

Emotions and Moods @ work

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Signs of Emotional Dysregulation



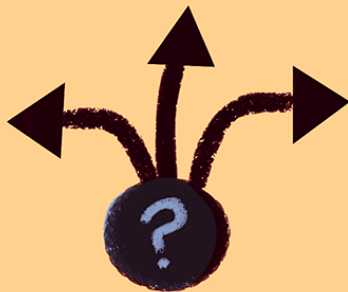
Overly intense emotions



Impulsive behavior



Lack of emotional awareness



Trouble making decisions



Inability to manage behavior



Avoids difficult emotions

Why Were Emotions Ignored in OB?

The “Myth of Rationality”

- Emotions were seen as irrational
- Managers worked to make emotion-free environments

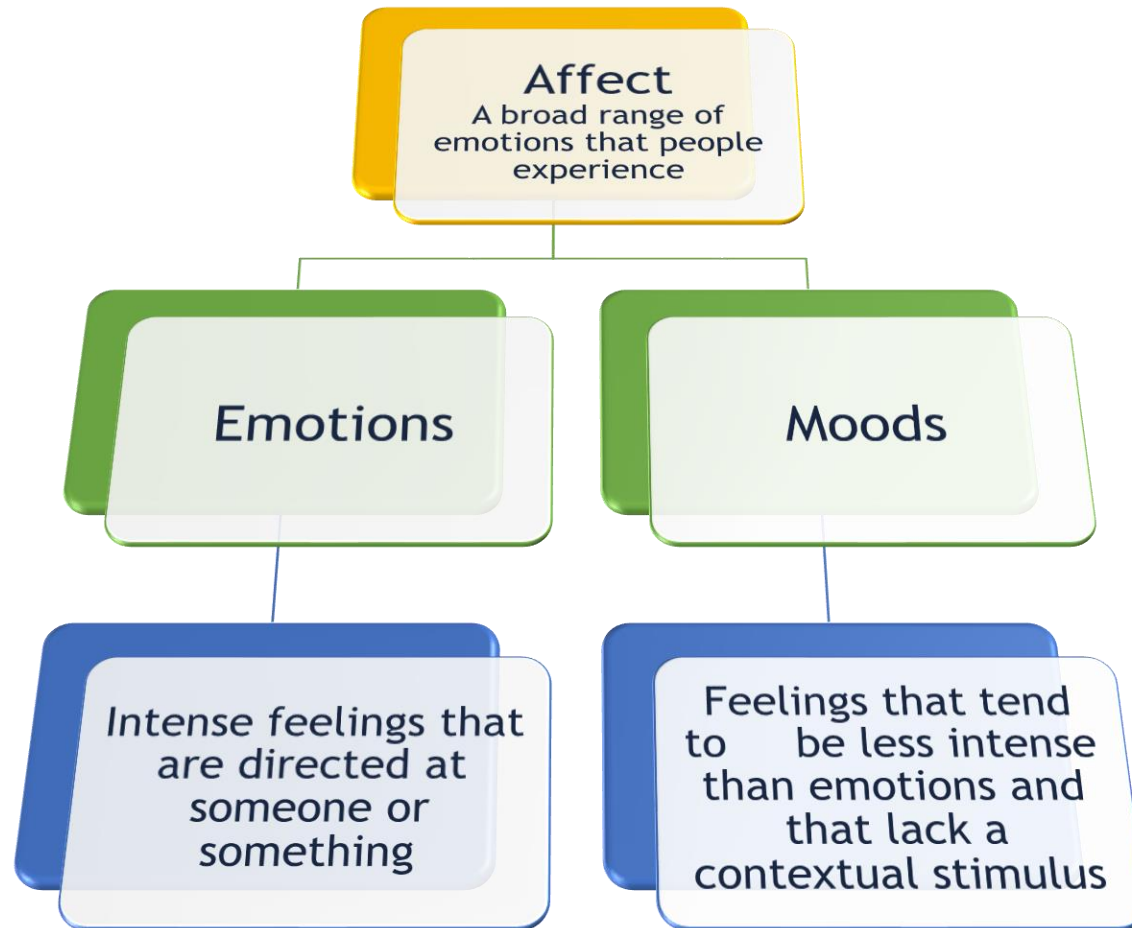
View of Emotionality

- 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?



