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Workplace Emotions, Attitudes, and Stress



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Emotions Defined



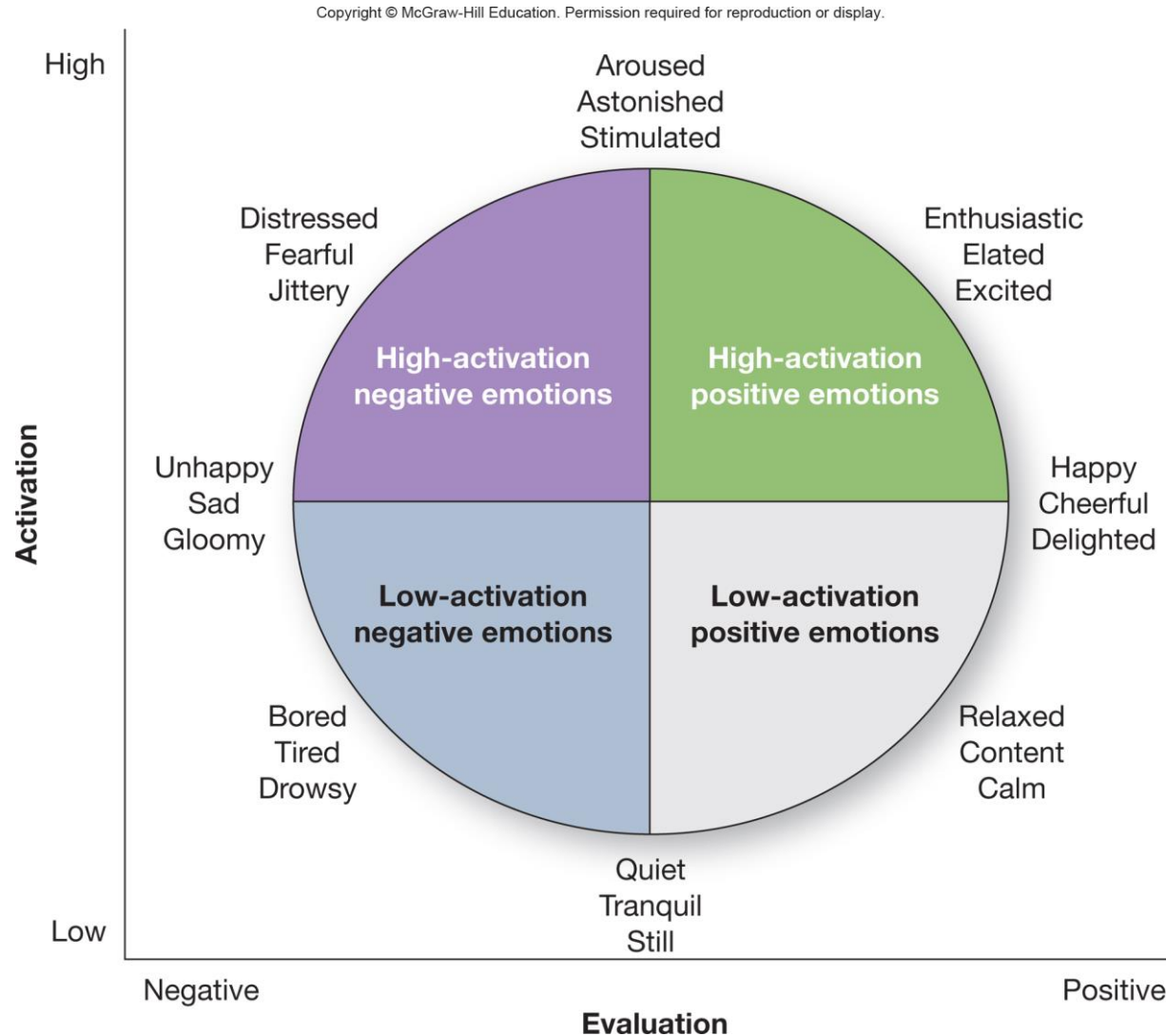
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Richard Nelson/Cutcaster RF

