Chapter 2

Robbins & Judge

Organizational Behavior

14th Edition

Emotions and Mood

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Chapter Learning Objectives

- **After studying this chapter, you should be able to:**
  - Understanding emotions 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.
  - Apply concepts about emotions and moods to specific OB issues.
  - Contrast the experience, interpretation, and expression of emotions across cultures.

Emotions

- **Emotions**
  - Feelings experienced toward an object, person, or event.

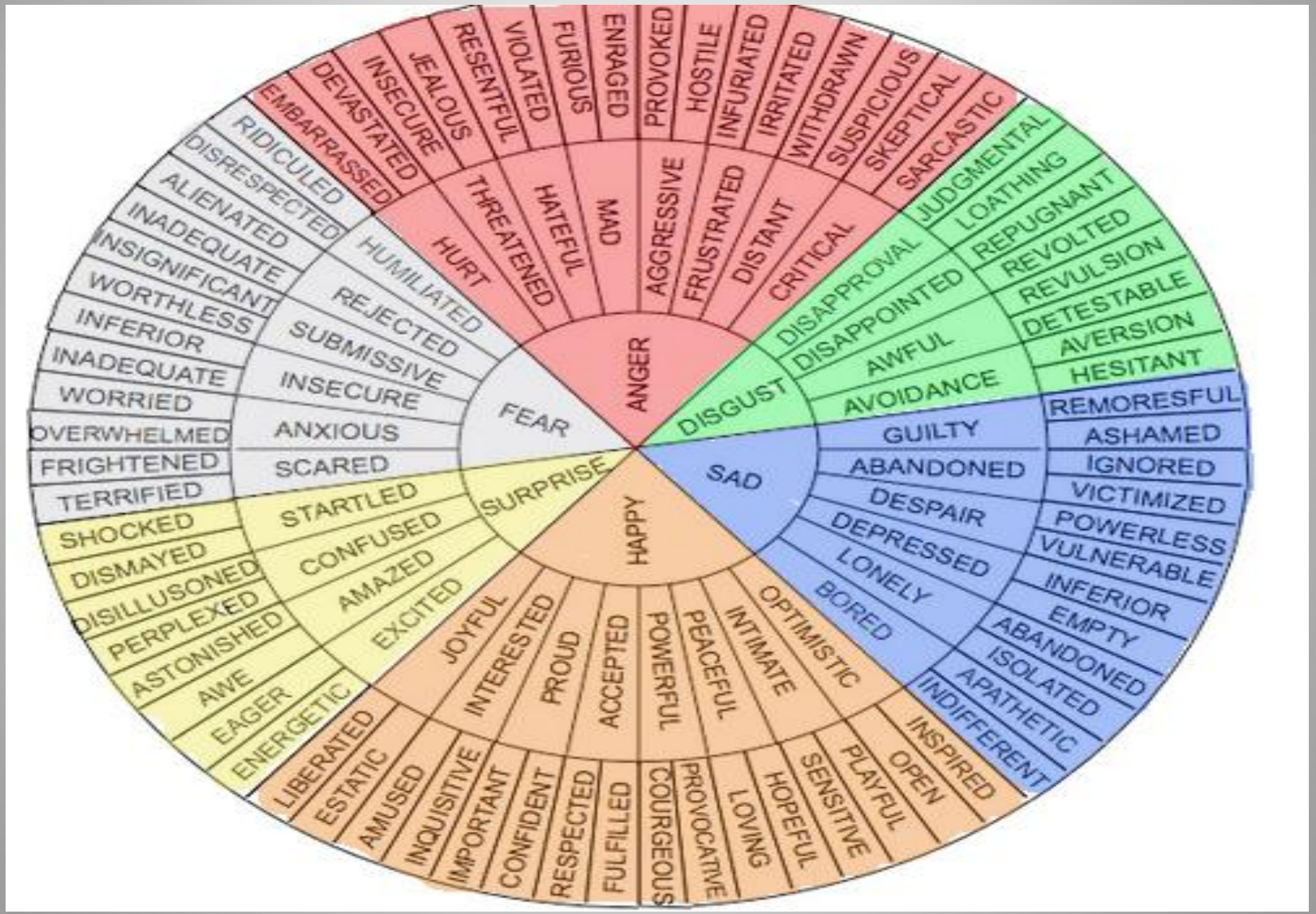
The Basic Emotions

- **There appear to be six basic emotions for human:**

1. Anger
2. Fear
3. Sad
4. Happy
5. Disgust
6. Surprise

- **All other emotions are subsumed under these six**

Emotion Chart



Things That Affect Emotion and Mood

- Stress
