**Management and Organizational Behavior**

**Coping with Organizational Life: Emotions and Stress**

**UNDERSTANDING EMOTIONS AND MOOD**

1. **Emotions Are Distinct from Moods.** Understanding these two types of feelings is important in OB.
2. **Properties of Emotions.** Emotions are overt reactions that express feelings about events. There are four properties of emotions.
3. **Emotions Always Have an Object.** Something or someone triggers emotions: do not just appear out of thin air.
4. **The Spread of Emotions Is Contagious (Emotional Contagion).**People tend to mimic the emotional expressions of others, converging with them emotionally. This phenomenon is prevalent on the job. It is quite common for lower-ranking employees to mirror the emotions of those above them in the hierarchy.
5. **Expression of Emotions Is Universal.** In general, the facial expressions associated with various emotional states are common to all societies. We can normally determine a person's emotional state by their facial expression, even if they come from another culture
6. **Culture Determines How and When People Express Emotions***.* Each society has cultural norms (display rules) regarding the appropriate ways to express emotions.
7. **Types of Emotions** There are two different methods of categorizing emotions
8. *Major Emotions and Their Subcategories.* There are six major categories of emotions into which the various subcategories may be classified. The six categories are anger, fear, joy, love, sadness, and surprise.
9. *Self-Conscious Emotions vs. Social Emotions.* This method of categorizing emotions is based on whether the emotions come from internal or external sources.
10. Self-Conscious Emotions. Feelings that stem from within, such as shame, guilt, embarrassment, and pride.
11. Social Emotions. Feelings based on information external to the person, such as pity, envy, jealousy, and scorn.
12. **The Basic Nature of Mood**

*Mood*: an unfocused, relatively mild feeling that exists as a background to our daily experiences. Moods are more subtle and difficult to detect than are emotions.

**THE ROLE OF EMOTIONS AND MOOD IN ORGANISATIONS**

1. **Affective Events Theory (AET).** According to this theory, people's job performance and job satisfaction are influenced by their positive and negative emotional reactions to events in the job. These events, in turn, are influenced by aspects of the work environment. People's emotional reactions to these events to depend on such individual characteristics as their moods and aspects of their personalities.
2. **Important Components of the Work Environment**
3. Emotional Labor. The psychological efforts involved in holding back one’s true emotions on the job and instead displaying a more appropriate emotion. This often-stressful activity is referred to as “putting on a happy face.
4. Daily Hassles. Unpleasant or undesirable events that put people in bad moods
5. Daily Uplifts. Pleasant or desirable events that put people in good moods.
6. *Emotional Reactions*. Employees react positively or negatively to the environment and the work events as moderated by their personal predispositions (that is, their personality and mood).
7. *On-the-Job Reactions*. The emotional reaction that a person has to the environment will affect job performance and job satisfaction.

**MANAGING EMOTIONS IN ORGANIZATIONS**

1. **Emotional Dissonance.** This term describes the inconsistencies between the emotions felt and the emotions expressed by people as required by their job situation. This form of emotional labor is very stressful.
2. *Felt Emotions*. The emotion people actually feel.
3. *Displayed Emotions*. The emotions people show others, which may or may not be in line with their felt emotions.
4. *Display Rules*. Not only do display rules (when and how it is appropriate to display emotions) vary between cultures, they also appear to vary between occupations. For professionals and emergency workers, occupational norms forbid them from displaying emotions in public.

**ORGANIZATIONAL STRESS AND ITS CAUSES**

1. **What Is Stress?**
2. *Stress* is the pattern of emotional states and physiological reactions occurring in response to positive or negative demands from within or outside an organization. High levels of negative stress have been shown to affect physical health, psychological well-being, and many aspects of task performance.
3. Stress is normally caused by stimuli known as *stressors*, which are demands, either physical or psychological in nature, encountered during the course of living.
4. *Work Stress*. The harmful physical and emotional responses that people experience on their job because of negative stressors.
5. **Causes of Stress in the Workplace**
6. **Occupational Demands***.* The type of job itself can be more stressful than other jobs based on the demands placed on the incumbent by the job.

Five Factors Tend To Make A Given Job More Stressful

1) Having to make decisions.

2) Performing boring, repetitive tasks.

3) Repeatedly exchanging information with others.

