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EDITION



Organizational Behavior

UPDATED EIGHTEENTH EDITION



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ORGANIZATIONAL BEHAVIOR

UPDATED 18TH EDITION
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behaviors. An envious employee could undermine other employees and take all the credit for things others accomplished. Angry people look for other people to blame for their bad mood, interpret other people's behavior as hostile, and have trouble considering others' points of view.¹⁴⁴ It's also not hard to see how these thought processes can lead directly to verbal or physical aggression.

A recent study in Pakistan found that anger correlated with more aggressive CWBs such as abuse against others and production deviance, while sadness did not. Neither anger nor sadness predicted workplace withdrawal, which suggests that managers need to take employee expressions of anger seriously; employees may stay with an organization and continue to act aggressively toward others.¹⁴⁵ Once aggression starts, it's likely that other people will become angry and aggressive, so the stage is set for a serious escalation of negative behavior. Therefore, managers need to stay connected with their employees to gauge emotions and emotional intensity levels.



Safety and Injury at Work

Research relating negative affectivity to increased injuries at work suggests employers might improve health and safety (and reduce costs) by ensuring that workers aren't engaged in potentially dangerous activities when they're in a bad mood. Bad moods can contribute to injury at work in several ways.¹⁴⁶ Individuals in negative moods tend to be more anxious, which can make them less able to cope effectively with hazards. A person who is always fearful will be more pessimistic about the effectiveness of safety precautions because she feels she'll just get hurt anyway, or she might panic or freeze up when confronted with a threatening situation. Negative moods also make people more distractible, and distractions can obviously lead to careless behaviors.

Selecting positive team members can contribute toward a positive work environment because positive moods transmit from team member to team member. One study of 130 leaders and their followers found that leaders who are charismatic transfer their positive emotions to their followers through a contagion effect.¹⁴⁷ It makes sense, then, to choose team members predisposed to positive moods.

Summary

Emotions and moods are similar because both are affective in nature. But they're also different—moods are more general and less contextual than emotions. The time of day, stressful events, and sleep patterns are some of the factors that influence emotions and moods. OB research on emotional labor, affective events theory, emotional intelligence, and emotion regulation helps us understand how people deal with emotions. Emotions and moods have proven relevant for virtually every OB topic we study, with implications for managerial practices.

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, 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.
- 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 others' behavior.

Sometimes Yelling Is for Everyone's Good

POINT

Anger is discussed throughout this chapter for a reason: It's an important emotion. There are benefits to expressing anger. For one, research indicates that only employees who are committed to their organizations tend to express their anger, and generally only to leaders who created the situation. This type of expression of anger could lead to positive organizational change. Second, suppressed anger can lower job satisfaction and lead to a feeling of hopelessness about things improving.

Even with these findings, we hear a lot about not responding emotionally to work challenges. Work cultures teach us to avoid showing any anger at all lest we be seen as poor workers or, worse, unprofessional or even deviant or violent. While, of course, there are times when the expression of anger is harmful or unprofessional, we've taken this view so far that we now teach people to suppress perfectly normal emotions and to ignore the effectiveness of some emotional expression.

Emerging research shows that suppressing anger takes a terrible internal toll on individuals. One Stanford University study found, for example, that when individuals were asked to wear a poker face during the showing of a movie clip depicting the atomic bombings of Japan during World War II, they were much more stressed in conversations after the video. Other research shows that college students who suppress emotions like anger have more trouble making friends and are more likely to be depressed, and that employees who suppress anger feel more stressed by work.

For the good of organizations and their employees, we should encourage people not to hold back their emotions but to share them constructively.

COUNTERPOINT

Yes, anger is a common emotion. But it's also a toxic one for the giver and the receiver. Angry outbursts can compromise the heart and contribute to diabetes, among other ill effects. The experience of another's anger and its close correlate, hostility, is also linked to many counterproductive behaviors in organizations. The Bureau of Labor Statistics estimates that 16 percent of fatal workplace injuries result from workplace violence. That is why many organizations have developed counteractive techniques—to blunt the harmful effects of anger in the workplace.