  - Even low levels of constant stress can worsen moods
- Social Activities
  - Physical, informal, and dining activities increase positive moods

- Day and Time of the Week
  - Happier toward the end of the week
  - Some people are morning person that are happier in the morning while some are night owl that loves to stay up and happier during the night
- Weather
  - Sunny day or cold, rainy day can both affect emotion differently

Things That Affect Emotion and Mood

- Sleep
  - Poor sleep quality increases negative affect
- 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

Emotional Labor

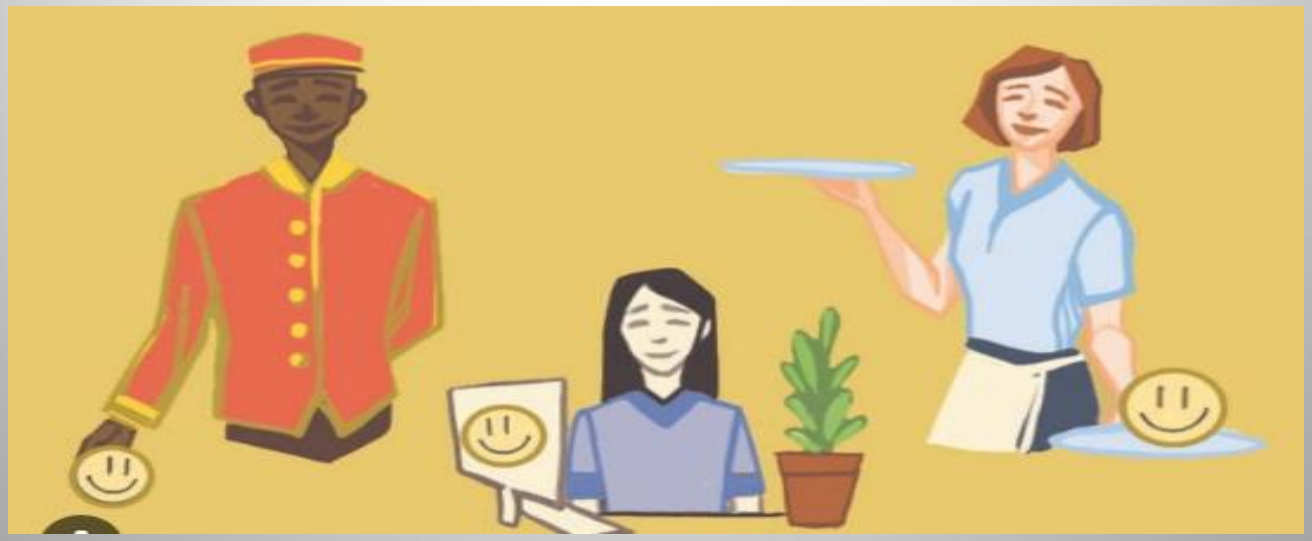
- An employee's expression of organizationally desired emotions during interpersonal transactions at work.

- Process of managing own emotional expressions as part of one's professional work role.