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

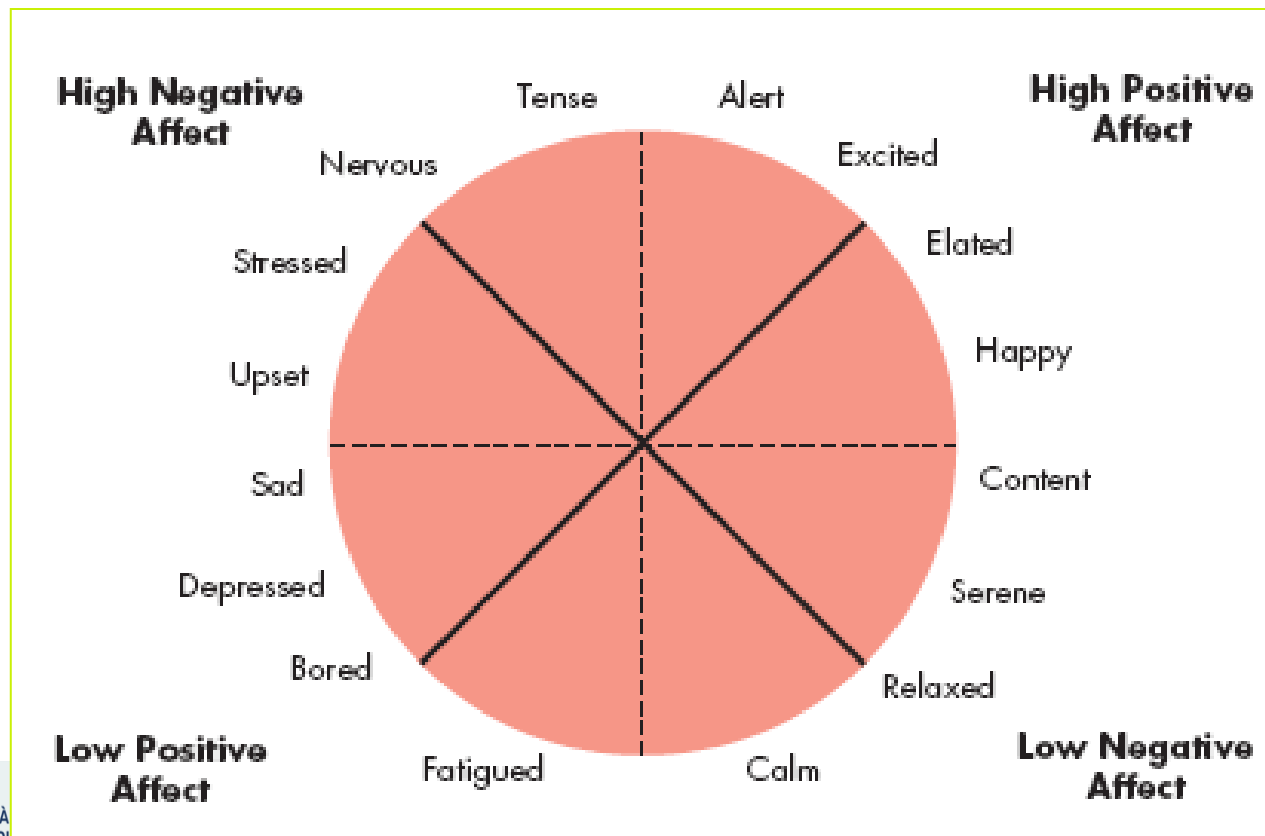


Basic Moods: Positive and Negative Affect

Emotions cannot be neutral.

