MBA
Workplace Emotions, Attitudes, and Stress
Emotions and Stress at JetBlue

Former JetBlue employee Steven Slater (shown in photo) and other flight attendants are expected to manage their emotions on the job even when faced with significant stressors.
Emotions Defined

Psychological, behavioral, and physiological episodes that create a state of readiness. Most emotions occur without our awareness.

Two features of all emotions:
- All have some degree of activation
- All have core affect - evaluate that something is good/bad
Types of Emotions

- Aroused
- Astonished
- Stimulated

- Enthusiastic
- Elated
- Excited

- Happy
- Cheerful
- Delighted

- Relaxed
- Content
- Calm

- Quiet
- Tranquil
- Still

- Bored
- Tired
- Drowsy

- Unhappy
- Sad
- Gloomy

- Distressed
- Fearful
- Jittery

- High activation
  - negative emotions

- Low activation
  - negative emotions

- High activation
  - positive emotions

- Low activation
  - positive emotions

High Activation

Evaluation

Activation

Low
Attitudes versus Emotions

Attitudes

- Judgments about an attitude object
- Based mainly on rational logic
- Usually stable for days or longer

Emotions

- Experiences related to an attitude object
- Based on innate and learned responses to environment
- Usually experienced for seconds or less
Traditional Model of Attitudes

Purely cognitive approach

**Beliefs**: established perceptions of attitude object

**Feelings**: calculation of good or bad based on beliefs about the attitude object

**Behavioral intentions**: calculated motivation to act in response to the attitude object

**Problem**: Ignores important role of emotions in shaping attitudes
Attitudes: From Beliefs to Behavior

Perceived Environment

Cognitive process

Beliefs

Feelings

Behavioral Intentions

Behavior

Emotional process

Emotional Episodes

Attitude
Emotions, Attitudes, and Behavior

- How emotions influence attitudes:
  1. Feelings and beliefs are influenced by cumulative emotional episodes (not just evaluation of beliefs)
  2. We ‘listen in’ on our emotions

- Potential conflict between cognitive and emotional processes

- Emotions also directly affect behavior
  - e.g. facial expression
Generating Positive Emotions at Work

* LeasePlan USA and other companies apply the dual cognitive-emotional attitude process.

* They actively create more positive than negative emotional episodes, which produce more positive work attitudes.
A condition whereby we perceive an inconsistency between our beliefs, feelings, and behavior. This inconsistency generates emotions (e.g., feeling hypocritical) that motivate us to increase consistency. Easier to increase consistency by changing feelings and beliefs, rather than change behavior.
Emotional Labor Defined

Effort, planning and control needed to express organizationally desired emotions during interpersonal transactions.

Higher in job requiring:
- Frequent/lengthy emotion display
- Variety of emotions display
- Intense emotions display
Emotional Labor Across Cultures

Displaying or hiding emotions varies across cultures

1-Minimal emotional expression and monotonic voice in Ethiopia, Japan, Austria
2-Encourage emotional expression in Kuwait, Egypt, Spain, Russia
Emotional Labor Challenges

Difficult to display expected emotions accurately, and to hide true emotions

Emotional dissonance
- Conflict between true and required emotions
- More stressful with surface acting
- Less stressful with deep acting
Emotional Intelligence Defined

Ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others
Model of Emotional Intelligence

- **Self (personal competence)**
  - Self-awareness
  - Self-management

- **Other (social competence)**
  - Awareness of others’ emotions
  - Management of others’ emotions

- **Recognition of emotions**
- **Regulation of emotions**
# Emotional Intelligence Hierarchy

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management of others’ emotions</td>
<td>Self-awareness</td>
</tr>
<tr>
<td>Managing other people’s emotions</td>
<td>Perceiving and understanding the meaning of your own emotions</td>
</tr>
<tr>
<td>Perceiving and understanding the meaning of others’ emotions</td>
<td>Managing our own emotions</td>
</tr>
</tbody>
</table>
Improving Emotional Intelligence

1- Emotional intelligence is a set of abilities/skills
2- Can be learned, especially through coaching
3- EI increases with age -- maturity
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
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:

1. General attitude is a poor predictor of specific behaviors
2. Job satisfaction effect on performance is lower when employees have less control over output
3. Reverse explanation: Job performance affects satisfaction, but only when rewarded
Service Profit Chain at Clydesdale Bank

Clydesdale Bank in Scotland improved customer service by applying the service profit chain model. It gave its contact center employees more positive experiences at work.
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

Continuance commitment
Calculative attachment - stay because too costly to quit
# Building Affective Commitment

| Justice/ Support | - Apply humanitarian values  
|                  | - Support employee wellbeing |
| Shared Values    | - Values congruence          |
| Trust            | - Employees trust org leaders  
|                  | - Job security supports trust |
| Organizational Comprehension | - Know firm’s past/present/future  
|                  | - Open and rapid communication |
| Employee Involvement | - Employees feel part of company  
|                  | - Involvement demonstrates trust |
What is Stress?

Adaptive response to situations perceived as challenging or threatening to well-being

Prepares us to adapt to hostile or noxious environmental conditions

Eustress vs. distress
General Adaptation Syndrome

Stage 1
Alarm Reaction

Stage 2
Resistance

Stage 3
Exhaustion

Normal Level of Resistance
## Consequences of Distress

<table>
<thead>
<tr>
<th>Category</th>
<th>Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Physiological</strong></td>
<td>Cardiovascular disease, hypertension, headaches</td>
</tr>
<tr>
<td><strong>Behavioral</strong></td>
<td>Work performance, accidents, absenteeism, aggression, poor decisions</td>
</tr>
<tr>
<td><strong>Psychological</strong></td>
<td>Dissatisfaction, moodiness, depression, emotional fatigue</td>
</tr>
</tbody>
</table>
1- Stressors are the causes of stress -- any environmental condition that places a physical or emotional demand on the person.

2- Some common workplace stressors include:
   * Harassment an incivility
   * Work overload
   * Low task control
Psychological Harassment

Repeated and hostile or unwanted conduct, verbal comments, actions or gestures, that affect an employee's dignity or psychological or physical integrity and that result in a harmful work environment for the employee.
Work Overload and Task Control Stressors

Work Overload
* Working more hours, more intensely than one can cope
* Affected by globalization, consumerism, ideal worker norm

Task Control
* Due to lack control over how and when tasks are performed
* Stress increases with responsibility
Individual Differences in Stress

Individual differences that minimize distress:
1. Better physical health - exercise, lifestyle
2. Appropriate stress coping strategies
3. Lower neuroticism
4. Higher extraversion
5. Positive self-concept
6. Lower workaholism
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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