (1), Fear (2), Frustration (3), Gratitude (5), Impatience (4), Interest (4), Joy (4), Pensiveness (6), Pride (13), Relief (4), Sadness (7), Serenity (1), Supportive (3), Surprise (1), Trust (1)
Intrapersonal Conflict	Personal affliction due to job, Making mistakes, Uncertain about choices	25	11	Embarrassmen t, Considering, Apathy	Anticipation (1), Apathy (3), Apprehension (2), Considering (4), Disagreement (1), Disbelief (2), Disgust (2), Embarrassment (6), Pensiveness (2), Rage (1), Sadness (1)
Job Task	Work load, Job description, Job scope, Job performance	73	29	Disagreement, Tired, Joy/Frustration /Gratitude	Acceptance (1), Agreement (1), Amazement (1), Amusement (1), Anger (4), Annoyance (4), Apathy (1), Apprehension (2), Boredom (4), Confusion (1), Considering (1), Disagreement (8), Disbelief (2), Disgust (2), Distraction (1), Embarassment (1), Excitement (2), Fear (1), Frustration (5), Gratitude (5), Grief (1), Interest (1), Joy (5), Pride (4), Rage (1), Sadness (3), Serenity (1), Surprise (1), Tired (8)
Offering Opinion	General Beliefs about boss, company, and workplace interactions	64	4	Considering, Pensiveness	Considering (47), Interest (6), Pensiveness (10), Trust (1)
Satisfaction Towards Job	General love for job and/or company/boss, Feeling appreciated, Validation	74	9	Admiration, Joy, Gratitude	Admiration (25), Amusement (1), Considering (2), Ecstacy (8), Gratitude (12), Joy (16), Pride (8), Relief (1), Surprise (1)
Supervisor Behavior	Supervisor mood, Interactions with supervisor, Actions taken, Incompetence, Support, Mistakes, Expectations	85	24	Amusement, Impatience, Confusion	Admiration (4), Agreement (1), Amazement (2), Amusement (18), Anger (3), Annoyance (4), Apathy (4), Apprehension (2), Confusion (7), Considering (1), Disagreement (2), Disbelief (4), Disgust (2), Embarassment (1), Fear (1), Frustration (6), Gratitude (2), Impatience (10), Interest (1), Rage (3), Relief (2), Sadness (1), Supportive (2), Vigilance (2)
Supervisor Relationship	Personalities, Bonding	9	8	Agreement	Agreement (2), Anger (1), Anticipation (1), Confusion (1), Interest (1), Joy (1), Pensiveness (1), Vigilance (1)
Workplace Culture	Socialization, Toxicity, Lack of communication, No reprimands	71	24	Considering, Anger, Disgust	Admiration (1), Agreement (1), Amazement (1), Amusement (2), Anger (8), Annoyance (3), Anticipation (1), Apathy (3), Confusion (2), Considering (11), Disagreement (1), Disgust (6), Embarassment (3), Excitement (1), Frustration (5), Gratitude (2),

					Grief (1), Interest (4), Joy (2), Rage (1), Relief (1), Sadness (5), Tired (1), Vigilance (5)
Workplace Environment	Temperature, Bathrooms, workspace	16	9	Frustration, Disgust, Gratitude/Annoyance	Amusement (1), Annoyance (2), Disbelief (1), Disgust (3), Excitement (1), Frustration (4), Gratitude (2), Joy (1), Serenity (1)
Workplace Policy	Scheduling, Hair/nail policy, Dress code, Mandated hours/breaks, Payroll	200	31	Annoyance, Disagreement, Anger	Acceptance (2), Agreement (3), Amusement (2), Anger (23), Annoyance (25), Anticipation (3), Apathy (2), Apprehension (8), Confusion (18), Considering (7), Disagreement (24), Disbelief (3), Disgust (7), Ecstacy (1), Embarassment (1), Excitement (1), Fear (1), Frustration (23), Gratitude (5), Grief (1), Impatience (5), Interest (5), Joy (6), Pensiveness (5), Pride (1), Rage (1), Relief (2), Sadness (8), Supportive (1), Surprise (2), Tired (4)