➢**Workers in the Hilton Hotel Resorts must have the emotions compatible with the job and possess the emotional intelligence needed to serve guests effectively.**

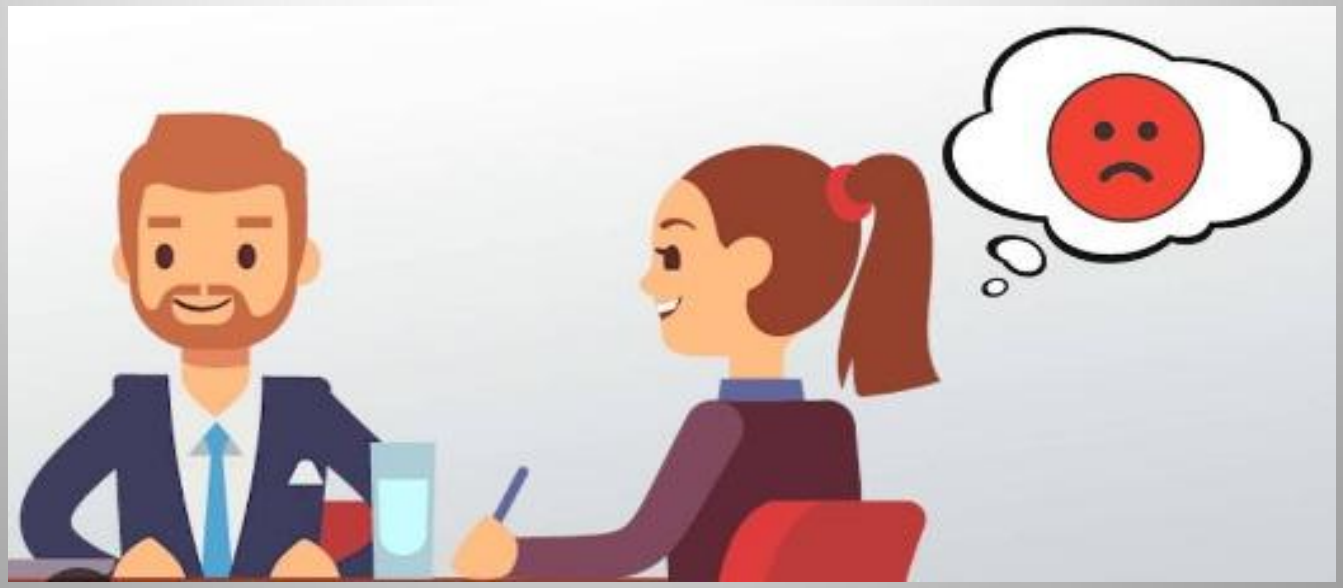
Emotional Dissonance

- **Types of Emotions:**
  - **Felt**: the individual's actual emotions
  - **Displayed**: required or appropriate emotions at the workplace
  - When felt emotion and displayed emotion is not the same, emotional dissonance will happen.



Emotional Dissonance

- **Emotional Dissonance:**
  - Employees have to project one emotion while simultaneously feeling another
  - Can be very damaging and lead to burnout
    - Surface Acting: displaying appropriately but not feeling those emotions internally
    - Deep Acting: changing internal feelings to match displayed emotion. Can be very stressful



Emotional Intelligence

➢Emotional Intelligence

- The ability to monitor your own and other's emotions, and to use the information to guide your thinking and actions
  - Self-awareness
  - Self-regulation
  - Empathy
  - Social Skills

OB Applications of Emotions and Moods

- **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

- **Customer Services**
  - Emotions affect service quality delivered to customers which, in turn, affects customer relationships
- **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.

Chapter Questions

1. **What is emotion?**

2. **Describe the difference between deep and surface acting.**

3. **Define emotional intelligence, emotional dissonance and emotional labor.**

4. **Pay attention to your emotion. Name a situation where you had experience the following emotion. Your examples should be original and based on your personal experience. Write down for all SIX emotions.**

(i) Happy
(ii) Sad
(iii) Fear
(iv) Anger
(v) Surprise
(vi) Disgust