



Lecture 4: Emotions in the Workplace

Learning Objectives

1. Differentiate between emotions and moods.
2. Identify the sources of emotions and moods.
3. Explain the importance of emotion regulation in the workplace.
4. Apply concepts about emotions and moods to specific OB issues.

Emotions vs. Moods

- **Affect:** A broad range of feelings
 - **Emotions:** Feelings that are experienced and displayed in reaction to an event
 - 6 basic emotions – Anger, fear, sadness, happiness, disgust, surprise
 - **Moods:** Generalized feelings that are not associated with an event

Emotions vs. Moods

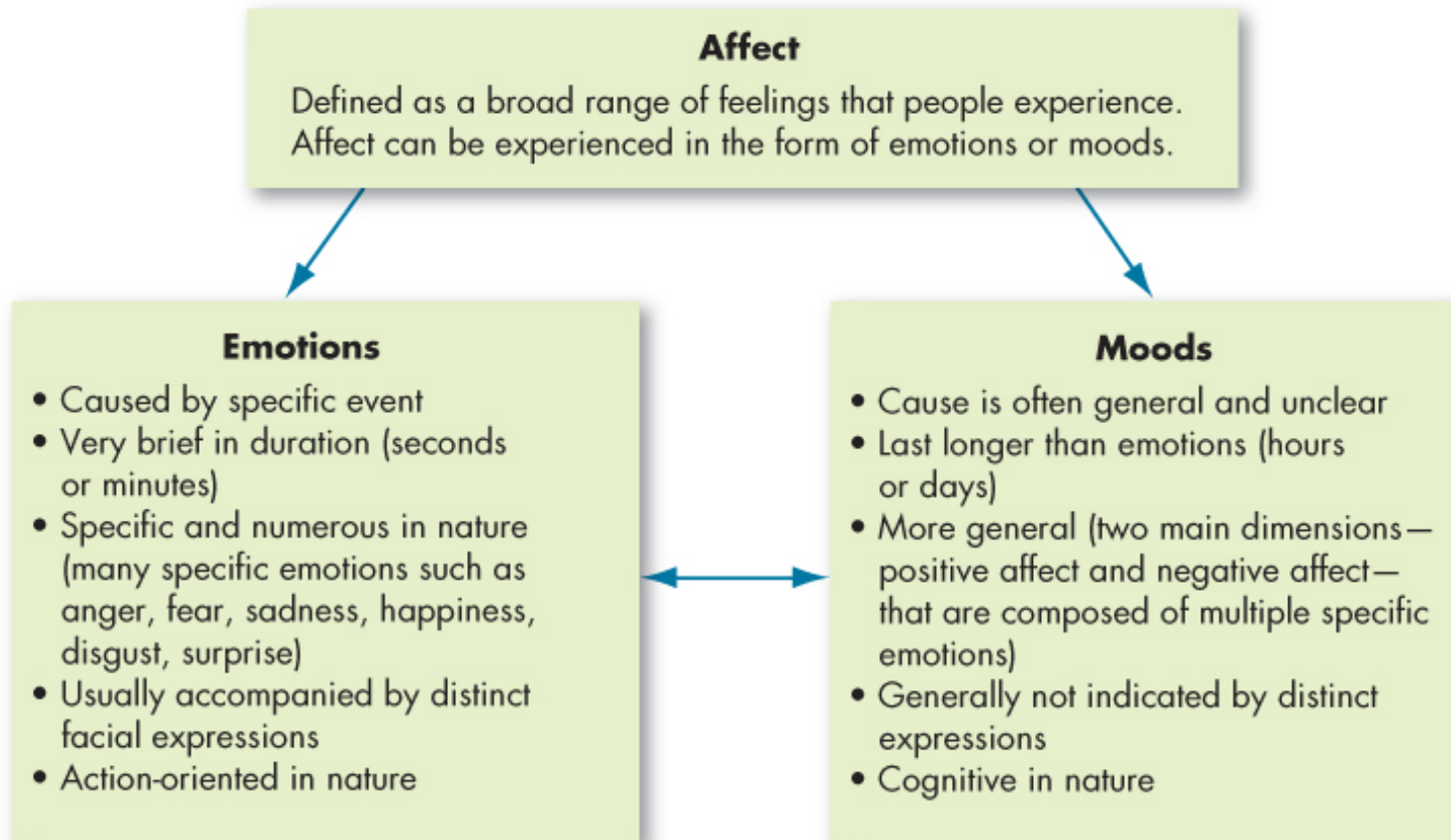
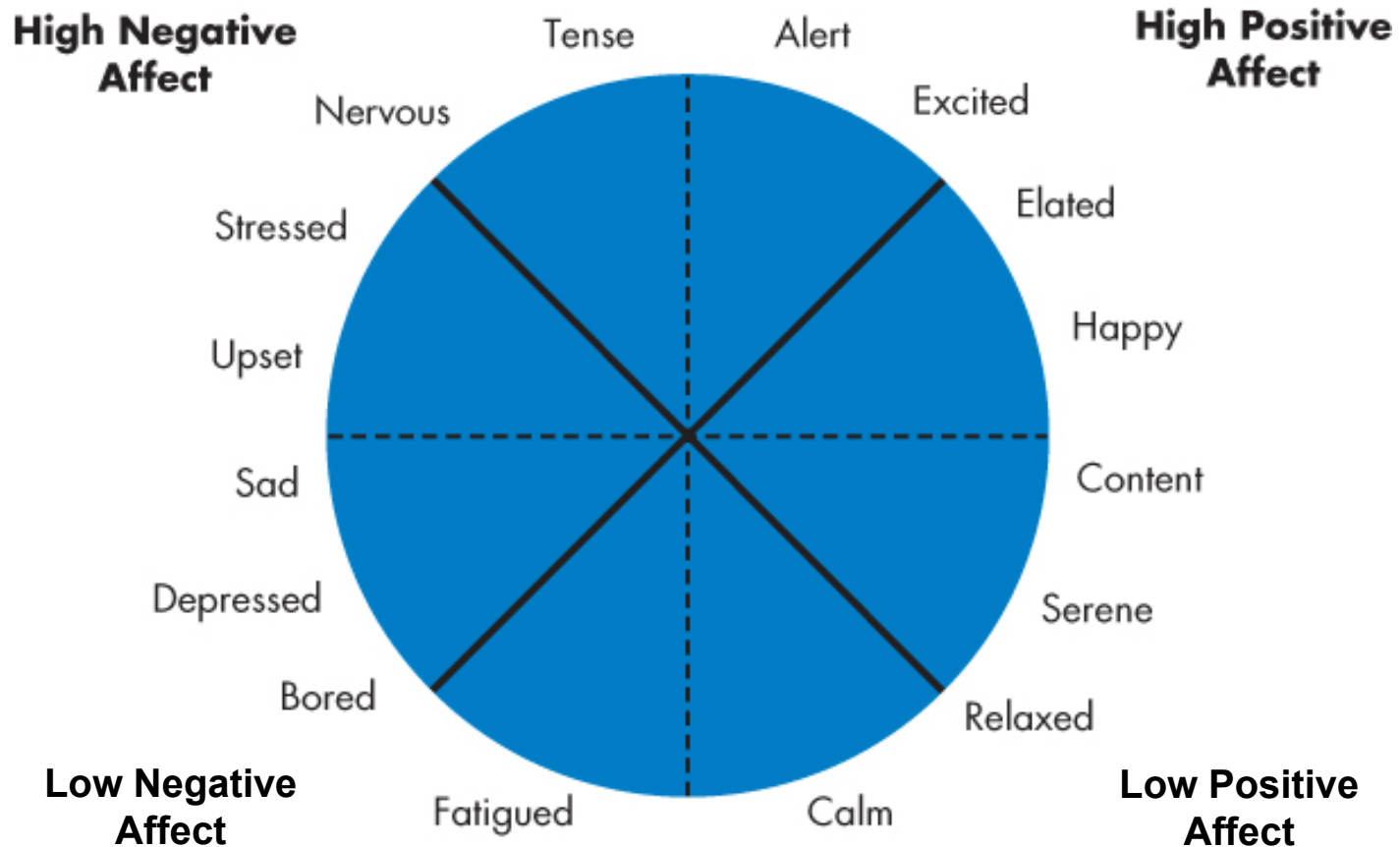


