

**Organizational Human Behavior management**

**Lecturer: Dr. Shukhrat Otajonov**

---

**Lecture 4**

***Emotions and Moods***



# Chapter Objectives

- Upon completion of this chapter you will 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
  - Made up of:
    - 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
  - 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.

Exhibit 8-2

# What is the Function of Emotion?

- Do Emotions Make Us Irrational?
  - Expressing emotions publicly may be damaging to social status
  - Emotions are critical to rational decision-making
  - Emotions help us understand the world around us
- What Functions Do Emotions Serve?
  - Darwin argued they help in survival problem-solving
  - Evolutionary psychology: people must experience emotions as there is a purpose behind them
  - Not all researchers agree with this assessment

# 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

Exhibits 8-3 & 8-4

# 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:
  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*

Exhibit 8-6

# 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

# What are Emotions?

- Ask anyone how they feel, and you will get an array of emotional adjectives by way of response (e.g. I feel happy, I feel excited, I'm upset)
- **Emotions** are conscious emotional states accompanied by bodily arousal. They are brief and directed at specific events or people
- Similar to feeling states, they are conscious (i.e. we know we are experiencing them), they are accompanied by bodily arousal (e.g. the physical feeling of tenseness or excitement) and they make themselves observable through expression and behaviour (Tice 2009)

# Are feelings, emotions and mood the same?

- Frequently, we use the terms ‘feelings’, ‘emotions’ and ‘moods’ interchangeably
- Feelings, emotions and moods all stem from **affect**
  - Affect is an umbrella term that encompasses a broad range of feelings, including ‘feeling states’, which are in-the-moment, short-term emotional experiences, and ‘feeling traits’, which are more stable tendencies to feel and act in certain ways (Barsade and Gibson 2007)
- **Mood** refers to an affective response that lasts much longer than an emotion (Tice 2009)

# Does everyone experience the same emotions?

## Is there such a thing as an emotional “trait”?

- Emotions and Moods do change, and so, we refer to them as *affective states*
- However, some would suggest that affect can also be a *trait*, referring to a more stable, unchanging attribute of a person
- Positive and negative affectivity describe differences between people in terms of their tendency to experience pleasant and unpleasant emotional states
  - High levels of trait positive affectivity are evidenced by frequent feelings of cheerfulness, enthusiasm and energy, and are characterised by joviality, self-assurance and attentiveness (Watson and Naragon 2009)
  - Negative affectivity is associated with experiencing discomfort at all times and across all situations, even those that are not inherently stressful. It is also associated with a tendency to focus on the negative side of oneself and others (Watson and Clark 1984)

# The Circumplex Model of Core Affect

- **Core affect** refers to momentary, elementary feelings of pleasure or displeasure and of activation or deactivation
- Russell and Barrett (1999) provide two central propositions of core affect
  - An individual has the experience of a momentary, elementary feeling of pleasure or displeasure, and then attributes this to a cause
  - Core affect has a two-dimensional structure
    - **Valence of an emotion** – labelling our emotions as either positive or negative
    - The **level of activation** - the extent to which an emotion energises us or prompts us to take action

# The Two-Dimensional Structure of Core Affect

## Two-Dimensional Structure of Core Affect<sup>a</sup>

		Activation	
		Tense	Alert
	Nervous	$y$	Excited
	Stressed	$-x + y$	$x + y$ Elated
	Upset		Happy
Unpleasant	$-x$		$x$ Pleasant
Sad			Content
	Depressed	$-x - y$	$x - y$ Serene
	Bored	$-y$	Relaxed
	Fatigued		Calm
		Deactivation	

<sup>a</sup>The letters  $x$  and  $y$  represent semantic components of core affect:  $x$  = pleasantness;  $y$  = activation (Feldman Barrett & Russell, 1998).

Source: Feldman Barrett, L., and Russell, J.A. (1998). Independence and bipolarity in the structure of current affect. *Journal of Personality and Social Psychology*, 74(4), 967-984.