To reduce outcomes, many companies develop policies that govern conduct such as yelling, shouting profanities, and making hostile gestures. Others institute anger management programs. For example, one organization conducted mandatory in-house workshops that showed individuals how to deal with conflicts in the workplace before they boil over. The director who instituted the training said that it "gave people specific tools for opening a dialogue to work things out." MTS Systems, a Minnesota engineering firm, engages an outside consulting company to conduct anger management programs for its organization. Typically, MTS consultants hold an 8-hour seminar that discusses sources of anger, conflict resolution techniques, and organizational policies. This is followed by one-on-one sessions with individual employees that focus on cognitive behavioral techniques to manage their anger. The outside trainer charges around \$10,000 for the seminar and one-on-one sessions. The financial cost, though, is worth it for the emotional benefits the participants receive. "You want people to get better at communicating with each other," says MTS manager Karen Borre.

In the end, everyone wins when organizations seek to diminish both the experience and the expression of anger at work. The work environment becomes less threatening and stressful to employees and customers. Employees are likely to feel safer, and the angry employee is often helped as well.

Sources: Based on B. Carey, "The Benefits of Blowing Your Top," *The New York Times*, July 6, 2010, D1; R. Y. Cheung and I. J. Park, "Anger Suppression, Interdependent Self-Construal, and Depression among Asian American and European American College Students," *Cultural Diversity and Ethnic Minority Psychology* 16, no. 4 (2010): 517-25; D. Geddes and L. T. Stickney, "The Trouble with Sanctions: Organizational Responses to Deviant Anger Displays at Work," *Human Relations* 64, no. 2 (2011): 201-30; J. Fairley, "Taking Control of Anger Management," *Workforce Management* (October 2010): 10; L. T. Stickney and D. Geddes, "Positive, Proactive, and Committed: The Surprising Connection between Good Citizens and Expressed (vs. Suppressed) Anger at Work," *Negotiation and Conflict Management Research* 7, no. 4 (November 2014): 243-64; and J. Whalen, "Angry Outbursts Really Do Hurt Your Health, Doctors Find," *The Wall Street Journal*, March 24, 2015, D1, D4.

CHAPTER REVIEW

MyLab Management Discussion Questions

Go to www.pearson.com/mylab/management to complete the problems marked with this icon .

QUESTIONS FOR REVIEW

- 6-1** How are emotions different from moods?
- 6-2** What are the sources of emotions and moods?
- 6-3** What impact does emotional labor have on employees?
- 6-4** What is affective events theory?

- 6-5** What is emotional intelligence?
- 6-6** What are some strategies for emotion regulation?
- 6-7** How do you apply concepts about emotions and moods to specific OB issues?

APPLICATION AND EMPLOYABILITY

An understanding, or even awareness of, others' emotions and moods can help improve your effectiveness in the workplace. As we have seen, employees react to events as they happen in the workplace, and these affective reactions can have a large impact on outcomes that are important to organizations. Employees may need to regulate their emotions (especially in positions that require interacting with clients), and this regulation may have an impact on employee performance and well-being. Employees may vary on emotional intelligence, a skill, ability, or set of competencies that is related to many outcomes in the workplace. In this chapter, you have improved many skills, including your communication and collaboration

skills, by discovering the impact of a smile (and the air of office politics surrounding it), learning how to deal with an angry boss, deciding whether to use an EI test to assess applicants before hiring, and discussing the benefits and pitfalls of yelling in the workplace. In the following section, you will have more opportunities to develop your critical thinking and knowledge application skills by learning mindfulness techniques for emotion regulation and stress reduction, considering the ethics of data mining microexpressions of emotion, learning to consider and adapt to management emotions, and becoming aware of the insidious effects of boredom and the remedies to being bored.

EXPERIENTIAL EXERCISE Mindfulness at Work

The concept of mindfulness emphasizes trying to focus your mind in the present moment, immersing yourself in what's going on around you. Core principles include suspending immediate judgment of the environment and your own thoughts, and keeping yourself open to what is around you. The benefits of mindfulness can reach beyond reducing stress to include increased creativity, longer spans of attention, reductions in procrastination, and improved performance.