Macro Level					
Themes	**Most Common Issues**	**FC**	**# of Unique Emotions**	**Top 3 Emotions Expressed**	**All Emotions Expressed**
Benefits Received	Raises/bonuses, Catered lunch, Travel for work	33	12	Joy, Gratitude	Amazement (2), Anticipation (2), Apathy (1), Apprehension (1), Considering (1), Disbelief (1), Ecstacy (2), Excitement (2), Gratitude (7), Joy (12), Pride (1), Relief (1)
Coworker Behavior	Incentives required for workers to do their job	2	2	Amazement, Annoyance	Amazement (1), Annoyance (1)
Coworker Relationships	Hated by coworkers for using sick leave	1	1	Rage	Rage (1))
Customer Interactions		0	0		
Dissatisfaction Towards Work	Stress from job, Physical ailments, exhaustion from job requirements	10	7	Grief, Frustration	Anger (1), Apprehension (1), Frustration (2), Grief (3), Rage (1), Sadness (1), Tired (1)
Individual Goals	Work ruining personal life, voiceless, Quitting job, Maintaining employment	23	15	Considering, Amusement/ Anticipation/ Frustration/ Gratitude/ Interest	Acceptance (1), Amusement (2), Anger (1), Anticipation (2), Apathy (1), Considering (4), Disagreement (1), Ecstacy (1), Frustration (2), Gratitude (2), Interest (2), Joy (1), Pensiveness (1), Sadness (1), Supportive (1)
Intrapersonal Conflict	Job sucks but pays well	1	1	Considering	Considering (1)

Job Task	Performance, Unfair expectations, Overworked, Working from home	34	17	Frustration, Annoyance, Disagreement	Anger (2), Annoyance (4), Apathy (1), Apprehension (1), Boredom (1), Confusion (1), Disagreement (6), Disbelief (1), Disgust (2), Excitement (1), Frustration (4), Gratitude (3), Grief (1), Interest (1), Joy (2), Pride (1), Tired (2)
Offering Opinion	Policy changes, Receiving raises rather than perks	5	2	Considering, Pensiveness	Considering (3), Pensiveness (2)
Satisfaction Towards Job	Validation, Job satisfaction	10	7	Admiration, Gratitude, Joy	Admiration (2), Amusement (1), Considering (1), Ecstacy (1), Gratitude (2), Joy (2), Pride (1)
Supervisor Behavior	Disagree with those in charge	1	1	Disagreement	Disagreement (1)
Supervisor Relationship		0	0		
Workplace Culture	Lack of communication, Lack of concern for employee wellbeing, Socialization, Toxicity	36	18	Anger, Frustration, Disgust/Sadness	Amazement (1), Anger (6), Annoyance (2), Apathy (2), Confusion (2), Considering (2), Disagreement (1), Disgust (3), Embarassement (2), Excitement (1), Frustration (4), Gratitude (1), Interest (1), Joy (1), Relief (1), Sadness (3), Tired (1), Vigilance (2)
Workplace Environment	Temperature, Bathrooms	15	8	Frustration, Disgust, Annoyance/ Gratitude	Amusement (1), Annoyance (2), Disbelief (1), Disgust (3), Excitement (1), Frustration (4), Gratitude (2), Joy (1)
Workplace Policy	Scheduling, Hair/nail policy, Dress code, Mandated hours	151	27	Frustration, Disagreement, Annoyance	Acceptance (2), Agreement (1), Amusement (2), Anger (18), Annoyance (17), Anticipation (1), Apathy (1), Apprehension (5), Confusion (16), Considering (5), Disagreement (18), Disbelief (1), Disgust (7), Ecstacy (1), Embarassment (1), Fear (1), Frustration (22), Gratitude (5), Grief (1), Impatience (4), Interest (4), Joy (5), Pensiveness (2), Rage (1), Relief (2), Sadness (7), Tired (1)

