

**4**

# Emotions and Moods

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## Learning Objectives

- ❑ Differentiate between emotions and moods.
- ❑ Identify the sources of emotions and moods.
- ❑ Show the impact emotional labor has on employees.
- ❑ Describe affective events theory.
- ❑ Describe emotional intelligence.
- ❑ Identify strategies for emotion regulation.
- ❑ Apply concepts about emotions and moods to specific OB issues.

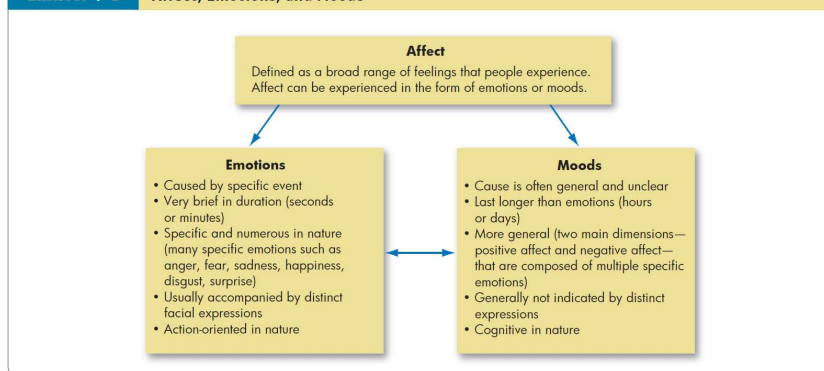
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LO 1

## Differentiate Between Emotions and Moods

**Exhibit 4-1** Affect, Emotions, and Moods



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LO 1

## Differentiate Between Emotions and Moods

➤ Six essentially universal emotions

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

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LO 1

## Differentiate Between Emotions and Moods

### Moral Emotions

- **Moral emotions:** emotions that have moral implications because of our instant judgement of the situation that evokes them.
- Our responses to moral emotions differ from our responses to other emotions.
- Moral emotions are learned, usually in childhood.
- Because morality is a construct that differs between cultures, so do moral emotions.

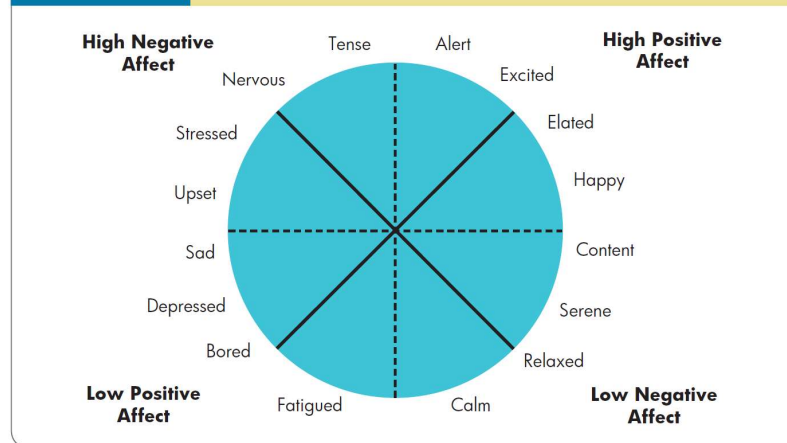
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LO 1

# Differentiate Between Emotions and Moods

**Exhibit 4-2 The Structure of Mood**



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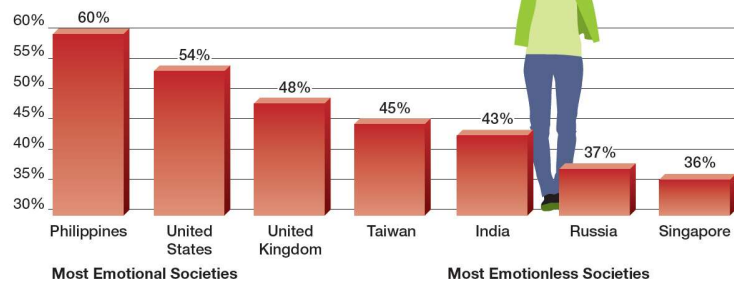
LO 1

# Differentiate Between Emotions and Moods

**OB POLL**

## Emotional States

Percentage of people who reported experiencing emotions on a daily basis\*



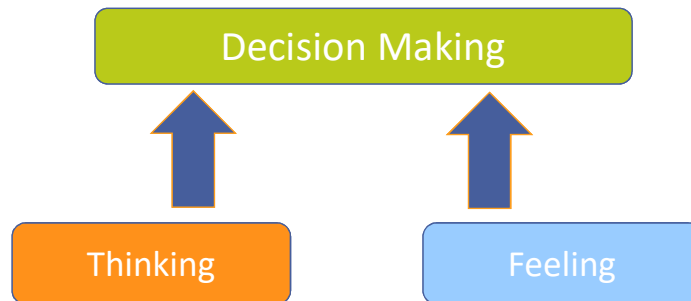
\* Respondents in 150+ countries worldwide over two years were asked whether they experienced five positive (well-rested, treated with respect, enjoyment, smiling and laughing, learning or doing something interesting) and five negative emotions (anger, stress, sadness, physical pain, worry) daily.  
Source: J. Clifton, "Singapore Ranks as Least Emotional Country in the World," Gallup (November 21, 2012), <http://www.gallup.com/poll/158882/singapore-ranks-least-emotional-country-world.aspx>.