The Procedure

Start this exercise individually and then come together into groups of three or four individuals to discuss what you have found. Although full workplace mindfulness interventions can take several weeks, some basic starting exercises can be done in a relatively short period and give you a feeling for what a full course of mindfulness would be like. Here are three simple exercises to try. For all these, everyone needs to put everything away (especially phones,

tablets, and computers!) and focus on what is going on in the immediate environment.

- *Mindful breathing:* Clear your head of everything except thoughts of your own breaths. Concentrate on how you are inhaling and exhaling. It is sometimes helpful to count how long each breath takes. Try to maintain this mindful breathing for 3 minutes. The group will then take 3 minutes to discuss how this made them feel.
- *Mindful listening:* Now clear your head of everything except what is going on in the immediate environment. Try to hear as many sounds around you as you can, without judging or evaluating them. Try to maintain this mindful listening for 3 minutes. The group will then take 3 minutes to discuss some of the details they noticed.
- *Mindful thinking:* As with listening, clear your head of everything, but now focus just on your ideas about mindfulness and stress. Do not talk about or write down what you're thinking (yet); just focus your whole quiet attention on this exercise and what it means.

Sources: Based on E. Langer, "Mindfulness in the Age of Complexity," *Harvard Business Review*, March 2014, 68–73; H. J. E. M. Alberts and U. R. Hülsheger, "Applying Mindfulness in the Context of Work: Mindfulness-Based Interventions," in J. Reb and P. W. B. Atkins, *Mindfulness in Organizations* (Cambridge, UK: Cambridge University Press, 2015), 17–41; K. A. Aikens, J. Astin, K. R. Pelletier, K. Levanovich, C. M. Baase, Y. Y. Park, and C. M. Bodnar, "Mindfulness Goes to Work: Impact of an Online Workplace Intervention," *Journal of Occupational and Environmental Medicine* 56 (2014): 721–31.

ETHICAL DILEMMA Data Mining Emotions

Did anyone ever tell you that you wear your heart on your sleeve? It's a popular expression, but obviously no one is looking at your sleeve to read your emotions. Instead, we tend to study a person's facial expressions to "read" their emotions. Most of us think we're rather good at reading faces, but we couldn't say exactly how we make our interpretations, and we don't know whether they are accurate. But what if we could use technology to know how another person is feeling? Would it be ethical to do so in the workplace and then act on our findings?

Technology is not quite ready to do this. Face reading is a complex science. Paul Ekman, a noted psychologist, may be the best human face reader in the world. He has been studying the interpretation of emotions for over 40 years and developed a catalog of over 5,000 muscle movements and their emotional content. His work even spawned a television series called *Lie to Me*, in which the main characters analyzed microexpressions—expressions that occur in a fraction of a second—to assist in corporate and governmental investigations. Using Ekman's Facial Coding System, technology firms like Emotient Inc. have been developing algorithms to match

Try to maintain this mindful thinking for 3 minutes. The group will then take 3 minutes to talk about what this experience was like.

As noted earlier, these are just brief examples of what mindfulness exercises are like. In a full mindfulness program, you would go through several sessions of up to an hour each. Now that you have an idea of what it feels like to do mindfulness work, consider the following questions in your groups:

- 6-8. Were there any aspects of the mindfulness practice sessions that you found especially pleasant or useful? Were there any aspects of the sessions that you found unpleasant or uncomfortable?
- 6-9. What concerns might you have about implementing a mindfulness intervention in the workplace? What are some of the obstacles you might face in trying to have employees engage in a mindfulness stress reduction program?
- 6-10. Bring the class together and discuss your responses.

microexpressions to emotions. These organizations are currently looking for patterns of microexpressions that might predict behavior.

Honda, Procter & Gamble (P&G), Coca-Cola, and Unilever have tried the technology to identify the reactions to new products, with mixed results. For one thing, expressions can change instantly, so it is challenging to discern which emotions prevail. A person watching a commercial, for instance, may smile, furrow his brow, and raise his eyebrows all in the space of 30 seconds, indicating expressiveness, confusion, and surprise in turn. Second, it is difficult to know whether a person will act on these fleeting emotions. Third, the technology might misinterpret the underlying emotions or their causes.

