

Stephen P.
Timothy A.

ROBBINS JUDGE

13th EDITION

**Essentials of
Organizational
Behavior**

Chapter 4

Emotions and Moods

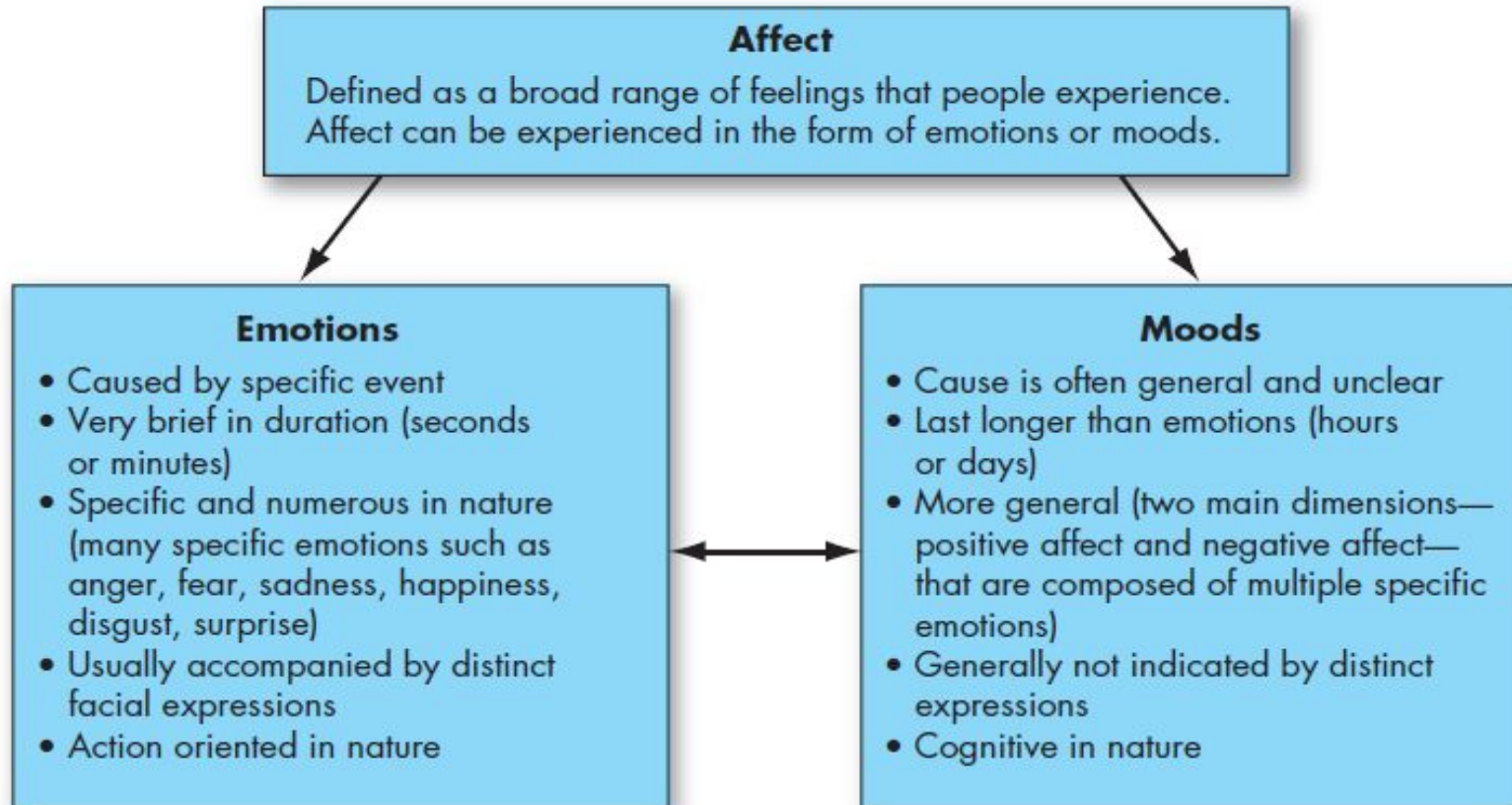
After studying this chapter you should be able to:

1. Differentiate between emotions and moods.
2. Discuss whether emotions are rational and what functions they serve.
3. Describe the validity of potential sources of emotions and moods.
4. Show the impact emotional labor has on employees.
5. Describe affective events theory and its applications.
6. Contrast the evidence for and against the existence of emotional intelligence.
7. Identify strategies for emotion regulation and their likely effects.
8. Apply concepts about emotions and moods to specific OB issues.