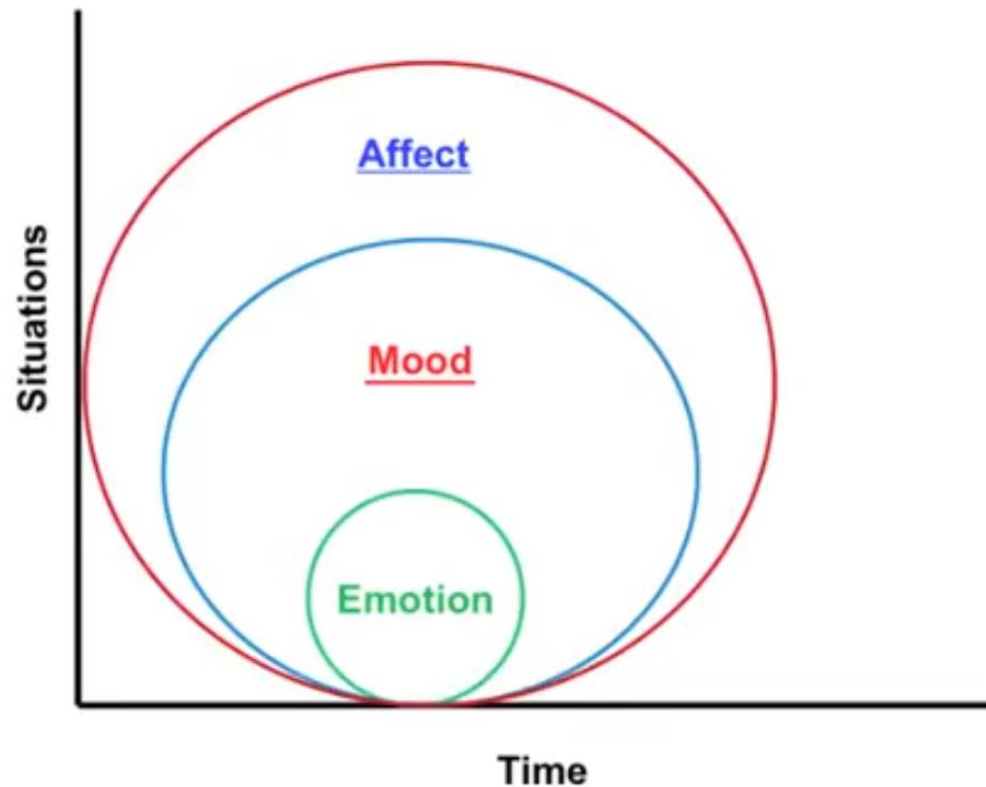
- Psychological, behavioral, and physiological episodes that create a state of readiness.
- Most emotions occur without our awareness
- Two features of all emotions:
 - Valence (core affect) – automatic evaluation that perceived object is good/bad
 - Activation– generate internal energy/effort

Circumplex Model of Emotions



Emotions, Moods & Affect

Emotions, Moods, & Affect



Attitudes versus Emotions



Attitudes

Emotions

Judgments about an attitude object

Experiences related to an attitude object

Based mainly on rational logic

Based on innate and learned responses to environment

Usually stable for days or longer

Usually experienced for seconds or less

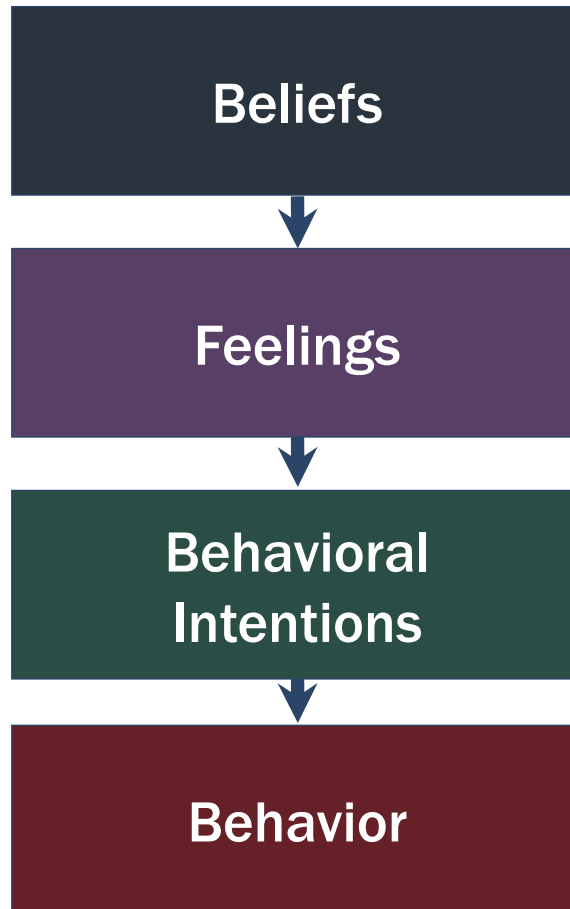
Traditional Model: How Attitudes Influence Behavior