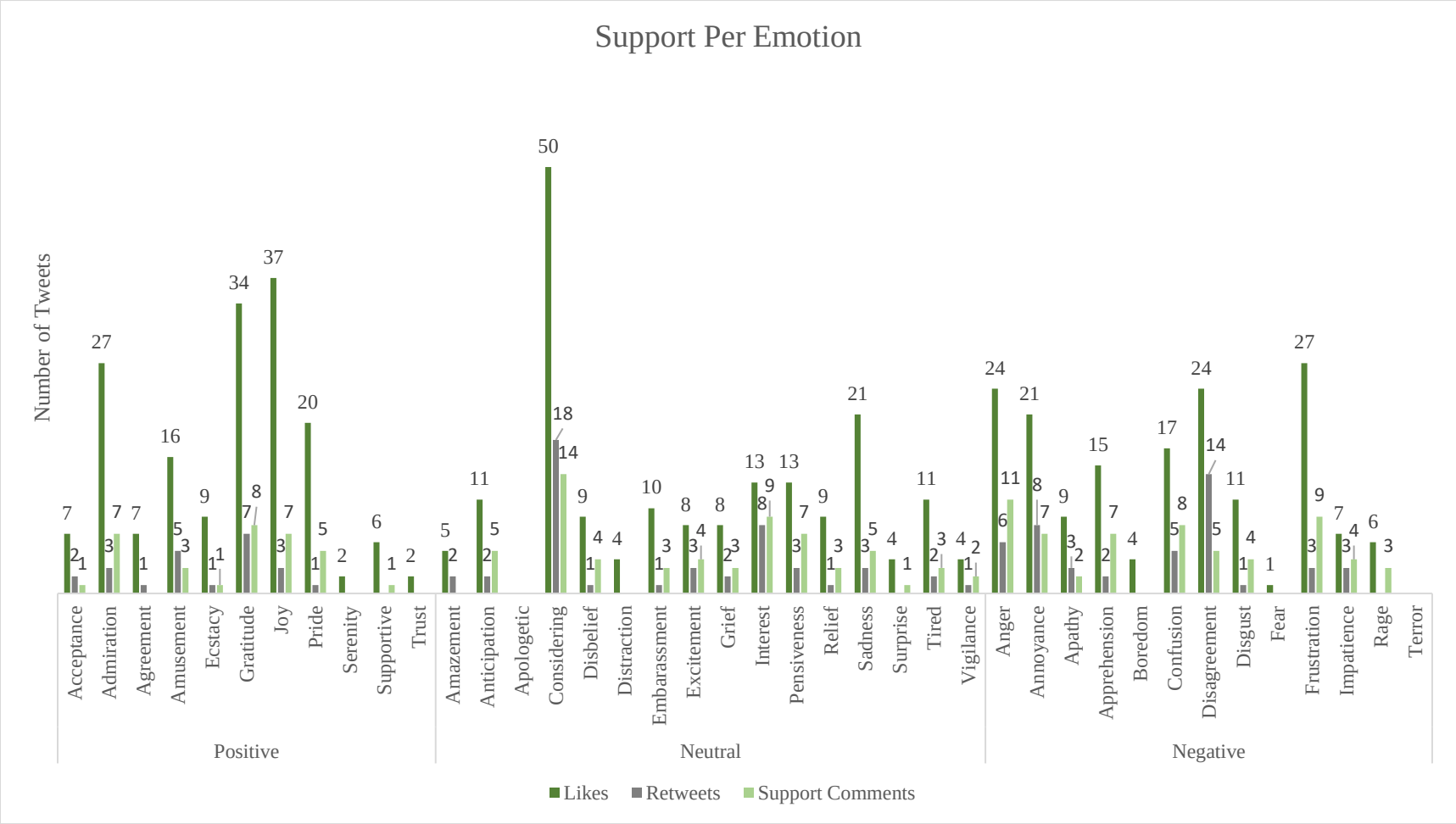
Micro Level					
Themes	**Most Common Issues**	**FC**	**# of Unique Emotions**	**Top 3 Emotions Expressed**	**All Emotions Expressed**
Benefits Received	Promotion, Snow day	4	4		Admiration (1), Confusion (1), Excitement (1), Joy (1)
Coworker Behavior	Snitching	1	1	Disgust	Disgust (1)

