

# Chapter 4

Robbins & Judge

## Organizational Behavior

14th Edition

Global Edition

### *Emotions and Moods*

**Kelli J. Schutte**

William Jewell College

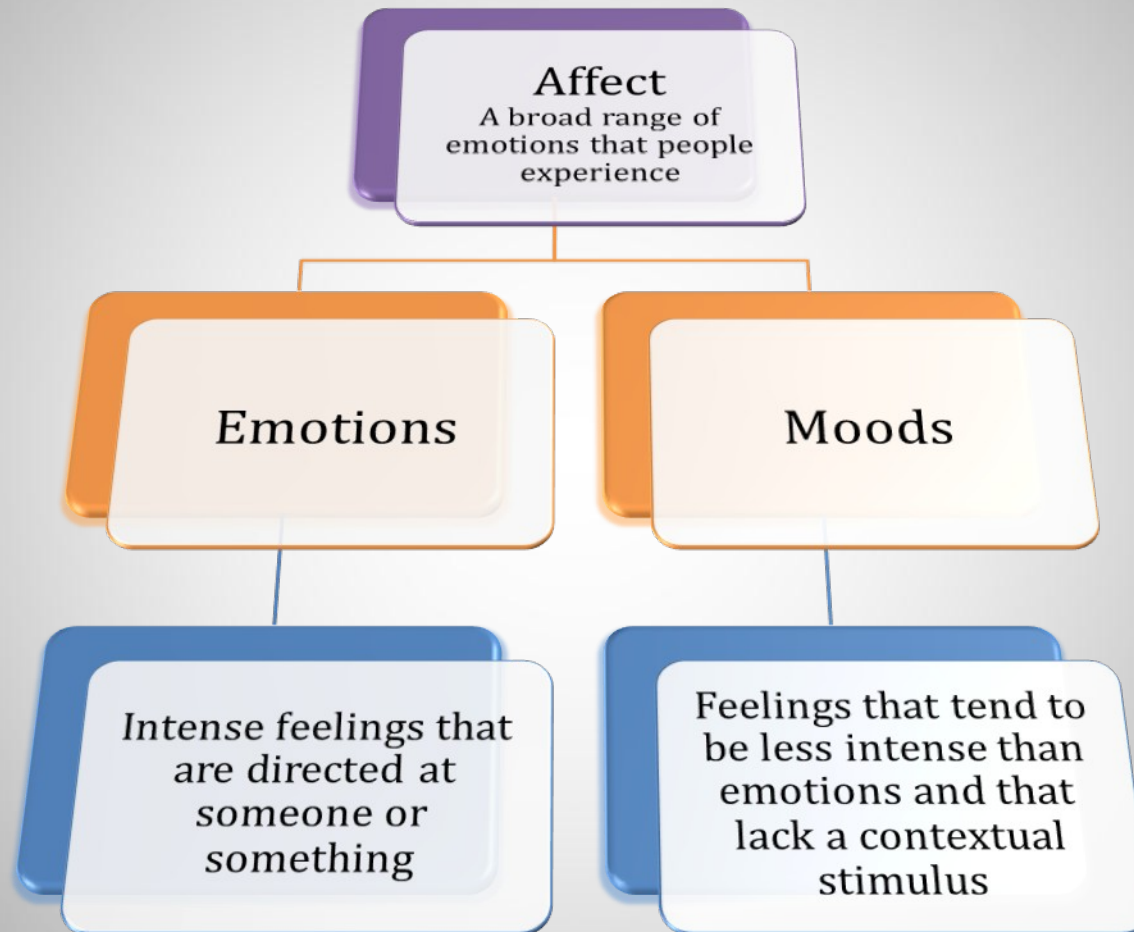
# Chapter Learning Objectives

- **After studying this chapter, you should be able to:**
  - Differentiate emotions from moods, and list the basic emotions and moods.
  - Discuss whether emotions are rational and what functions they serve.
  - Identify the sources of emotions and moods.
  - Show the impact emotional labor has on employees.
  - Describe Affective Events Theory and identify its applications.
  - Contrast the evidence for and against the existence of emotional intelligence.
  - Apply concepts about emotions and moods to specific OB issues.
  - Contrast the experience, interpretation, and expression of emotions across cultures.