Cognitive Process

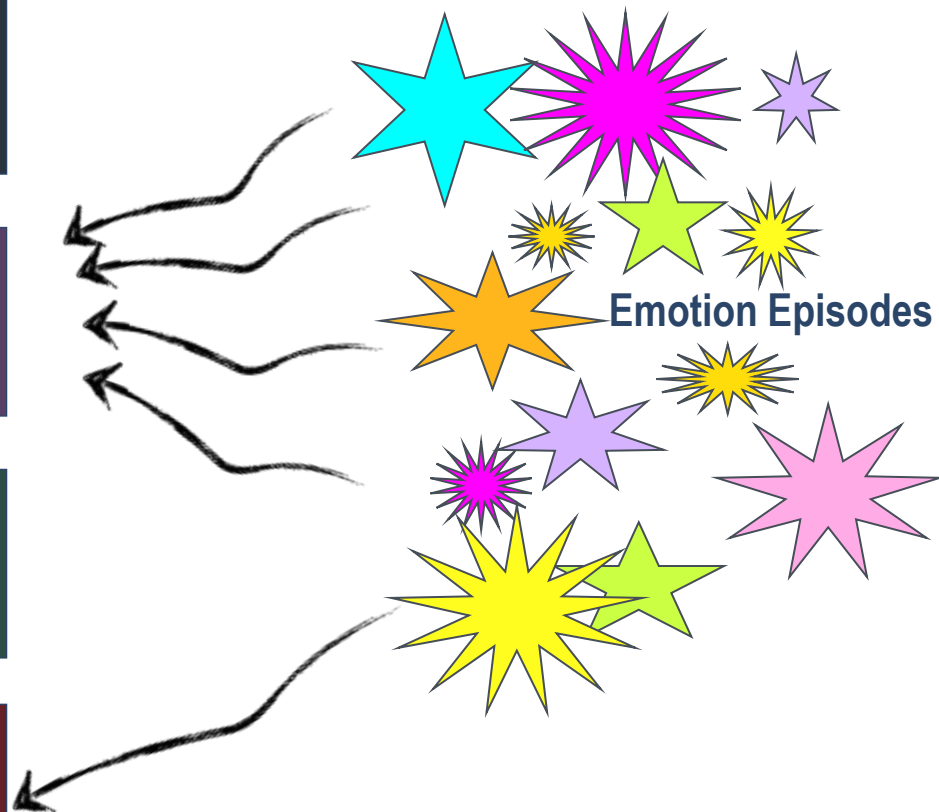


Emotions Influence Attitudes

Cognitive Process



Emotions Process



Cognitive Dissonance



- Emotional experience caused by a perception that our beliefs, feelings, and behavior are incongruent.
- Inconsistency generates emotions that motivate us to increase consistency.
- Difficult to undo/change behavior
- Instead, we reduce dissonance by changing our beliefs/feelings about the attitude object

Emotional Labor



- Effort, planning and control needed to express organizationally desired emotions during interpersonal transactions.
- Higher in jobs requiring:
 - Frequent/lengthy emotion display
 - Variety of emotions display
 - Intense emotions display
- Emotion display norms vary across cultures
 - Expressed emotions discouraged: Ethiopia, Japan
 - Expressed emotions allowed/expected : Kuwait, Spain

Emotional Labor Challenges



- Difficult to accurately display expected emotions
- Difficult to hide true emotions
- Emotional dissonance -- conflict between true and required emotions
- Emotional labor solutions
 - Perceive emotional labor as professional skill
 - Engage in deep acting, not surface acting

Emotional Intelligence



Definition

A set of abilities to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others

Emotional Intelligence Model



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Yourself

Others

Abilities

Recognition
of emotions

**Awareness of
own emotions**

**Awareness of
others' emotions**

Regulation
of emotions

**Management of
own emotions**

**Management of
others' emotions**

Emotional Intelligence at work

Increasing Priority of Emotional Intelligence at Work⁴²

73% of 2,317 Canadian managers polled indicate that they have no significant strengths in any of the key skill areas of emotional intelligence.

34% of 2,600 American hiring managers and HR professionals polled say they are placing greater emphasis on emotional intelligence when hiring and promoting employees.



95% of 600 human resource managers surveyed in the U.S. and Canada say it's important for employees to have a high emotional intelligence.