Why Were Emotions Excluded from OB Study?

- Historically, emotions in the workplace were thought to be detrimental
- Managers tried to create emotion-free organizations
- This thinking is changing
 - Some emotions hinder performance, some are neutral, and some are constructive

Affect, Emotions, and Moods



The Basic Emotions

- Six universal emotions
 1. Anger
 2. Fear
 3. Sadness
 4. Happiness
 5. Disgust
 6. Surprise

The Basic Moods:

Positive and Negative Affect

- **Positive affect:** a mood dimension consisting of positive emotions such as excitement, enthusiasm, and elation at the high end (high positive affect) and boredom, depression, and fatigue at the low end (low positive affect)
- **Negative affect:** a mood dimension consisting of nervousness, stress, and anxiety at the high end (high negative affect) and contentedness, calmness, and serenity at the low end (low negative affect)

Experiencing Moods and Emotions

- Positive moods are somewhat more common than negative moods
- **Positivity offset:** at zero input, most people experience a mildly positive mood

The Function of Emotions and Moods

- **Emotions and Rationality**
 - Emotions are critical to rational thought: they help us understand the world around us
- **Emotions and Ethics**
 - New research suggests that ethical behavior may be based to some degree on emotions and feelings

Sources of Emotions and Moods

■ Personality

- Some people experience certain moods and emotions more frequently than others
- **Affect intensity:** experiencing the same emotions with different intensities