# Why do we have emotions? What function do they serve?

- One of the most basic functions that emotions serve is that they help us in making sense of our environment and what happens in it
- Emotions are a source of information
  - The **affect-as-information model** suggests that people may directly use their affect in order to decide on an appropriate response to social situations
- Emotions play a role in readying our behavioural responses, tuning our decision-making, enhancing our memory for important events and facilitating our interpersonal interactions
- It is claimed that emotions provide us with cues as to whether we should approach or avoid situations and people and that they do this due to this evolutionary hardwiring

# Emotions in the workplace

- Emotions have been shown to play a role in performance, decision-making, creativity, group dynamics and individual behaviours
- For example, Lyubomirsky, King, and Diener (2005) demonstrated that an individual's tendency to experience positive emotions and moods is associated with increases in a number of performance indicators
- When considering the role of emotions in the workplace, it is also important to distinguish between the *expression* and *experience* of emotions at work

# Why are emotions are beneficial in the workplace?

- According to the circumplex model, positive emotions will only lead to higher effort when these emotions are in the active quadrant of the circumplex
- This raises an interesting question about whether managers really want satisfied workers as satisfaction is a passive emotion
- Emotions can also help us to learn. By providing feedback, emotions may stimulate retrospective appraisal of actions
- Emotions stimulate **counterfactual thinking** which is a human tendency to create possible alternatives to events that already occurred, e.g. asking ‘What if..’ or ‘If only I had...’

# Emotions and goal processes

- Emotions may benefit us in the workplace by helping us to achieve our goals, as they serve two functions in goal-directed behaviour
  - Firstly, they provide feedback about the extent to which we are achieving our goals. This is called an informational function
  - Secondly, they can direct and energise us to take action, to make plans or to monitor our progress towards goals. This is called the motivational function of emotions
- Emotions have been defined as states of action readiness that allow us to maintain or modify our relationship with work or ourselves (Frijda 2008)
  - These emotional ‘action tendencies’ lead people to engage in specific forms of behaviour directed towards the reversal or maintenance of an emotional state

# Emotions and goal processes

- For example, Ashton-Jones and Ashkanasy (2008) summarise the following emotional action tendencies:
  - **Anger** - provokes an action tendency to preserve or enhance self-esteem against threat or assault
  - **Sadness** - associated with resignation and disengagement accompanied by the appraisal tendency for helplessness in the face of loss
  - **Disgust** - Involves a strong innate impulse to avoid or get rid of something offensive
  - **Fear and anxiety** - Common action tendency is to avoid or escape, which is accompanied by physiological arousal
  - **Joy/happiness** - arise from the attainment of a goal (Ekman 1984)

# Emotions and decision-making

- **Anticipated emotions** are the emotions experienced when one imagines how one will feel in the future once certain desirable or undesirable future events have occurred
  - For example, potential investors often imagine how overjoyed they will feel if their investment pays off, and use this to justify making a risky investment
- **Model of goal-directed emotions** was developed to explain the process through which anticipated emotions help our decision-making and goal pursuits
  - These anticipatory emotions influence our volitions (intentions, plans, and the decision to expend energy) in pursuing goals
  - After this, goal directed behaviours arise as a response to volitions and lead to goal attainment

# Emotional Labour

- **Emotional Labour** - any job that requires the management of feeling to create a publicly observable facial and bodily display, including tone of voice
- For example, we tend to expect positive emotional displays from flight attendants, supermarket cashiers, and hairdressers. We expect nurses and teachers to be caring
- There are two types of 'rules' in emotional labour, which determine employees' expression of emotions
  - **Feeling** rules specify the range, intensity, duration and object of the emotions that employees should experience
  - **Display** rules specify which particular emotions can be expressed
  - These 'rules' dictate the emotions that employees are both expected to feel and expected to express