61% of 800 office workers surveyed in the U.S. and Canada admit they have let emotions get the better of them in the office.

59% of 2,600 hiring managers surveyed say they would not hire someone who has a high cognitive intelligence but low emotional intelligence.

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Emotional Intelligence Hierarchy

Highest

Management of others' emotions

Increasing, decreasing, and altering emotions that others experience

Awareness of others' emotions

Perceiving and understanding the meaning of others' emotions

Management of our own emotions

Increasing, decreasing, and altering our own emotions

Lowest

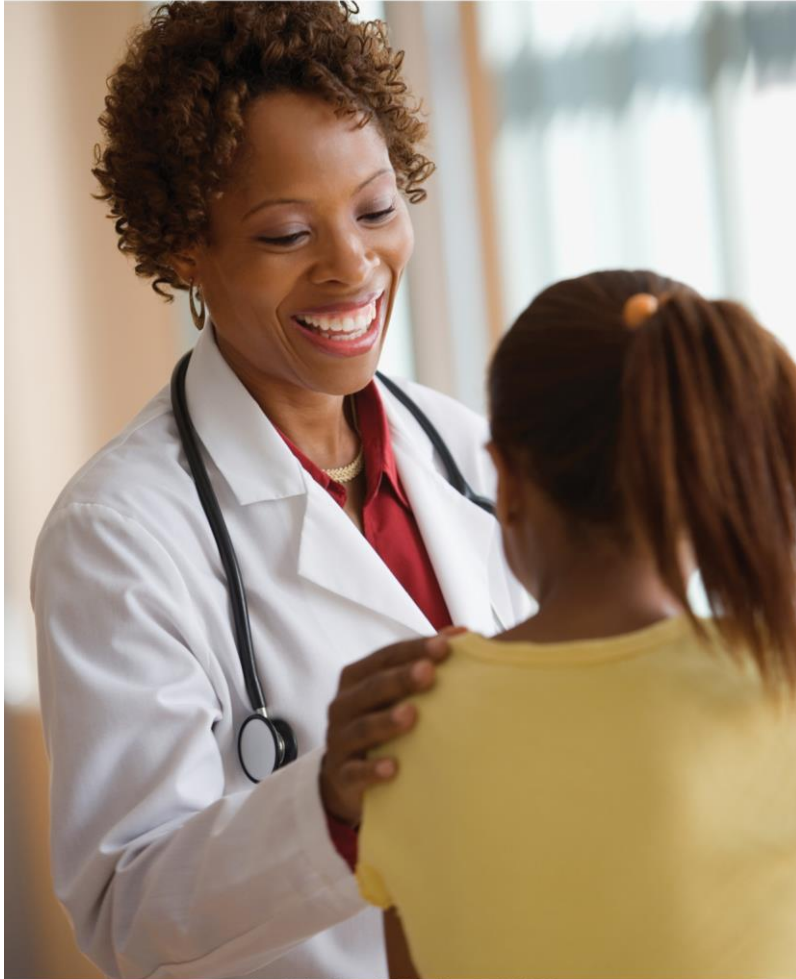
Awareness of our own emotions

Perceiving and understanding the meaning of your own emotions

Emotional Intelligence Outcomes and Development



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Jose Luis Pelaez Inc/Blend Images LLC RF

- EI is associated with better relations, teamwork, emotional labor, leadership, social decisions, job interviews, knowledge sharing
- EI can be learned
 - Training, coaching, practice, feedback
- EI increases with age (maturity process)

Job Satisfaction



- A person's evaluation of his or her job and work context
- An appraisal of the perceived job characteristics, work environment, and emotional experience at work