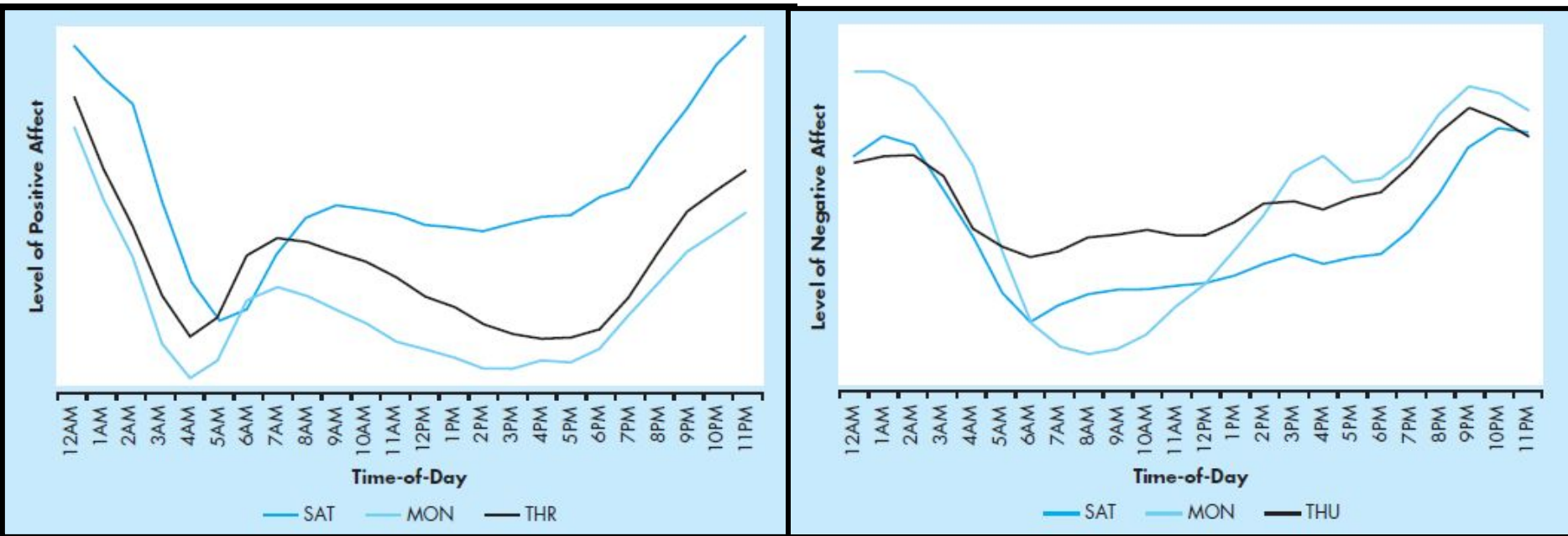
■ Time of day

- People vary in their moods by time of day

■ Day of the week

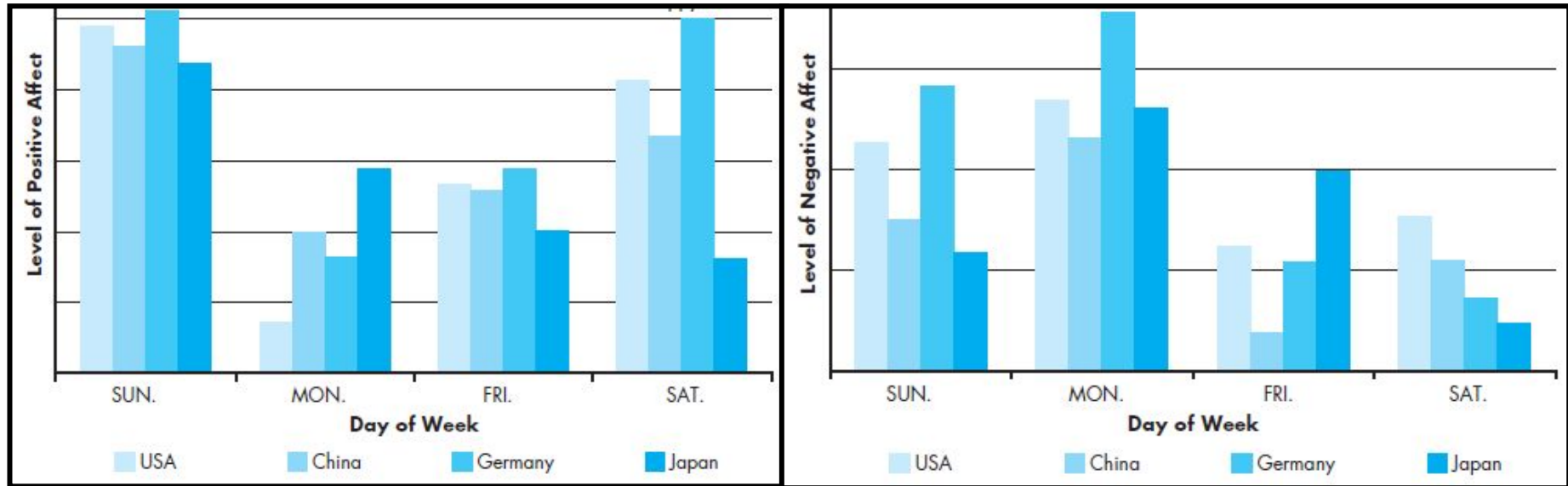
- People tend to be in their best mood on the weekend

Sources of Emotions and Moods



Time-of-Day Effects on Moods of U.S. Adults as Rated from Twitter Postings

Sources of Emotions and Moods



Day-of-Week Mood Effects across Four Cultures

More Sources

■ Weather

- No impact according to research

■ Stress

- Increased stress worsens moods

■ Social Activities

- Physical, informal, and epicurean activities increase positive mood

■ Sleep

- Lack of sleep increases negative emotions and impairs decision making

Even More Sources

■ Exercise

- Mildly enhances positive mood

■ Age

- Older people experience negative emotions less frequently

■ Sex

- Women show greater emotional expression, experience emotions more intensely, and display more frequent expressions of emotions
- Could be due to socialization

Emotional Labor

- **Emotional labor:** an employee's expression of organizationally desired emotions during interpersonal transactions at work
- **Emotional dissonance:** when an employee has to project one emotion while simultaneously feeling another