# Why Were Emotions Ignored in OB?

- **The “Myth of Rationality”**
  - Emotions were seen as irrational
  - Managers worked to make emotion-free environments
- **View of Emotionality**
  - Emotions were believed to be disruptive
  - Emotions interfered with productivity
  - Only negative emotions were observed
- **Now we know emotions can't be separated from the workplace**

# What are Emotions and Moods?



See EXHIBIT 4-1

# The Basic Emotions

- **While not universally accepted, there appear to be six basic emotions:**

1. Anger
2. Fear
3. Sadness
4. Happiness
5. Disgust
6. Surprise



- **All other emotions are subsumed under these six**
- **May even be placed in a spectrum of emotion:**
  - Happiness – surprise – fear – sadness – anger – disgust

# Basic Moods: Positive and Negative Affect

- Emotions cannot be neutral.
- Emotions (“markers”) are grouped into general mood states.
- Mood states affect perception and therefore perceived reality.

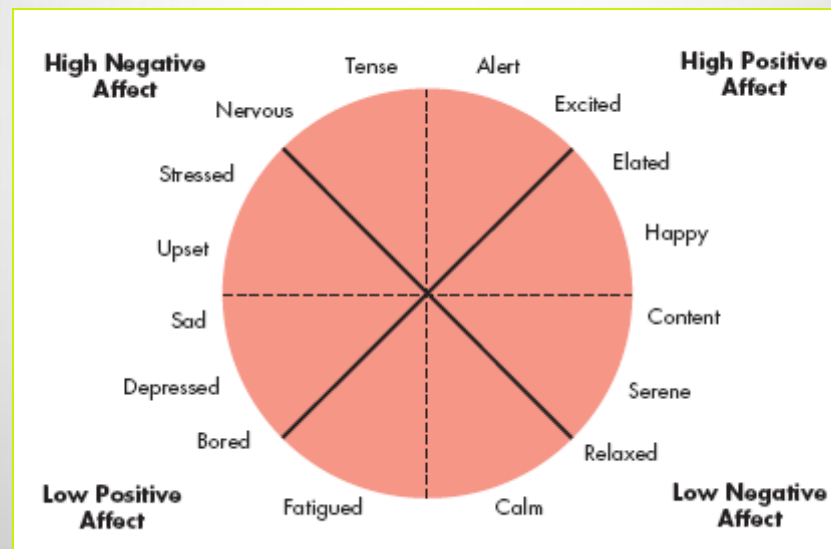
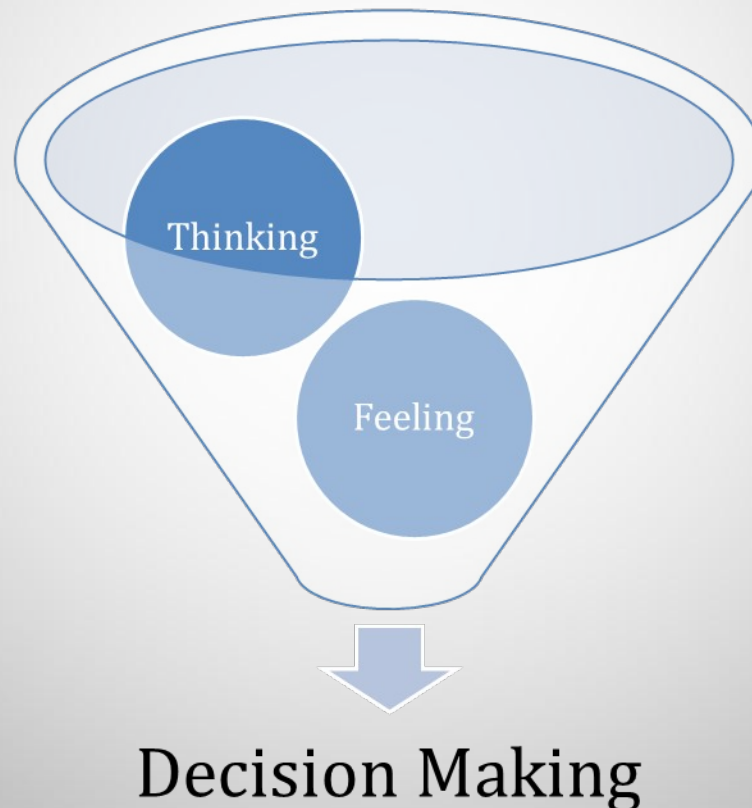


EXHIBIT 4-2

# What Is the Function of Emotion?

- **Emotions can aid in our decision-making process. Many researchers have shown that emotions are necessary for rational decisions.**



# Sources of Emotion and Mood

- **Personality**
  - There is a trait component – affect intensity
- **Day and Time of the Week**
  - There is a common pattern for all of us
    - Happier in the midpoint of the daily awake period
    - Happier toward the end of the week
- **Weather**
  - Illusory correlation – no effect
- **Stress**
  - Even low levels of constant stress can worsen moods
- **Social Activities**
  - Physical, informal, and dining activities increase positive moods



