

CHAPTER 4: WORKPLACE EMOTIONS, ATTITUDES AND STRESS

How emotions and cognition influence attitudes and behaviour

EMOTIONS IN THE WORKPLACE

- **Emotions**: physiological, behavioural and psychological episodes experienced towards an object, person or even that creates a state of readiness
 - Intense feelings
 - Directed at someone/something
- These **episodes** are very brief
- This differs from **moods**, which aren't directed towards anything in particular and tend to be longer term emotional states
 - Less intense than emotions
 - Lack contextual stimulus
- Emotions are experiences
- They represent changes in our physiological state (blood pressure, heart rate), psychological state (thought processes) and behaviour (facial expression)

Gender and emotions

- Compared to men, women
 - Experience emotions more intensely
 - Show greater emotional expression
 - Display more frequent expressions of all emotions, except anger
 - Why:
- Men and women have been socialised differently
 - Men: tough and brave
 - Women: nurturing
- Women have more innate ability to read emotions
- Women may have a greater need for social approval

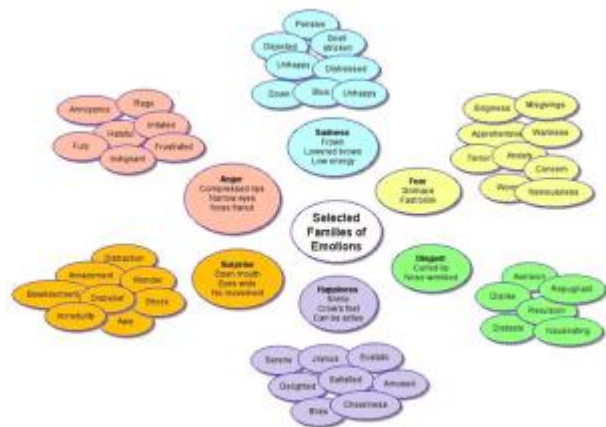
Understand emotions

- Basic emotions across cultures:
 1. Happiness
 2. Sadness – a self-focused emotion associated with a sad event
 3. Fear – causes:

1	Public speaking – Glossophobia	74 %
2	Death – Necrophobia	68 %
3	Spiders – Arachnophobia	30.5 %
4	Darkness – Achluophobia	11 %
5	Heights – Acrophobia	10 %
6	Social situations – Sociophobia	7.9 %
7	Flying – Aerophobia	6.5 %
8	Confined spaces – Claustrophobia	2.5 %
9	Open spaces – Agoraphobia	2.2 %
10	Thunder and lightning – Brontophobia	2 %

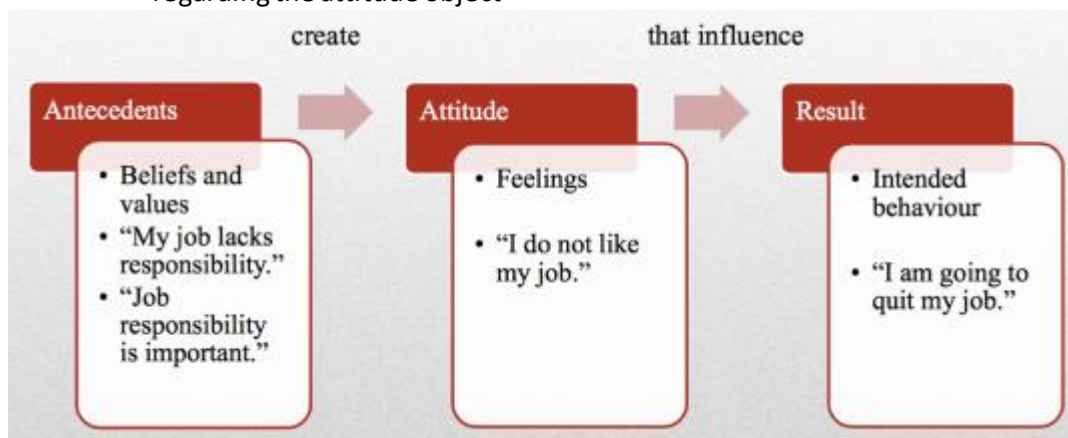
4. Disgust – elicited by appraisals of contamination, impurity, or potential degradation

5. Anger
6. Regret – counterfactual thinking



Emotions, attitudes and behaviour

- First need to know about attitudes to understand how emotions influence our thoughts/behaviour
- **Attitudes**: the cluster of beliefs, assessed feelings and behavioural intentions towards a person, object or event
- Attitudes are judgements, emotions are experiences
- Attitudes might operate unconsciously
- Attitudes are stable, emotions are experienced briefly
- 3 cognitive components of attitudes:
 1. **Beliefs**: established perceptions about the attitude object – what you believe to be true
 2. **Feelings**: conscious pos or neg evaluations of the attitude object
 3. **Behavioural intentions**: represent your motivation to engage in a particular behaviour regarding the attitude object



Attitude formation

- Direct experience (stronger affects)
 - Availability
- Social learning
 - Family, peer groups, religious organisations, culture