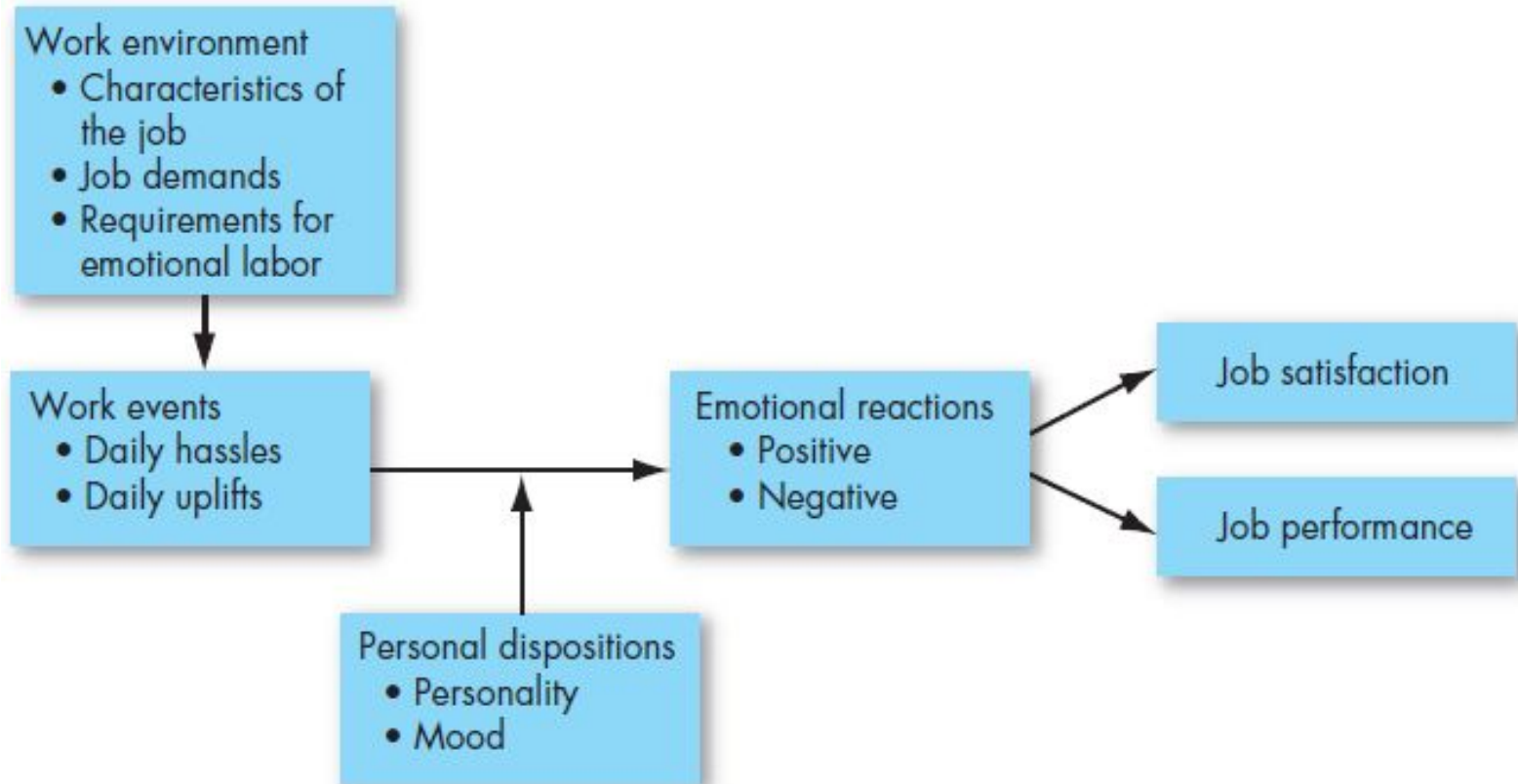
Felt vs. Displayed Emotions

- **Felt Emotions:**
 - The individual's actual emotions
- **Displayed Emotions:**
 - The learned emotions that the organization requires workers to show and considers appropriate in a given job
 - **Surface Acting** - hiding one's true emotions
 - **Deep Acting** - trying to change one's feelings based on display rules

Affective Events Theory

- How do emotions and moods influence job performance and satisfaction?
- **Affective events theory (AET):** employees react emotionally to things that happen to them at work, and this reaction influences their job performance and satisfaction