Job Satisfaction

Job Satisfaction



EVLN: Responses to Dissatisfaction

Exit

- Leaving the situation
- Quitting, transferring

Voice

- Changing the situation
- Problem solving, complaining

Loyalty

- Patiently waiting for the situation to improve

Neglect

- Reducing work effort/quality
- Increasing absenteeism

Job Satisfaction and Performance



Happy workers are somewhat more productive workers

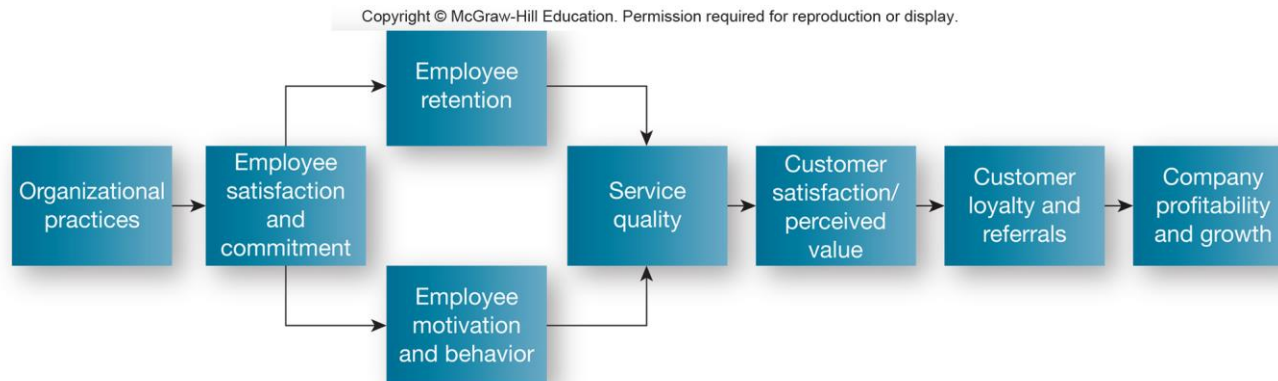
But relationship isn't stronger because:

- General attitude vs specific behaviors
- Low employee control over work output Job
- Job performance isn't rewarded

Service Profit Chain Model

Job satisfaction increases customer satisfaction and profitability because:

1. Job satisfaction affects mood, leading to positive behaviors toward customers
2. Job satisfaction reduces employee turnover, resulting in more consistent and familiar service



Organizational Commitment



- Affective commitment
 - Emotional attachment to, identification with, and involvement in an organization
 - Lower turnover, higher motivation and org citizenship
- Continuance commitment
 - Calculative attachment
 - Employees stay because
 - a) no choice (alternative)
 - b) high financial sacrifice to work elsewhere
 - High continuance commitment associated with lower turnover, performance, org citizenship, cooperation

Building Affective Commitment

Justice/ Support	<ul style="list-style-type: none">• Apply humanitarian values• Support employee wellbeing
Shared Values	<ul style="list-style-type: none">• Values congruence
Trust	<ul style="list-style-type: none">• Employees trust org leaders• Job security supports trust
Organizational Comprehension	<ul style="list-style-type: none">• Know firm's past/present/future• Open and rapid communication
Employee Involvement	<ul style="list-style-type: none">• Employees feel part of company• Involvement demonstrates trust

What is Stress?



- An adaptive response to situations perceived as challenging or threatening to well-being