Coworker Relationships	Commonality	2	2	Joy, Surprise	Joy (1), Surprise (1)
Customer Interactions		0	0		
Dissatisfaction Towards Work	Confrontations, Sick of job, Not being appreciated	10	5	Anger, Apathy, Disagreement	Anger (3), Apathy (3), Considering (1), Disagreement (2), Embarrassment (1)
Individual Goals	Threats to identity, Quitting job, Needing time off	22	13	Anticipation	Acceptance (2), Amusement (1), Anticipation (3), Apathy (1), Apprehension (2), Confusion (2), Considering (2), Disagreement (1), Embarrassment (1), Impatience (2), Joy (2), Pride (2), Relief (1)
Intrapersonal Conflict	Mistakes, Confronting coworkers/supervisor	7	3	Embarrassment	Considering (1), Disbelief (1), Embarrassment (5)
Job Task	Job description, Goals, Work load	14	13	Disagreement	Acceptance (1), Agreement (1), Apprehension (1), Considering (1), Disagreement (2), Disbelief (1), Distraction (1), Embarrassment (1), Excitement (1), Fear (1), Joy (1), Rage (1), Surprise (1)
Offering Opinion	Beliefs about boss	6	3	Pensiveness	Considering (2), Pensiveness (3), Trust (1)
Satisfaction Towards Job	Praise for supervisor, Recognition from supervisor, Feeling appreciated	26	7	Admiration, Joy	Admiration (15), Ecstasy (2), Gratitude (2), Joy (3), Pride (2), Relief (1), Surprise (1)
Supervisor Behavior	Supervisor mood, Interactions, Actions taken, Incompetence, Support, Mistakes, Expectations	77	22	Amusement, Impatience, Confusion	Admiration (3), Agreement (1), Amazement (2), Amusement (17), Anger (3), Annoyance (4), Apathy (4), Apprehension (2), Confusion (7), Disagreement (1), Disbelief (3), Disgust (2), Embarrassment (1), Fear (1), Frustration (6), Gratitude (1), Impatience (10), Rage (3), Relief (1), Sadness (1), Support (2), Vigilance (2)
Supervisor Relationship	Personalities, Bonding	9	8	Agreement	Agreement (2), Anger (1), Anticipation (1), Confusion (1), Interest (1), Joy (1), Pensiveness (1), Vigilance (1)
Workplace Culture	Not being reprimanded	10	8	Amusement, Vigilance	Admiration (1), Agreement (1), Amusement (2), Anticipation (1), Embarrassment (1), Frustration (1), Gratitude (1), Vigilance (2)
Workplace Environment		0	0		
Workplace Policy	Schedule, Hours changed/ Extra	20	11	Disagreement, Annoyance, Anger/Confusion	Agreement (1), Anger (2), Annoyance (5), Anticipation (1), Apprehension (1), Confusion (2), Disagreement (4), Disbelief (1), Excitement (1), Joy (1), Supportive (1)

Both Macro and Micro Level					
Themes	**Most Common Issues**	**FC**	**# of Unique Emotions**	**Top 3 Emotions Expressed**	**All Emotions Expressed**
Benefits Received		0	0		
Coworker Behavior		0	0		
Coworker Relationships	Approachable coworkers, supervisors	1	1	Joy	Joy (1)
Customer Interactions		0	0		
Dissatisfaction Towards Work	Condescending, unfair expectations	2	2	Anger, Sadness	Anger (1), Sadness (1)
Individual Goals		0	0		
Intrapersonal Conflict		0	0		
Job Task		0	0		
Offering Opinion	Inner dialog of actions, Bad supervisors	2	2	Considering, Pensiveness	Considering (1), Pensiveness (1)
Satisfaction Towards Job	Love for company and supervisors	4	3	Admiration	Admiration (2), Ecstasy (1), Gratitude (1)
Supervisor Behavior	Supportive	3	3	Amusement, Gratitude Relief	Amusement (1), Gratitude (1), Relief (1)
Supervisor Relationship		0	0		
Workplace Culture	Changes in Management	3	3	Apathy, Joy, Vigilance	Apathy (1), Joy (1), Vigilance (1)
Workplace Environment		0	0		
Workplace Policy	Schedule	2	1	Anger	Anger (2)