See EXHIBIT 4-3 and 4-4 for Emotion Timing



# More Sources of Emotion and Mood

- **Sleep**
  - Poor sleep quality increases negative affect
- **Exercise**
  - Does somewhat improve mood, especially for depressed people
- **Age**
  - Older folks experience fewer negative emotions
- **Gender**
  - Women tend to be more emotionally expressive, feel emotions more intensely, have longer-lasting moods, and express emotions more frequently than do men
  - Due more to socialization than to biology

# Emotional Labor

*An employee's expression of organizationally desired emotions during interpersonal transactions at work.*

## ➤ **Emotional Dissonance:**

- Employees have to project one emotion while simultaneously feeling another
- Can be very damaging and lead to burnout

## ➤ **Types of Emotions:**

- **Felt:** the individual's actual emotions
- **Displayed:** required or appropriate emotions
  - Surface Acting: displaying appropriately but not feeling those emotions internally
  - Deep Acting: changing internal feelings to match display rules
    - very stressful

See EXHIBIT 4-5 for Emotional Labor and Pay

# Affective Events Theory (AET)

- **An event in the work environment triggers positive or negative emotional reactions**
  - Personality and mood determine response intensity
  - Emotions can influence a broad range of work variables

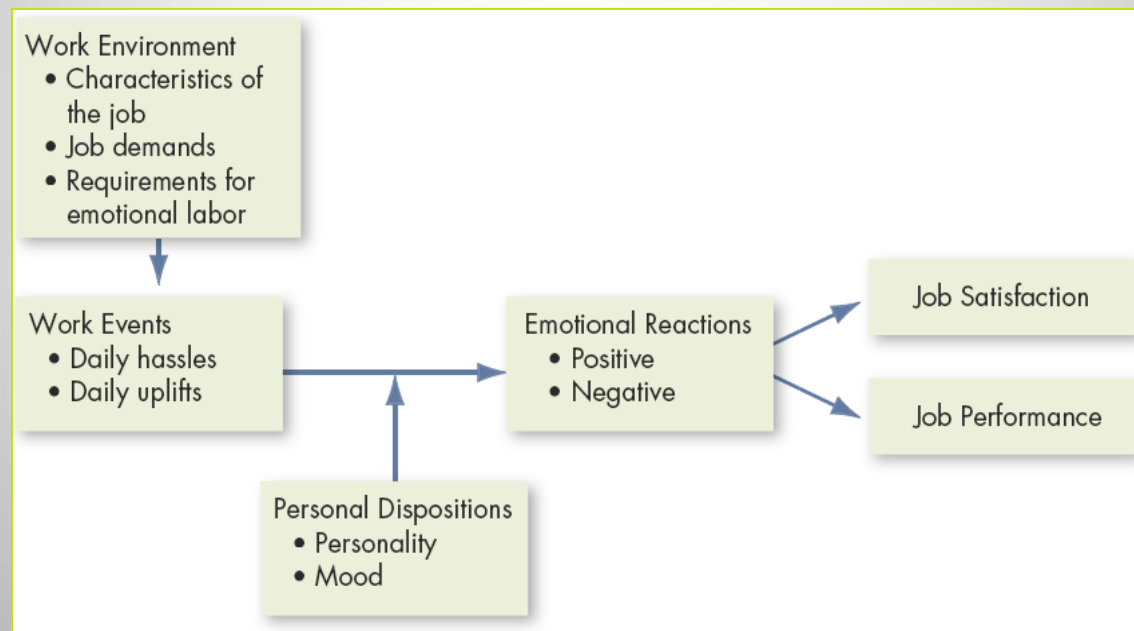


EXHIBIT 8-6

# Implications of AET

1. An emotional episode is actually the result of a series of emotional experiences triggered by a single event
  2. Current and past emotions affect job satisfaction
  3. Emotional fluctuations over time create variations in job performance
  4. Emotion-driven behaviors are typically brief and variable
  5. Both negative and positive emotions can distract workers and reduce job performance
- 
- *Emotions provide valuable insights about behavior*
  - *Emotions, and the minor events that cause them, should not be ignored at work; they accumulate*

# Emotional Intelligence (EI)

- **A person's ability to:**
  - Be self-aware
    - Recognizing own emotions when experienced
  - Detect emotions in others
  - Manage emotional cues and information
- **EI plays an important role in job performance**
- **EI is controversial and not wholly accepted**
  - Case for EI:
    - Intuitive appeal; predicts criteria that matter; is biologically-based.
  - Case against EI:
    - Too vague a concept; can't be measured; its validity is suspect.