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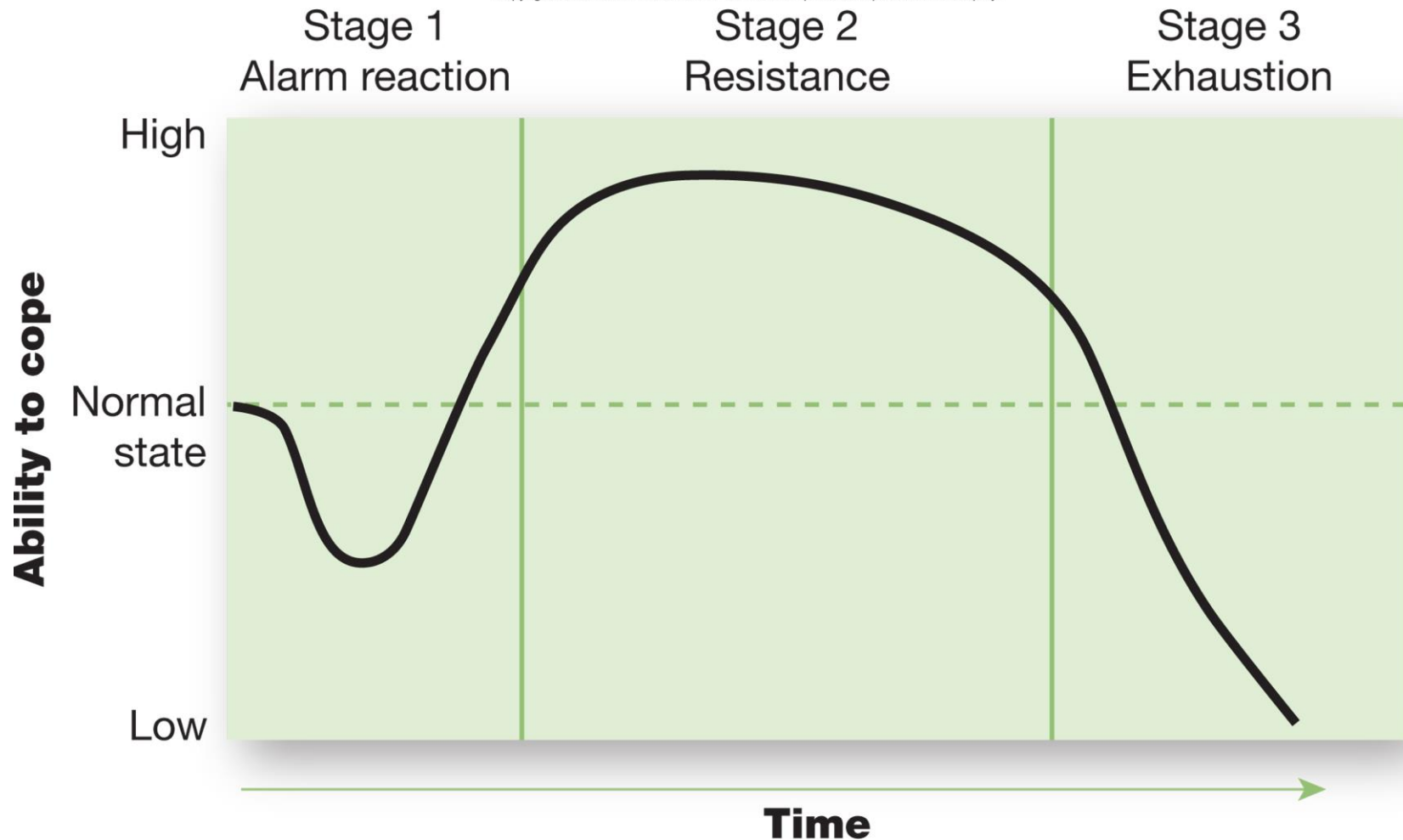


- Prepares us to adapt to hostile or noxious environmental conditions
- Eustress vs. distress

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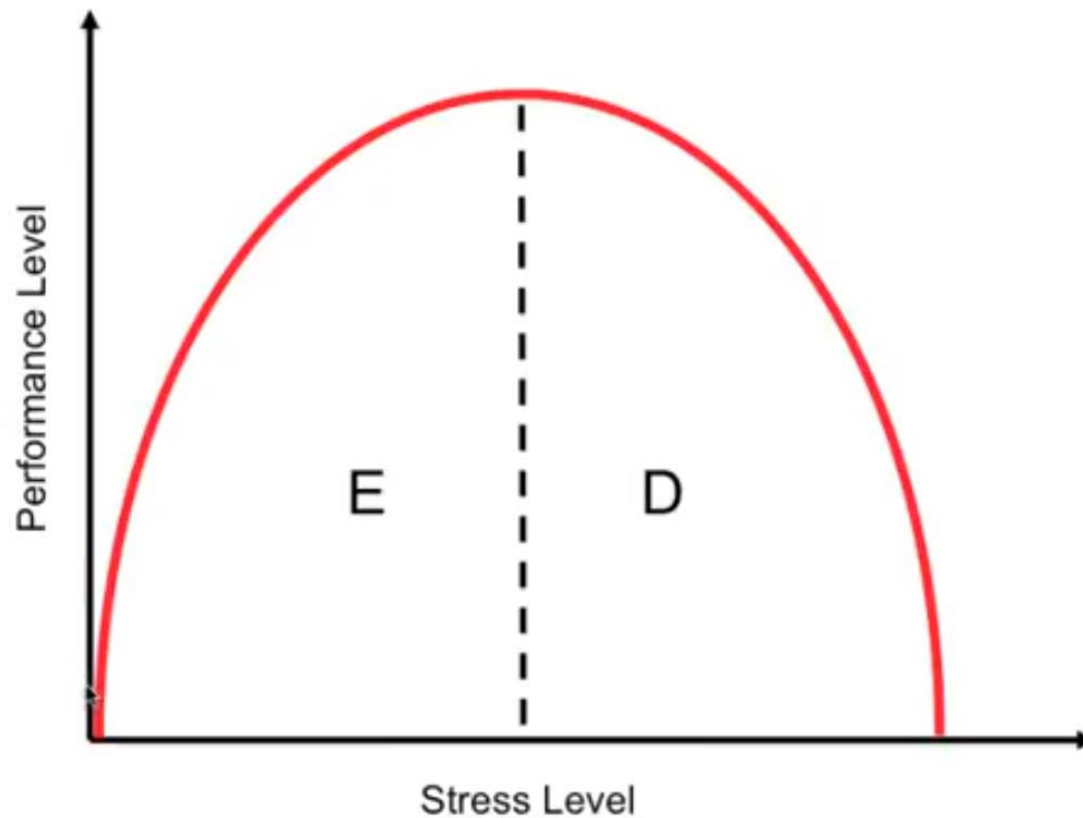
General Adaptation Syndrome