Exhibit 4-2 The Structure of Mood



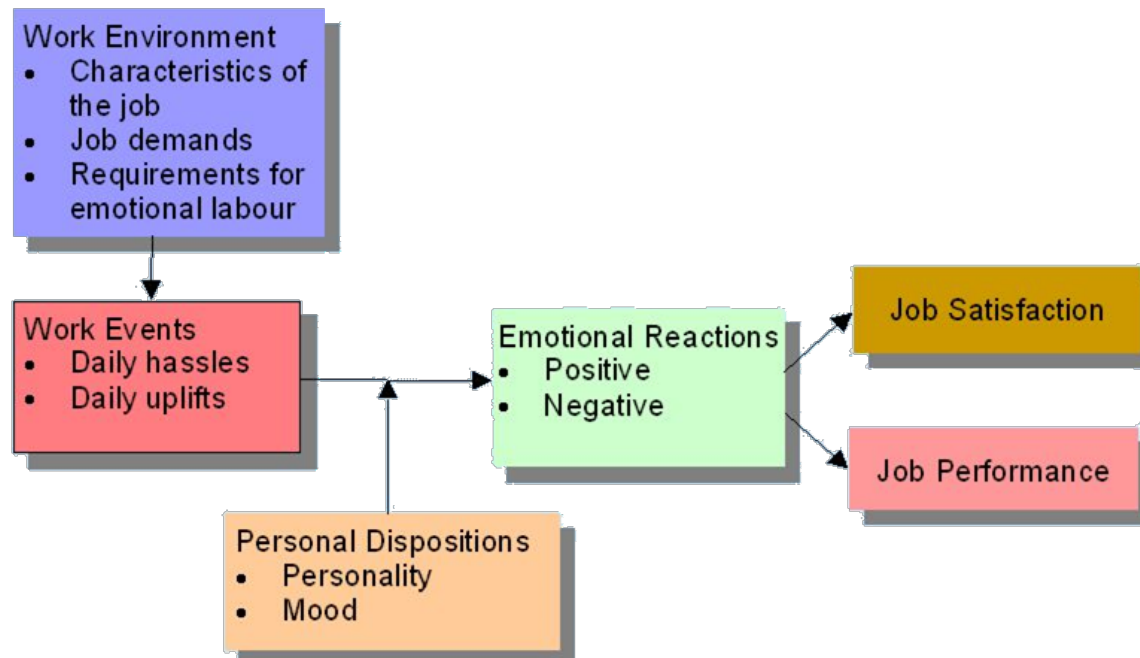
Sources of Emotions and Moods

- Stress
- Sleep and exercise
- Social activities
- Age and gender
 - Women more emotionally expressive
- Personality
 - **Affect intensity:** How strongly people experience their emotions

Outcomes of Emotions and Moods

- **Affective Events Theory**

- Our *affective* reactions to *events* in the workplace impact our attitudes and behaviors.



Emotion Regulation

- **Emotion regulation:** Involves identifying and modifying experienced emotions
 - Diversity in work groups may help us to regulate our emotions more consciously and effectively.
- **Emotional intelligence:** The ability to perceive emotions in the self and others, understand the meaning of these emotions, and regulate one's emotions

Emotion Regulation

- **Emotional labor:** The expression of desired emotions during interpersonal transactions at work
 - Outcomes – Burnout, decreased performance and satisfaction
 - **Emotional dissonance:** Inconsistencies between the emotions people feel and the emotions they project
 - **Surface acting:** Hiding feelings and foregoing emotional expressions in response to display rules
 - **Deep acting:** Trying to modify feelings based on display rules

Emotion Regulation

- **Techniques**

- Surface- and deep-acting
- Emotional suppression
- Cognitive reappraisal
- Social sharing
- Mindfulness
- Recruit positive-minded individuals
- Train leaders to manage their emotions and moods

Affect and OB

- **Selection**
 - EI should be a hiring factor, especially for service jobs.
- **Decision-making**
 - Positive emotions can lead to better decisions.
- **Creativity**
 - Positive mood increases flexibility and openness.
- **Safety**
 - Don't do dangerous work when in a bad mood.

Affect and OB

- **Motivation**
 - Positive moods affect expectations of success.
- **Leadership**
 - Emotions are important to the acceptance of messages from organizational leaders.
- **Negotiation**
 - Emotions can affect the process and outcomes of negotiations.

Affect and OB

- **Customer service**
 - Emotions can influence customer service.
 - **Emotional contagion:** “Catching” emotions
- **Work-life satisfaction**
 - A good mood at work tends to be followed by a good mood at home (and vice versa).
- **Deviant workplace behaviors**
 - Negative emotions can lead to **CWBs**.

Implications for Managers

- Emotions are a natural part of the workplace. We can't create an emotion-free environment.
- Hire positive, optimistic people!
- To foster effective decision making, creativity, and motivation, model positive emotions and moods.
- Provide positive feedback to increase the positivity of employees.
- Encourage service employees to display positive emotions to improve customer service interactions.