Affective Events Theory

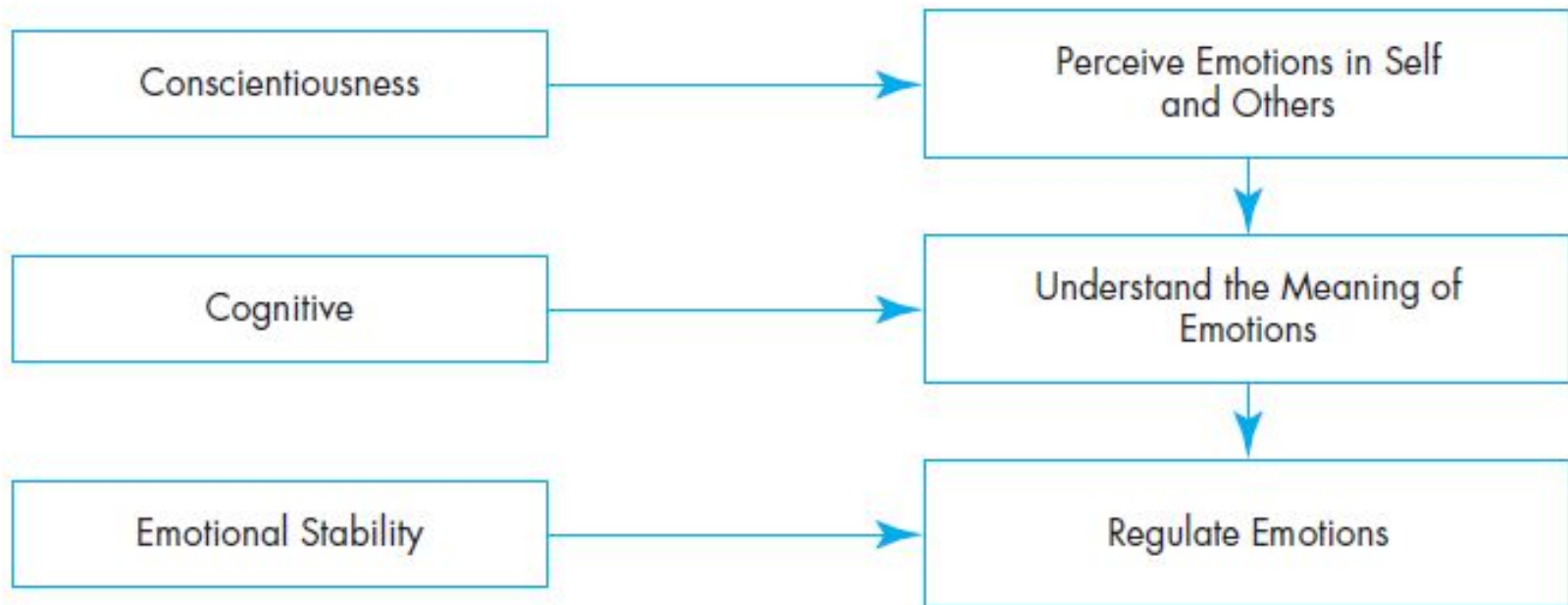


Affective Events Theory

Emotional Intelligence

- **Emotional intelligence:** a person's ability to:
 - Perceive emotions in the self and others
 - Understand the meaning of these emotions
 - Regulate one's emotions in a cascading model

Emotional Intelligence



A Cascading Model of Emotional Intelligence

Emotional Intelligence on Trial

The case for:

- Intuitive appeal – it makes sense
- EI predicts criteria that matter – positively correlated to high job performance
- Study suggests that EI is neurologically based

The case against:

- EI is too vague a concept
- EI can't be measured
- EI is so closely related to intelligence and personality that it is not unique when those factors are controlled

Emotion Regulation

- **Emotion regulation:** identifying and modifying the emotions you feel
- Effective emotion regulation techniques include:
 - Acknowledging emotional responses to situations
 - Venting

OB Applications of Emotions and Moods

- **Selection** – Employers should consider EI a factor in hiring for jobs that demand a high degree of social interaction
- **Decision Making** – Positive emotions can increase problem-solving skills and help us understand and analyze new information
- **Creativity** – Positive moods and feedback may increase creativity

More OB Applications of Emotions and Moods

- **Motivation** – Promoting positive moods may give a more motivated workforce
- **Leadership** – Emotions help convey messages more effectively
- **Negotiation** – Emotions may impair negotiator performance
- **Customer Service** – Customers “catch” emotions from employees, called *emotional contagion*

Even More OB Applications of Emotions and Moods

- **Job Attitudes** – Emotions at work get carried home but rarely carry over to the next day
- **Deviant Workplace Behaviors** – Those who feel negative emotions are more likely to engage in deviant behavior at work
- **Safety and Injury at Work** – Bad moods can contribute to injuries on the job

Implications for Managers

- Recognize that emotions are a natural part of the workplace and good management does not mean creating an emotion-free environment
- To foster creative decision making, creativity, and motivation in employees, model positive emotions and moods as much as is authentically possible
- In the service sector, encourage positive displays of emotion, which make customers feel more positive and thus improve customer service interactions and negotiations
- Managers who understand the role of emotions and moods will significantly improve their ability to explain and predict their coworkers' and employees' behavior

Summary

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