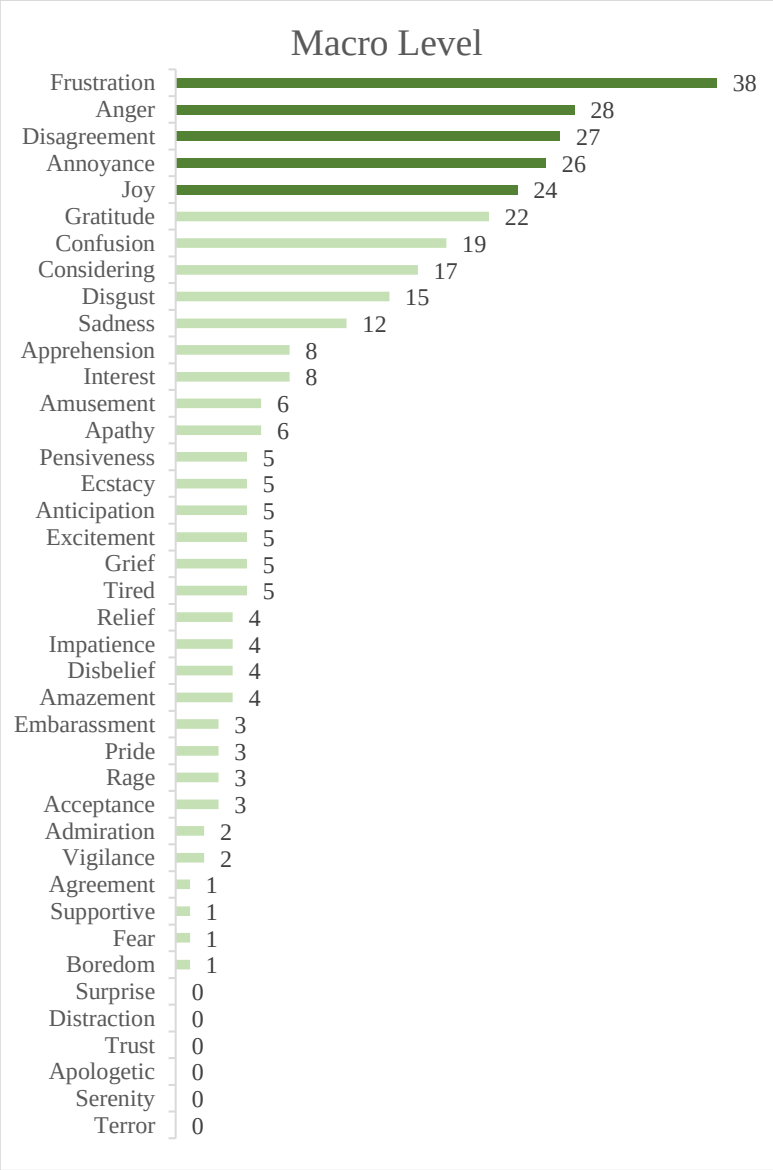
Appendix E

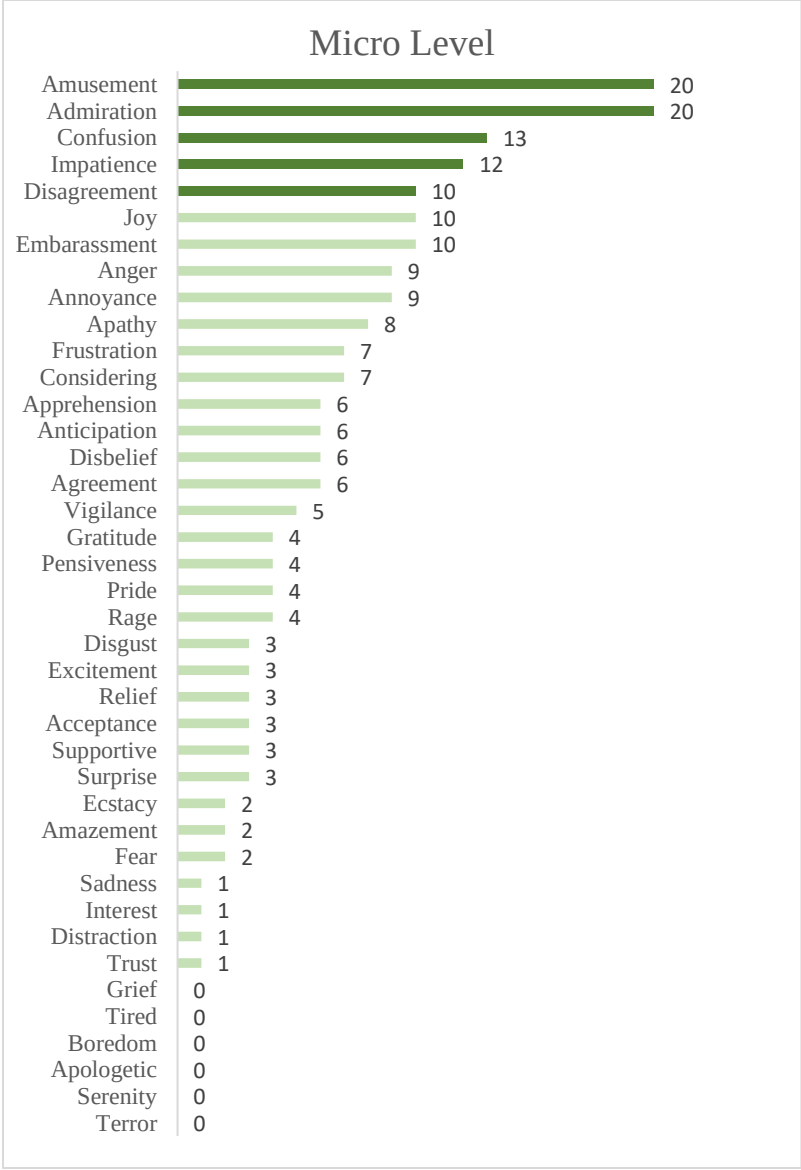
Tweet Frequency Count for Likes, Retweets, and Supportive Comments