4) Working in unpleasant physical conditions.

5) Performing unstructured rather than structured tasks.

1. **Conflict between Work and Non-work.** This conflict normally arises out of the demands placed on an individual who is trying to fulfill more than one role.
2. Role Conflict. Incompatibilities between the various sets of obligations people face.
3. Role Juggling. The need to switch back and forth to the demands of work and family. This can be an especially powerful source of stress for a large segment of society.
4. **Role Ambiguity: Stress from Uncertainty.** This type of stressor occurs when people are uncertain about several aspects of their jobs such as the scope of their responsibility, the expectations, and prioritization of tasks. To reduce role ambiguity, managers should make certain that all employees are fully aware of what is expected of them.
5. **Overload and Under load**: Too many or too few stressors can lead to stress and low work productivity.
6. Burnout. Too many stressors cause an overload, as employees feel overwhelmed by the tasks they have to perform.
7. Rustout. Too few stressors cause an under load as boredom and monotony take hold.
8. Information Anxiety. Stress that comes from the pressure to store and process a great deal of information in one's head and keep constantly gathering new data.
9. **Responsibility for Others: A Heavy Burden.** The necessity of overseeing, managing, and evaluating people is a major source of stress for managers

**ADVERSE EFFECTS OF ORGANIZATIONAL STRESS AND HOW TO COPE WITH THEM**

1. **Stress as a Source of Desk Rage.** Similar to road rage, desk rage is the lashing out at others in response to stressful encounters on the job.

2. **Burnout:** Stress and Psychological Adjustment.

a. **Burnout.** This is a syndrome of emotional, physical, and mental exhaustion coupled with feelings of low self-esteem or low self-efficacy, resulting from prolonged exposure to intense stress, and the strain reactions following from them. Burnout has a strong adverse effect on job performance.

b. **Symptoms of Burnout.**

1) Physical exhaustion with headaches, nausea, poor sleep, and changes in eating habits.

2) Emotional exhaustion, including depression and feelings of helplessness.

3) Depersonalization occurs when people become cynical about others, hold negative attitudes, and treat people as objects. They derogate themselves, their jobs, and life in general.

4) Feelings of low personal accomplishment and a lack of faith in any positive changes in the future.

**B. Managing Stress: What Organizations Are Doing**

1. **Employee Assistance Programs (EAPs).** Plans offered by employers to provide their employees with the systems for various personal problems such as substance abuse, career planning, financial and legal problems. By reducing the intensity of the stress of the situation, workers should become more productive.

a. **Member Assistance Programs (MAPs).** Plans offered by trade unions to provide their members with the systems for various personal problems.

b. **Outsourced Assistance.** Interest in these assistance programs is so high that firms have been created to offer these programs as outsourced functions.

2. **Stress Management Programs.** The systematic efforts to train employees in a variety of techniques they can use to become less adversely affected by stress. These programs include meditation and relaxation techniques.

3. **Wellness Programs.** Company-wide programs in which employees receive training regarding things they can do to promote healthy lifestyles. These programs include stress reduction, exercise programs, nutrition and weight management counseling, and even exercise and smoking cessation programs.

a. These programs have proved to be very profitable for the companies in terms of lower insurance costs, lower absenteeism, and fewer sick days. This is especially true when employees are offered incentives to participate.

b. **Presentism.** The practice of showing up for work too sick to be able to work effectively.

**C. Managing Your Own Stress**

1. **Manage Your Time Wisely.** Using good time management skills will reduce stress.

2. **Seek Social Support.** Social support is the friendship of others, which helps minimize reactions to stress.

3. **Eat a Healthy Diet and Be Physically Fit.** Given the physiological effects of stress, exercising the body, and eating right, may help combat the symptoms.

4. **Relax and Meditate.** Meditation is a process of learning to clear one's mind of external thoughts, often by repeating a single syllable (known as a mantra) repeatedly.

5. **Get a Good Night’s Sleep**. This is easier said than done, as one of the symptoms of stress is sleeplessness.

6. **Avoid Inappropriate Self-Talk.** People believe what they tell themselves. Using positive self-messages helps reduce stress.

7. **Take a Time-Out.** When confronted with stress, take a time-out: a brief delay in activities designed to reduce mounting tension.