Chapter 4

Robbins & Judge
Organizational Behavior
14th 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?

- **Affect**
  - A broad range of emotions that people experience

- **Emotions**
  - Intense feelings that are directed at someone or something

- **Moods**
  - Feelings that tend to be less intense than emotions and that lack a contextual stimulus
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:

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.
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.

![Decision Making Diagram]

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
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
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

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