The potential applications of this technology to the workplace include surveillance, gauging reactions to organization announcements, and lie detection. Cameras could be in every meeting room, hallway, and even on employees' computer screens. Emotion monitoring could be an announced event—say, every Monday from 8 to 9 A.M.—or random. Monitoring could be conducted with or without the knowledge of employees; for instance,

data on the emotional reactions of every employee in an organizational announcement meeting could be read and interpreted through a camera on the wall.

So far, the most reliable workplace application seems to be using the technology to capture inconsistencies (lying). Even the pioneer of facial emotion recognition, Ekman, said, “I can’t control usage [of his technology]. I can only be certain that what I’m providing is at least an accurate depiction of when someone is concealing emotion.”

For each usage, there is an ethical consideration and a responsibility, particularly if a manager is going to act on the findings or infer the employee’s future behavior. The fact that the technology has not yet fully evolved for workplace application allows time for ethical guidelines to be developed. Foremost among the ethical concerns is privacy. “I can see few things more invasive than trying to record someone’s emotions in a database,” said privacy advocate Ginger McCall. Concerns about ethical usage are also highly

Sources: Based on Paul Ekman profile, *Being Human*, <http://www.beinghuman.org/mind/paul-ekman>, accessed April 17, 2015; E. Dwoskin and E. M. Rusli, “The Technology That Unmasks Your Hidden Emotions,” *The Wall Street Journal*, January 29, 2015, B1, B8; and D. Matsumoto and H. S. Hwang, “Reading Facial Expressions of Emotion,” *Psychological Science Agenda*, May 2011, <http://www.apa.org/science/about/psa/2011/05/facial-expressions.aspx>.

important if managers use the technology to make decisions about employees. For example, what if a manager learns from the software that an employee is unhappy and thus decides to look for a work reassignment for the employee, when actually the employee is unhappy about his spouse? Former U.S. counterterrorism detective Charles Lieberman advises, “Recognize [the technology’s] limitations—it can lead you in the right direction but is not definitive.”

Questions

- 6-11. What do you think are the best workplace applications for emotion reading technology?
- 6-12. What are the ethical implications of reading faces for emotional content in the workplace?
- 6-13. Assuming you could become better at detecting the real emotions of others from facial expressions, do you think it would help your career? Why or why not?

CASE INCIDENT 1 Hiring an Emotionally Intelligent Employee

Emotional intelligence is our ability to identify and manage our own emotions and to understand and influence other people’s emotions. These qualities provide us with the ability to build better relationships, manage difficult emotions, increase creativity and innovation, and lead others effectively.

People are hired by organizations because of where they went to college, the test scores and grades achieved, their technical skills and certifications, not because they are effective team players or can get along with others. Being smart is not just all about intellect, and companies are increasing interested in job applicants who display emotional intelligence (EI). The challenge facing organizations is how to hire emotionally intelligent employees. Guidance has been provided by McKee on undertaking this process.

Don’t:

- **Use personality tests as a means of testing for EI:** These tests are designed to test personality traits and types. These tests are not effective as they do not measure abilities such as self-awareness, achievement orientation, empathy, or inspirational leadership, which are at the core of emotional intelligence.
- **Use a self-report test.** These types of tests are problematic as a candidate may have a low level of self-awareness and he or she will more than likely record what they believe the organization would like to hear.

- **Use a 360-degree feedback instrument**, even if it is valid and even if it measures EI competencies. The 360-degree feedback method involves a process where employees receive feedback from those who work with them, including their manager, team members, peers, and support staff. It is important to the process that this information is both anonymous and confidential. This system provides an opportunity for professional development by identifying strengths and weaknesses but not evaluation. When these instruments are used as a method of evaluation, people may carefully select the respondents and even prepare them on how to score.

Do:

- **Get references and talk to referees.** Letters of reference do not give enough insight into a person’s EI. It is important to actually talk to the referee and to ask specific questions about particular EI competencies. You should encourage the referee to give you lots of examples about how the candidate treats other people. When you actually talk to a referee, you can ask specific and pointed questions about how the candidate demonstrated various EI competencies. Ask for lots of examples especially about how the candidate treats other people.
- **Interview for emotional intelligence.** Many interviewers think they are already doing this and that it is easy. Interviewers should not allow candidates to be vague in their responses and need to ask good follow-up

questions. It should be kept in mind that people often talk about what they ideally would do and what they would like to be and have a low level of self-awareness.