# Emotional Labour

- Hochschild (1983) suggested that there were two main ways to control emotional expressions: surface acting and deep acting
- **Surface acting** refers to displaying emotions that are not felt, where the focus is on the display of the emotion rather than the inner experience. Thus, surface acting involves the overt behavioural display of emotion including our facial expressions
- **Deep acting** refers to a situation where an employee attempts to experience the emotions that are going to be displayed by using thoughts, images, or memories that evoke the emotion

# Managing emotions in the workplace

- **Emotion regulation** refers to the set of processes whereby people manage their emotional states, including specific emotions such as anger or sadness, moods such as depression and euphoria, general stress responses and rapid affective reactions that may or may not be consciously experienced
- Basic components of emotion regulation include recognition and understanding of one's own emotions, managing these emotions by inducing, modulating or preventing them, and using emotions for action and goal attainment (Pekrun 2006)
- Individuals must be aware of their current emotional state and the possible consequences an emotion has, both for themselves and for others (Niedenthal et al. 2006)

# Managing emotions in the workplace

Emotion regulation has links to the concept of **emotional intelligence (EI)**

Salovey, Hsee, and Mayer (1993) introduce EI as referring to three inter-related skills or abilities:

- accurate appraisal of mood and expression of emotion by oneself and others,
- adaptive regulation of emotion in self and others,
- utilizing emotions (e.g. in problem solving)

# Managing emotions in the workplace

Goleman's (1995) approach to emotional intelligence assesses 20 competencies, subsumed under four clusters:

- **Self-awareness**
- **Self-management**
- **Social awareness**
- **Social skills**

# Managing emotions in the workplace

- Petrides (2011) provides clear distinctions between ability emotional intelligence and trait emotional intelligence
  - Ability emotional intelligence can be described as one's ability to monitor one's own and others' feelings and emotions, and to use this information to guide one's thinking and actions (Salovey and Mayer 1990)
  - Trait emotional intelligence concerns emotion-related self-perceptions, which is similar to a type of trait emotional self-efficacy (Petrides 2011)
- Trait emotional intelligence is thus more accurately classified as personality, while ability emotional intelligence is theoretically within the domain of cognitive ability

# Strategies for managing emotions

- Two of the most common ways of managing emotions are to
  - reappraise our emotions
  - suppress our emotions
- **Reappraisal** is a form of cognitive change, and begins with the idea that no situation in and of itself generates an emotion. It is the individuals' appraisal of the situation that does so
  - Reappraisal is an antecedent-focused strategy because one intervenes before an emotion has been fully generated, and hence, can efficiently alter the entire subsequent emotional experience (Gross and John 2003)
  - Beal et al. (2006) argue that the deep acting is a form of regulation that is typically achieved through cognitive reappraisal of the events surrounding the emotional experience

# Strategies for managing emotions

- **Suppression** refers to inhibiting the expression of emotion (Gross, 1999)
  - It is a response-focused strategy, and modifies the behavioural aspect of emotion response tendencies
  - It requires individuals to exert effort to manage emotional expressions as they arise, and this effort may consume cognitive resources that could otherwise be used for optimal performance
- Gross (1998) found that reappraisal is more effective than suppression
  - Reappraisers cope with stress by using reinterpretation, have a well-developed ability for negative mood repair, and show a capacity for negative mood regulation. Furthermore, reappraisers tend to experience and express greater positive emotion

# Reference

- Implementing Positive Organizational Change: A Strategic Project Management Approach by Gina Abudi | Feb 1, 2017
- Organizational Behavior and Management by Robert Konopaske, John Ivancevich, et al. | Feb 7, 2017
- Organizational Behavior: Human Behavior at Work by John Newstrom | Jan 21, 2014
- Managing Human Behavior in Public and Nonprofit Organizations by Robert B. Denhardt, Janet V. Denhardt, et al. | Jan 30, 2019
- Managing Human Behavior in Public and Nonprofit Organizations by Robert B. Denhardt, Janet V. Denhardt, et al. | Jan 30, 2019
- Management of Organizational Behavior (9th Edition) by Hersey Paul Blanchard Kenneth H. Johnson Dewey E. (2007-09-15) Hardcover