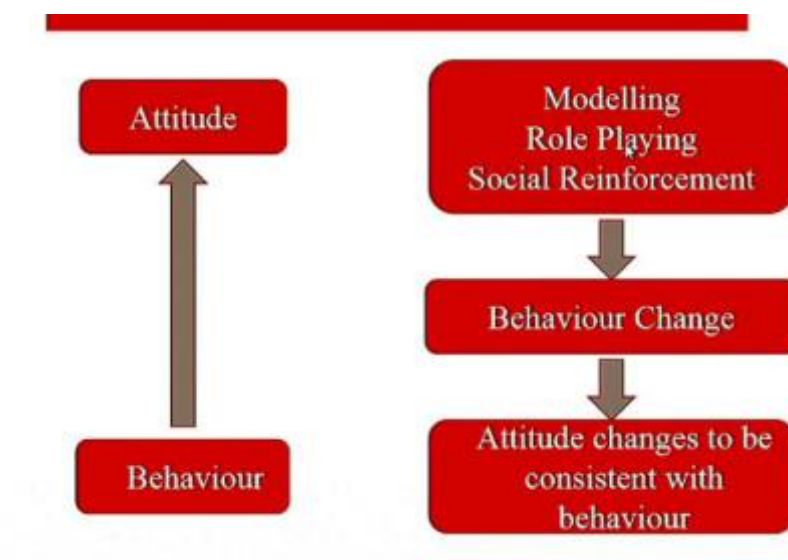
How emotions influence attitudes and behaviour

- Our brain tags incoming sensory info with emotional markers based on a quick and imprecise evaluation of whether that info supports or threatens our innate drives
- These markers aren't calculated feelings, they are automatic and non conscious emotional responses based on thin slices of sensory info

Attitude change

Three key processes

1. Something persuades the person to shift his or her attitudes (persuasive communication)
 2. Norms of a social group can affect a person's attitude (social norms)
 3. Person becomes uncomfortable with some aspects of her or his beliefs (**cognitive dissonance**)
- An emotional experience caused by a perception that our beliefs, feelings and behaviour are incongruent
 - This inconsistency generates emotions such as feeling hypocritical, that motivate the person to create more consistency by changing one or more of these elements
 - Reducing cognitive dissonance: changing beliefs and feelings
 - Develop more favourable attitudes towards specific feature of the decision
 - Emphasise how your other decisions have been frugal



(your behaviour can change your attitude)

Generating positive emotions at work

- Org's main focus should be to create positive emotions through the job itself as well as natural every day occurrences such as polite customers and supportive co-workers

Emotions and personality

- Emotions are also partly determined by a person's personality, not just workplace experiences
- People with more pos emotions typically have higher emotional stability and are extraverted
- Pos and neg emotional traits affect a person's attendance, turnover and long term work attitudes

Discuss the dynamics of emotional labour and the role of emotional intelligence in the work place

MANAGING EMOTIONS AT WORK

- **Emotional labour:** the effort, planning and control needed to express organisationally desired emotions during interpersonal transactions
- Emotional labour increases when employees must precisely abide by display rules – norms or explicit rules
- Also higher when jobs require a variety of emotions and more intense emotions

Emotional display norms across cultures

- Ethiopia, Japan and Austria are cultures that discourage emotional expression
- People are expected to be subdued, have relatively monotonic voice intonation and avoid physical movement and touching that display emotion

Emotional dissonance

- The psychological tension experienced when the emotions people are required to display are quite different from the emotions they actually experience at that moment
- Can lead to stress and burnout: emotional labour requires effort and attention, which consumes personal energy
- Our true emotions tend to reveal themselves as subtle gestures, usually without our awareness

Emotional intelligence

- 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
- An individual's ability to:
 - Understand emotions
 - Perceive emotions
 - Manage emotions
 - Use emotions
- 4 dimensions:
 1. Awareness of own emotions
 - Ability to perceive and understand the meaning of your own emotions
 - More sensitive to subtle emotional responses to events and understand their message
 - Self-aware people more able to eavesdrop on their own emotional responses to specific situations
 2. Management of own emotions
 - We keep disruptive impulses in check
 - Includes generating or suppressing emotions
 3. Awareness of others' emotions
 - Empathy
 4. Management of others' emotions

Emotional intelligence outcomes and training

- Those with higher EI are better at building interpersonal relations, perform better in jobs requiring emotional labour, are superior leaders, make better decisions involving social exchanges, higher teamwork effectiveness

Affective events theory

- Employees react emotionally to things that happen to them at work; this emotional reaction influences their job performance and satisfaction

Emotion labour

- An employee expresses organisationally desired emotions during interpersonal interactions
- Which emotions are desired by organisations?
 - Happiness - Maccas

Emotional self regulation

- Face acting
 - Manipulating facial muscles directly without really experiencing the emotion
 - Negative interpersonal consequences
 - Quite fake
 - People can see through it
 - Emotional dissonance
- Deep acting
 - Mentally visualising a situation that will activate the emotion and express it naturally
 - Positive interpersonal consequences
 - Can't see through it as easily