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Eustress vs. distress

Eustress vs. Distress



Workplace Stressors



- Stressors -- causes of stress
 - Environmental conditions that place a physical or emotional demand on the person

- Some common workplace stressors include:
 - Harassment and incivility
 - Work overload
 - Low task control

Individual Differences in Stress

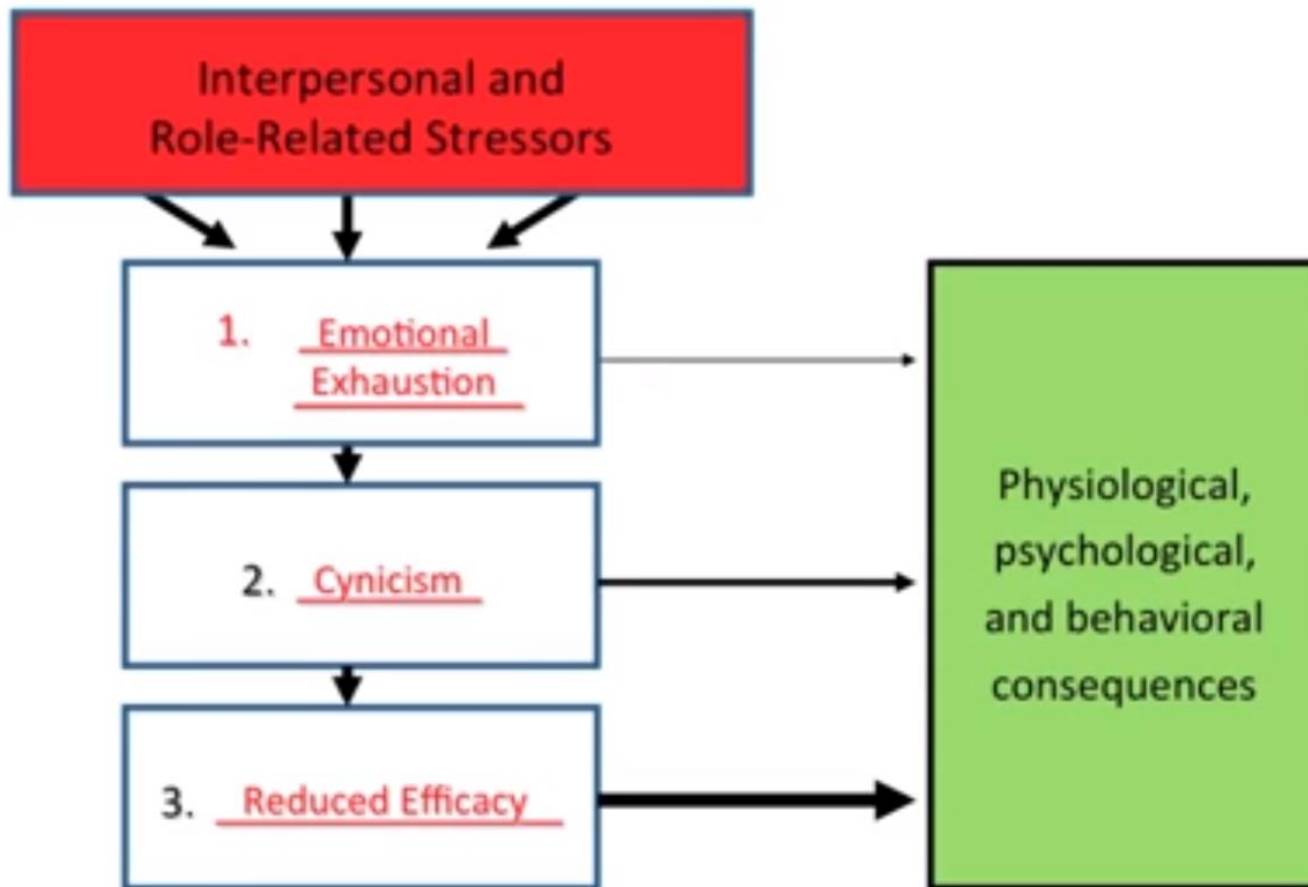


People experience less stress and/or negative outcomes when they have:

- Better physical health – exercise, lifestyle
- Appropriate stress coping strategies
- Personality: lower neuroticism and higher extraversion
- Positive self-concept
- Lower workaholism

Job burnout

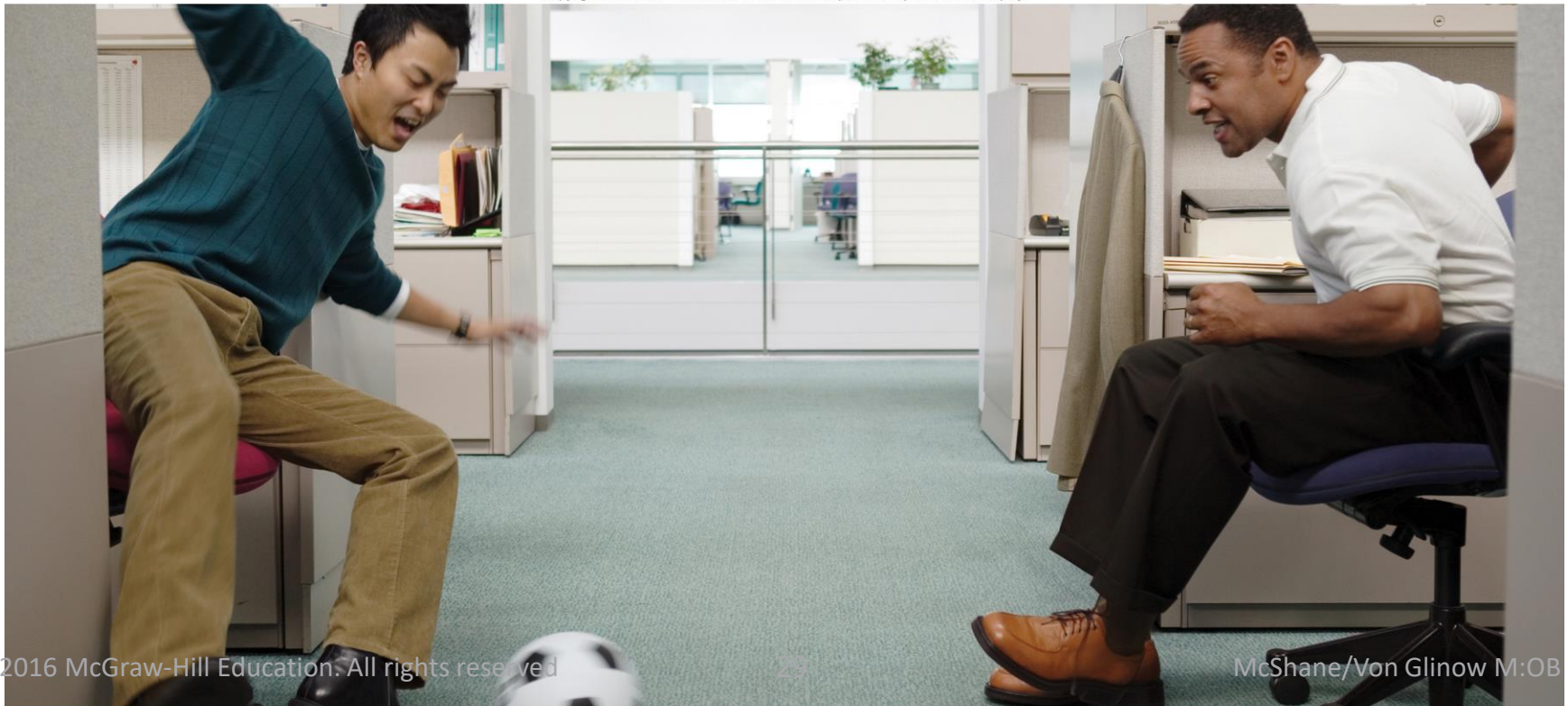
Job Burnout Process



Managing Work-Related Stress

- Remove the stressor
 - Minimize/remove stressors
 - Work/life balance initiatives
- Withdraw from the stressor
 - Vacation, rest breaks
- Change stress perceptions
 - Positive self-concept, humor
- Control stress consequences
 - Healthy lifestyle, fitness, wellness
- Receive social support

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