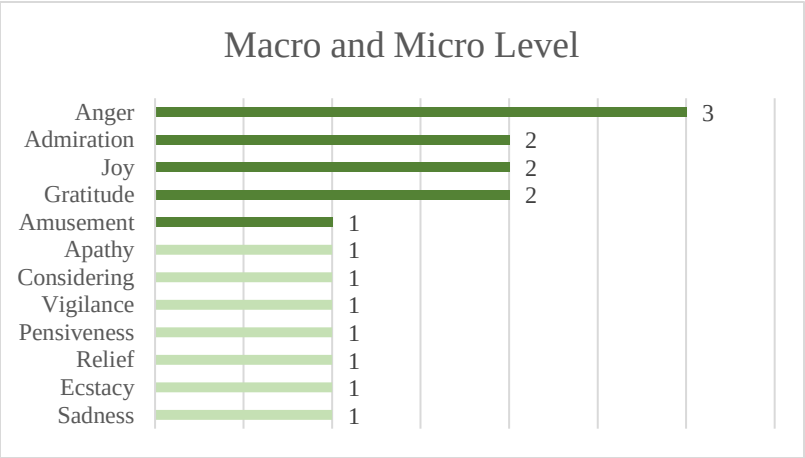


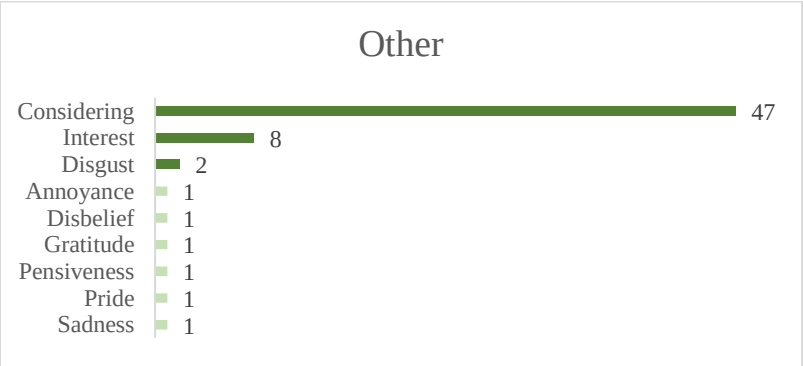
Appendix F

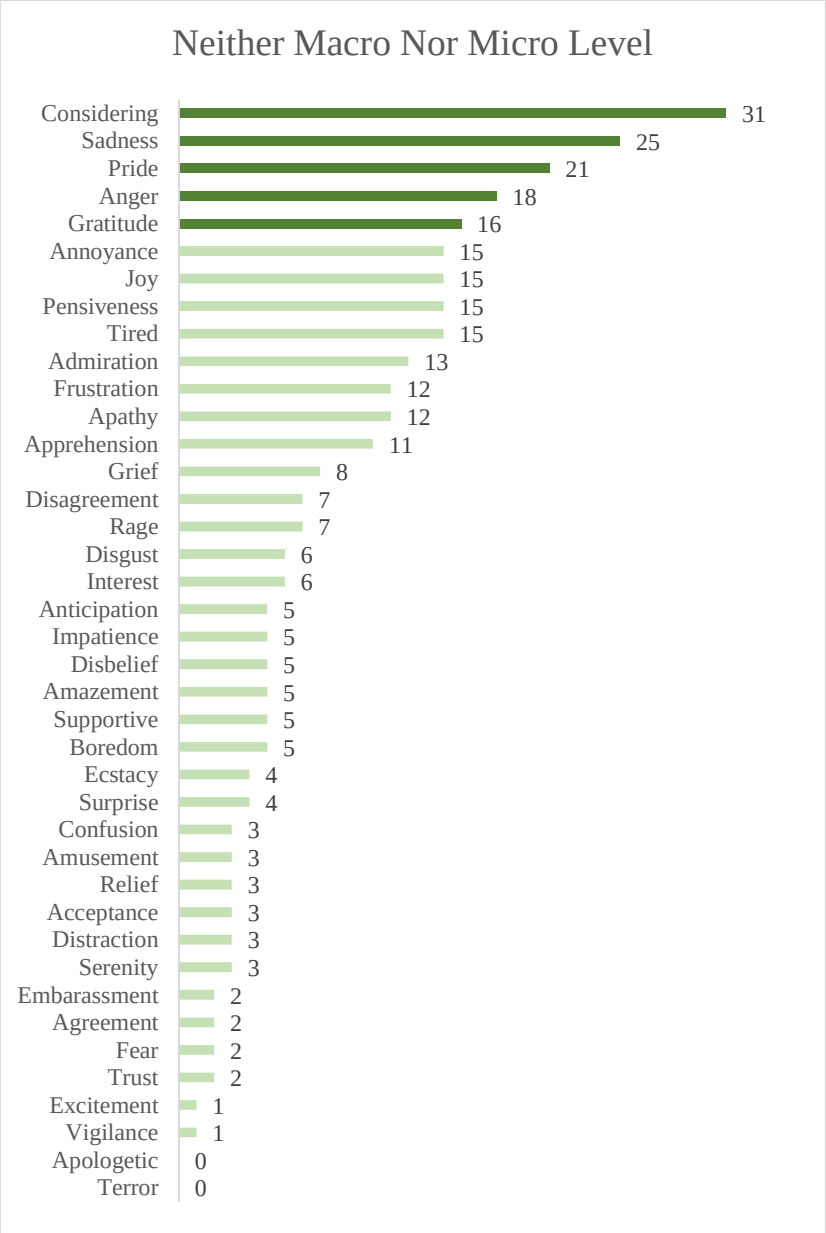
Emotions Displayed by Source






Macro and Micro Level
Anger 3
Admiration 2
Joy 2
Gratitude 2
Amusement 1
Apathy 1
Considering 1
Vigilance 1
Pensiveness 1
Relief 1
Ecstacy 1
Sadness 1


Other
Considering 47
Interest 8
Disgust 2
Annoyance 1
Disbelief 1
Gratitude 1
Pensiveness 1
Pride 1
Sadness 1


Neither Macro Nor Micro Level
Considering 31
Sadness 25
Pride 21
Anger 18
Gratitude 16
Annoyance 15
Joy 15
Pensiveness 15
Tired 15
Admiration 13
Frustration 12
Apathy 12
Apprehension 11
Grief 8
Disagreement 7
Rage 7
Disgust 6
Interest 6
Anticipation 5
Impatience 5
Disbelief 5
Amazement 5
Supportive 5
Boredom 5
Ecstacy 4
Surprise 4
Confusion 3
Amusement 3
Relief 3
Acceptance 3
Distraction 3
Serenity 3
Embarassment 2
Agreement 2
Fear 2
Trust 2
Excitement 1
Vigilance 1
Apologetic 0
Terror 0

VITA

Diane Carr was born in Midland, MI in 1986 to the parents of Karen and Joseph Carr. She is the middle of three children, having an older sister and younger brother: Sarah and Ben, respectfully. She graduated from Michigan State University in 2008 with a Bachelor of the Arts in Interdisciplinary Studies in Social Science - Human Resources and Society with a business emphasis. Shortly after graduating, Diane joined the Peace Corps in Mali, West Africa. As part of her training, she spent 114 hours learning French and Bambara, 32 hours of technical training on economics, marketing, and business organization, and 39 hours of intensive study of local customs and traditions. In 2011, she became a USA Track and Field level one coach and pursued personal training while managing an athletic store. Diane then went on to pursue a certification in orthotics, prosthetics and pedorthics, becoming a certified pedorthist in 2012. She moved to Dandridge, Tennessee in 2016 and began her Master's program at the College of Communications and Information in 2018.