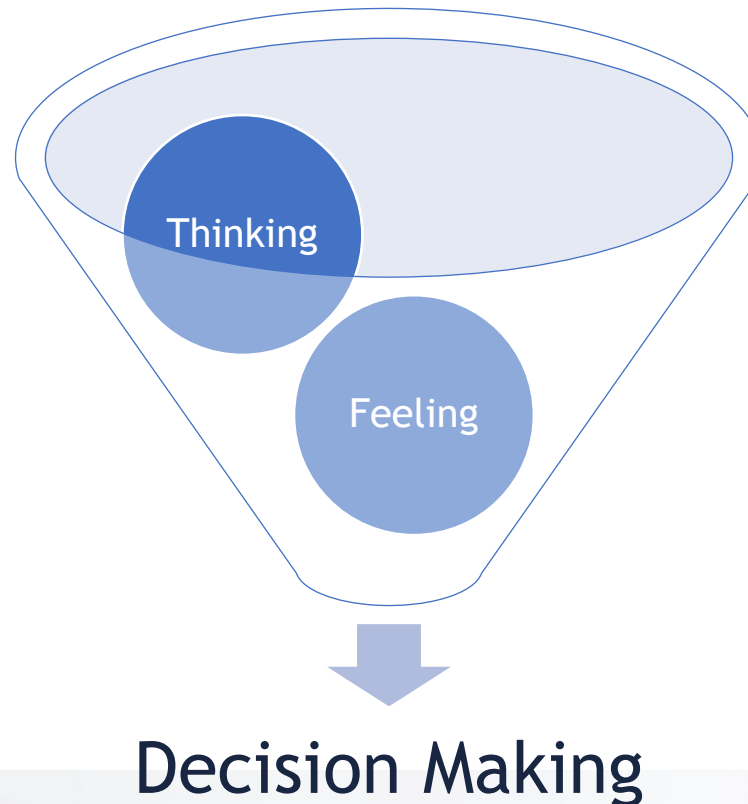
Emotions (“markers”) are grouped into general mood states.

Mood states affect perception and therefore perceived reality.



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



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:

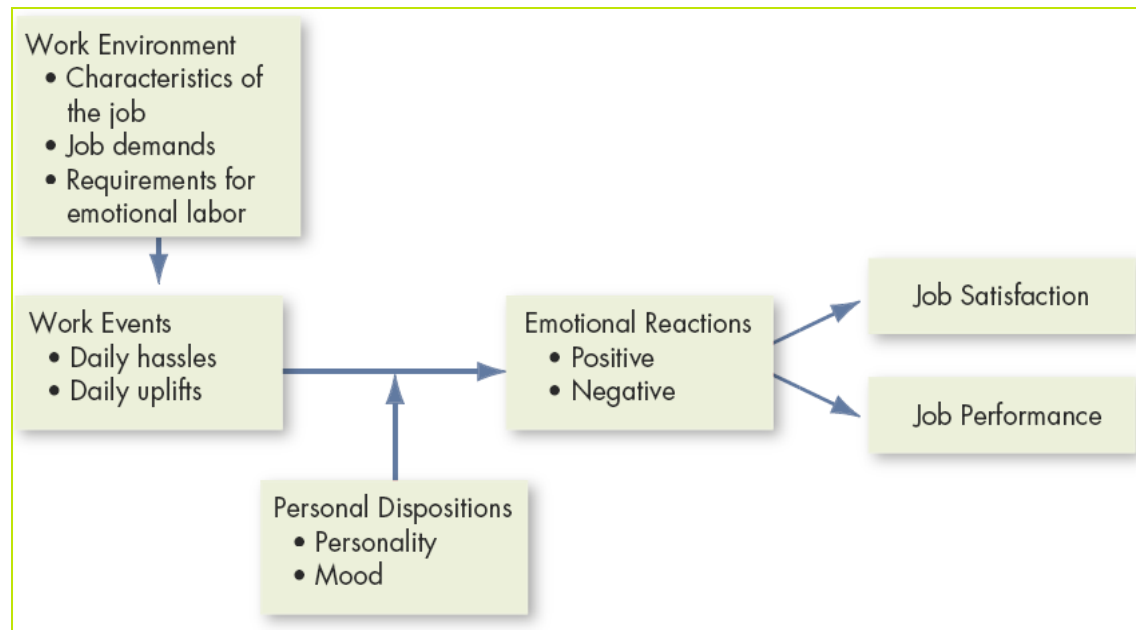
- **Felt:** the individual's actual emotions
- **Displayed:** required or appropriate emotions
 - Surface Acting: displaying appropriately but not feeling those emotions internally
 - Deep Acting: changing internal feelings to match display rules - very stressful



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