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LO 1

## Differentiate Between Emotions and Moods



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LO 1

## Differentiate Between Emotions and Moods

- Do emotions make us ethical?
  - Research on moral emotions questions the previous belief that emotional decision making is based on higher-level cognitive processes.
  - Our beliefs are shaped by our groups, resulting in an unconscious feeling that our shared emotions are “right.”

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LO 2

## Identify the Sources of Emotions and Moods

- Personality
  - Moods and emotions have a trait component.
  - **Affect intensity**: how strongly people experience their emotions.
- Time of Day
  - There is a common pattern for all of us.
    - Happier in the midpoint of the daily awake period.
- Day of the Week
  - Happier toward the end of the week.

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LO 2

## Identify the Sources of Emotions and Moods

- 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.

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LO 2

## Identify the Sources of Emotions and Moods

- Sleep
  - Poor sleep quality increases negative affect.
- Exercise
  - Does somewhat improve mood, especially for depressed people.

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LO 2

## Identify the Sources of Emotions and Moods

- Age
  - Older people experience fewer negative emotions.
- Sex
  - Women tend to be more emotionally expressive, feel emotions more intensely, have longer-lasting moods, and express emotions more frequently than men.

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## LO 3

## Show the Impact Emotional Labor Has on Employees

- **Emotional labor:** an employee's expression of organizationally desired emotions during interpersonal transactions at work.
- Types of Emotions
  - **Felt:** the individual's actual emotions.
  - **Displayed:** required or appropriate emotions.
    - **Surface acting:** hiding one's inner feelings and foregoing emotional expressions in response to display rules.
    - **Deep acting:** trying to modify one's true inner feelings based on display rules.

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## LO 4

## Describe Affective Events Theory

- **Affective events theory (AET):** employees react emotionally to things that happen to them at work and this influences job performance and satisfaction.
  - Work events trigger positive or negative emotional reactions to which employees' personalities and moods predispose them to respond with greater or lesser intensity.

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LO 4

## Describe Affective Events Theory

- AET offers two important messages:
  - Emotions provide valuable insights into how workplace hassles and uplifting events influence employee performance and satisfaction.
  - Emotions, and the events that cause them, should not be ignored at work because they accumulate.

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LO 5

## Describe 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 accordingly in a cascading model.

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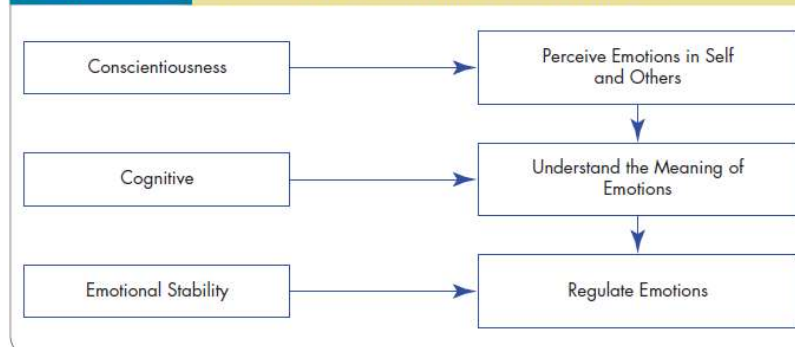
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LO 5

## Describe Emotional Intelligence

Exhibit 4-5

A Cascading Model of Emotional Intelligence



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LO 6

## Identify Strategies for Emotion Regulation

- **Emotion regulation** involves identifying and modifying the emotions you feel.
- Emotion Regulation Influences and Outcomes
  - Diversity in work groups may help us to regulate our emotions more consciously and effectively.

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## LO 6

## Identify Strategies for Emotion Regulation

- Emotion Regulation Techniques
  - Surface acting
  - Deep acting
  - Emotional suppression
  - Cognitive reappraisal
  - Social sharing
- The best option though is to recruit positive-minded individuals and train leaders to manage their moods, attitudes, and performance.

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## LO 7

## Apply Concepts About Emotions and Moods to Specific OB Issues

- 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.

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LO 7

## Apply Concepts About Emotions and Moods to Specific OB Issues

- Motivation
  - Positive mood affects expectations of success.
  - Feedback amplifies this effect.
- Leadership
  - Emotions are important to acceptance of messages from organizational leaders.
- Negotiation
  - Emotions can affect negotiations.

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LO 7

## Apply Concepts About Emotions and Moods to Specific OB Issues

- Customer Service
  - Emotions influence customer service.
  - Influences repeat business and customer satisfaction.
  - **Emotional contagion:** “catching” emotions.
- Job Attitudes
  - A good day at work tends to be followed by a good mood at home and vice versa.
  - This usually dissipates overnight.

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LO 7

## Apply Concepts About Emotions and Moods to Specific OB Issues

- Deviant Workplace Behaviors
  - Negative emotions lead to *workplace deviant behaviors*.
  - Actions that violate norms and threaten the organization.
- Safety and Injury at Work
  - Don't do dangerous work when in a bad mood.

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## 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 effective decision making, creativity, and motivation in employees, look to model positive emotions and moods as much as is authentically possible.
- Provide positive feedback to increase the positivity of employees. Of course, it also helps to hire people who are predisposed to positive moods.

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## Implications for Managers

- In the service sector, encourage positive displays of emotion, which make customers feel more positive and thus, improve customer service interactions and negotiations.
- Understand the role of emotions and moods to significantly improve your ability to explain and predict your coworkers' and other's behavior.