# OB Applications of Emotions and Moods

## ➤ **Selection**

- EI should be a hiring factor, especially for social jobs.

## ➤ **Decision Making**

- Positive emotions can lead to better decisions.

## ➤ **Creativity**

- Positive mood increases flexibility, openness, and creativity.

## ➤ **Motivation**

- Positive mood affects expectations of success; feedback amplifies this effect.

## ➤ **Leadership**

- Emotions are important to acceptance of messages from organizational leaders.

# More OB Applications of Emotions and Moods

## ➤ **Negotiation**

- Emotions, skillfully displayed, can affect negotiations

## ➤ **Customer Services**

- Emotions affect service quality delivered to customers which, in turn, affects customer relationships
- *Emotional Contagion*: “catching” emotions from others

## ➤ **Job Attitudes**

- Can carry over to home, but dissipate overnight

## ➤ **Deviant Workplace Behaviors**

- Negative emotions lead to *employee deviance* (actions that violate norms and threaten the organization)

## ➤ **Manager's Influence**

- Leaders who are in a good mood, use humor, and praise employees increase positive moods in the workplace.



# Global Implications

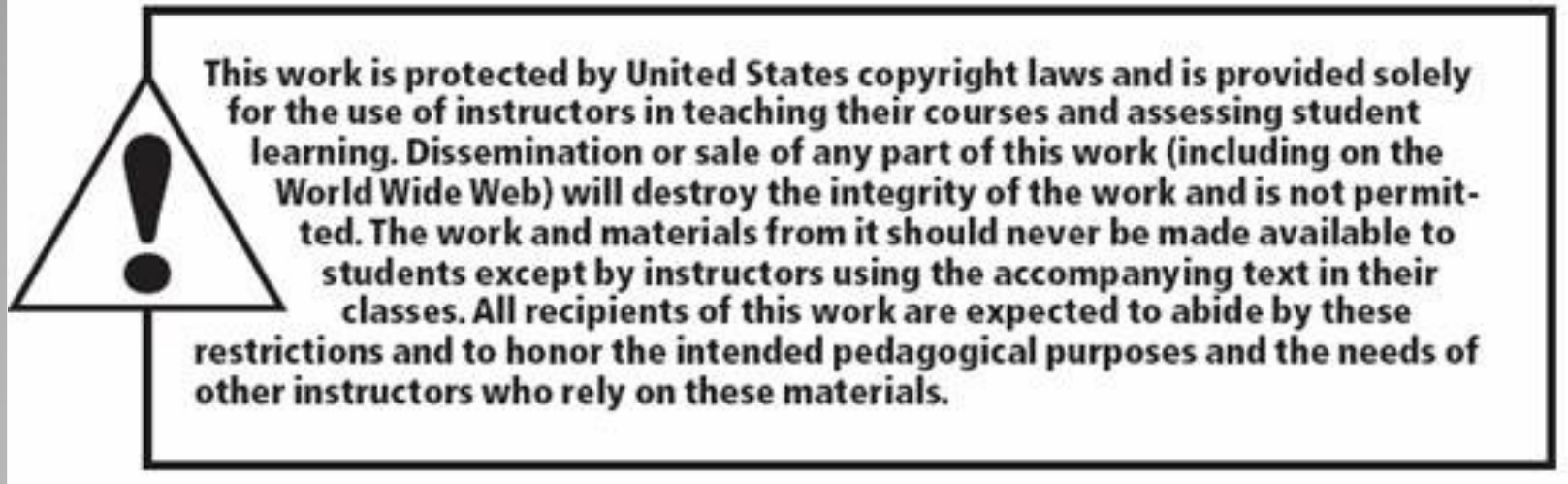
- **Do people experience emotions equally?**
  - No. Culture can determine type, frequency, and depth of experienced emotions
- **Do people interpret emotions the same way?**
  - Yes. Negative emotions are seen as undesirable and positive emotions are desirable
  - However, value of each emotion varies across cultures
- **Do norms of emotional expression vary?**
  - Yes. Some cultures have a bias against emotional expression; others demand some display of emotion
  - How the emotions are expressed may make interpretation outside of one's culture difficult



# Summary and Managerial Implications

- **Moods are more general than emotions and less contextual**
- **Emotions and moods impact all areas of OB**
- **Managers cannot and should not attempt to completely control the emotions of their employees**
- **Managers must not ignore the emotions of their co-workers and employees**
- **Behavior predictions will be less accurate if emotions are not taken into account**





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