Mindfulness

- The clear and single minded awareness of what actually happens to us and in us at the successive moments of perception
- Mindful people experience
 - Less depressed and anxious
 - More pos affect
 - Higher self-esteem

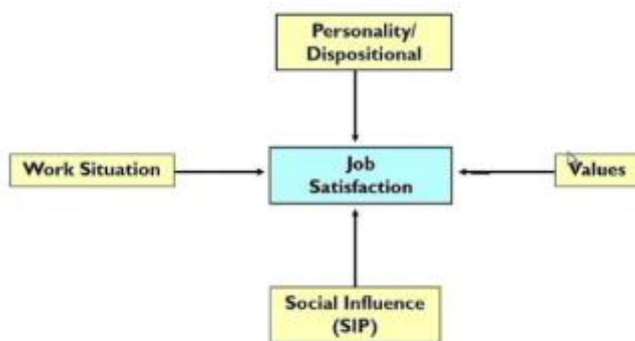
Summarise the consequences of job dissatisfaction, as well as strategies to increase organisational (affective) commitment

Types of attitudes

JOB SATISFACTION

- **Job satisfaction**: a person's evaluation of his or her job and work context
- It's an appraisal of perceived job characteristics, work environment and emotional experiences at work
- Satisfied employees have a favourable evaluation of their jobs, based on observations and emotional experiences
- Problems:
 - Many dissatisfied employees are reluctant to reveal their feelings in a direct question, b/c this is tantamount to admitting that they made a poor job choice and not enjoying life
 - Cultural values make it difficult to compare job satisfaction across countries
 - Job satisfaction changes with economic conditions
- **Causes of job satisfaction**
 - Work itself
 - Pay and advancement opportunities
 - Supervision

- Co-workers
- Enjoying the work itself is almost always most strongly correlated with high levels of job satisfaction
- Once a person reaches the level of comfortable living the relationship b/w pay and satisfaction virtually disappears
- People with pos **core self-evaluations**, believe in their inner worth and basic competence, and are more satisfied with their work
- Satisfaction affects:
 - Individual productivity
 - Organisational productivity
 - **Organisational citizenship behaviour**
 - Is voluntary, informal behaviour that contributes to organisational effectiveness
 - Generally, it's not rewarded or detected by formal performance evaluation systems
 - E.g. if a colleague is sick, you offer to cover their workload – not a job requirement
 - 5 components of OCB:
 1. Altruism
 2. Conscientiousness
 3. Sportsmanship
 4. Courtesy
 5. Civic duty
 - Determinants of OCB:
 - Expected fair treatment
 - Breadth of job
 - Job satisfaction & organisational commitment
- Customer satisfaction



Determinants of Job Satisfaction

Job satisfaction and work behaviour

- **Exit-voice-loyalty neglect model**: the 4 ways in which employees respond to job dissatisfaction
 - Exit: leaving the org (may not happen if cannot find another job)
 - Voice: any attempt to change, rather than escape from the dissatisfying situation
 - Loyalty: was not an outcome of dissatisfaction, rather, it determined whether people exited or voiced

- Neglect: reducing work effort, playing less attention to quality, increasing absenteeism and lateness



Job satisfaction and performance

- There's a moderately positive relationship b/w job satisfaction and performance
- Workers tend to be more productive to some extent when they have more pos attitudes towards their job and workplace

Job satisfaction and customer satisfaction

- Employees first, customers second
- When they are put first, they really and truly take better care of the customer than anybody else
- **Service profit chain model**: theory explaining how employees' job satisfaction influences company profitability through service quality, customer loyalty and related factors

ORGANISATIONAL COMMITMENT

- **Affective organisational commitment**: an individual's emotional attachment to, involvement in, and identification with the org
- **Continuance commitment**: an individual's calculative attachment to an org based on perceived costs of leaving it
 - First form: when an employee has no alternative employment options
 - Second form: when leaving the company would be a significant financial sacrifice
- **Normative commitment**: an individual's feelings of obligation to remain within an org

Consequences of affective, continuance and normative commitment

- Affective and normative commitment can enable organisations to build up significant competitive advantage
 - Less likely to quit their jobs
 - Higher motivation
 - Higher job performance, some what

Whistleblowing

- Individuals who disclose info about illegal or inappropriate activities within a corporation

<input type="checkbox"/> Lost their jobs or were forced to retire	69%	<input type="checkbox"/> Severe depression	84%
<input type="checkbox"/> Received negative performance evaluations	64%	<input type="checkbox"/> Feelings of isolation	84%
<input type="checkbox"/> Were more closely monitored	68%	<input type="checkbox"/> Distrust of others	78%
<input type="checkbox"/> Were criticised or avoided by peers	69%	<input type="checkbox"/> Poor physical health	69%
<input type="checkbox"/> Were prevented from getting another job in their field	64%	<input type="checkbox"/> Severe financial decline	66%
		<input type="checkbox"/> Problems with family relations	53%
Organisational Retaliation		Reactions to Whistleblowing	

Building organisational commitment

- Justice and support
- Shared values
- Trust: pos expectations one person has towards another person in situations involving risk
- Organisational comprehension
- Employee involvement