To overcome the some of the challenges of learning about a candidate's competencies a *behavioural event interview* should be conducted. Firstly, the candidate should be put at ease and asked a few general questions. Then they should be asked about a challenging situation that they mastered successfully. The candidate should be informed to tell the story briefly and then at greater length be questioned about what they thought, felt, and did throughout. This process should be repeated as the candidate is asked to recount an unsuccessful situation that created a learning experience. This may be followed by another successful story as the interview closes. As the stories are told the interviewer will gain an insight into the candidate's self-awareness, self-regulation, capacity for empathy, and overall level of EI. This helps one to "see" the candidates' EI through the lens of real experiences.

Sources: A. McKee, "How to Hire for Emotional Intelligence," *Harvard Business Review*, February 5, 2016; Linda Le Phan, "Emotional Intelligence: 5 Reasons Companies Are Starting to Care More," Kununu, June 19, 2017, <https://transparency.kununu.com/emotional-intelligence-5-reasons-companies-care-about-it>; Jayson DeMers, "5 Reasons You Need Emotionally Intelligent Employees (and How to Find Them)," *Entrepreneur*, <https://www.entrepreneur.com/article/292094>.

These strategies are subjective by nature but will help in selecting more emotionally intelligent candidates for your business who will be better at managing emotions, be more productive, have a greater self-awareness, have better quality relationships, and be more effective communicators.

Questions

- 6-14. What is emotional intelligence? What benefits are identified in the case of hiring an emotionally intelligent employee?
- 6-15. Comment on McKee's recommendations on what not to do when using EI as means of employee selection.
- 6-16. Identify a time that you successfully completed a task and record what you thought, how you felt and what you did at this time. Then do the same for a task that you were not successful at completing. What insight into your EI did these experiences provide you with?

CASE INCIDENT 2 Anger: A Dangerous Emotion at Work

Work-related anger emotions are a serious problem for many companies. Anger at work may lead to a number of detrimental organizational outcomes: job demotivation, job dissatisfaction, unhealthy employee relations, decreased productivity, and higher rates of absences and employee turnover. It usually arises as a hostile response or reaction to a stressful issue or event beyond an employee's ability to cope. This may include anything from the background noise of a phone ringing in the office to larger work-related matters such as excessive workload, but all of them can lead to work-related stress and cause an employee to lose their temper.

Anger is believed to be one of the most commonly experienced emotions at work around the globe. According to surveys in the United Kingdom, 45 percent of all staff lose their temper at work. Anger reactions may take several forms, ranging from a simple "argh!" gesture in response to a challenging task in the workplace to more severe extreme anger reactions, or so-called "office rage"—extreme, visible anger demonstrated by an employee at work. The latter is becoming a growing problem in many firms today. One research study conducted by Canon Europe found that, on average, as many as 83 percent of European workers have witnessed one of their colleagues visibly lose their temper in the workplace. Italy leads among the countries surveyed—as much as 94

percent of Italian workers have seen a colleague lose their temper at work.

Lucy Beresford, a psychotherapist and occupational stress expert who was part of the Canon Europe study, has noted that office rage is becoming a major and a growing concern in many parts of Europe and advises companies to be proactive about resolving such problems. According to the study, the biggest cause for anger at work was "pointless meetings," which was followed by other major triggers—ill-mannered colleagues, unsupportive bosses and colleagues, office politics, unpleasant office temperature, and faulty printers and computers. Each of those reasons has many implications about what employers can do to reduce and tackle office rage and anger at work.

Finally, anger can have a bad impact on employees' personal health; there have even been studies suggesting a correlation between excessive anger at the workplace and lung problems. It is important to note that not all employees experience the same level or intensity of anger; it can differ due to a multitude of factors including genes, personality, and a person's values. Regardless, experts agree that anger at work is best avoided; in most cases, anger will not help in resolving an issue and may even worsen the problem.

Many companies have been actively implementing anger management programs at the workplace in an