Welcome to this audio visual presentation on emotions and moods in the workplace.

Can managers control the emotions or moods of their colleagues and employees? No. Emotions and moods are a natural part of an individual's makeup. Managers err if they ignore the emotional elements in organizational behavior and assess individual behavior as if it were completely rational. Managers who understand the role of emotions will significantly improve the ability to explain and predict individual behavior.

Do emotions or moods affect job performance? Yes. They can hinder performance, especially negative emotions. That is probably why organizations, for the most part, try to extract emotions out of the workplace.

Emotions can enhance performance. How? In at least two ways. First, emotions can increase arousal levels, thus acting as motivators to higher performance. Second, feelings can be part of a job's required behavior. For instance, the ability to effectively manage emotions in leadership and sales positions may be critical to success in those positions.

What differentiates functional from dysfunctional emotions and moods at work? While there is no precise answer to this, it has been suggested that the critical moderating variable is the complexity of the individual’s task. While a certain minimal level of arousal is probably necessary for good performance, very high levels interfere with the ability to function, especially if the job requires calculative and detailed cognitive processes. Given that the trend is toward jobs becoming more complex, you can see why organizations are likely to go to considerable efforts to discourage the overt display of emotions, especially intense ones, in the workplace.

There are various sources of emotions and moods.

**Personality**
- There are individual differences in the strength with which individuals experience their emotions.
- People differ in how predisposed they are to experience emotions intensely.

**Day of the week and time of the day**
- People tend to be in their worst moods early in the week and best moods late in the week.
- People are generally in lower moods early in the morning.

**Weather**
- Weather has little effect on mood.

**Stress**
- Stress can be cumulative and does affect mood and emotional states.

**Social activities**
- Social activities tend to increase a positive mood.
- People who are in positive moods seek out social activities.
- The type of social activity matters; physical activities and informal activities are associated with increases in positive mood.
- Social interactions have long-term positive health benefits.

**Sleep**
- Americans, on average, sleep less than 7 hours per weekday.
- Sleep quality affects mood.
Exercise
- Exercise enhances positive moods, but in a moderate effect.

Age
- Negative emotions seem to occur less as people get older.

Gender
- Women tend to show greater emotional expression than men.
- Women tend to experience emotions more intensely, and display more frequent expressions of both positive and negative emotions.
- Women also report more comfort in expressing emotions.
- Women are better at reading nonverbal cues than are men.

There are external constraints on emotions. Every organization defines the boundaries that identify which emotions are acceptable and the degree to which employees may express them.
1. There is no single emotional “set” sought by all organizations.
2. In the United States, there is a bias against negative and intense emotions. Expressions of negative emotions such as fear, anxiety, and anger tend to be unacceptable except under fairly specific conditions.
3. Consistent with the myth of rationality, well-managed organizations are expected to be essentially emotion-free.

Cultural norms in the United States dictate that employees in service organizations should smile and act friendly when interacting with customers. This norm does not apply worldwide.

Cultures differ in terms of the interpretation they give to emotions. There tends to be high agreement on what emotions mean within cultures but not between cultures. For example, smiling is often seen as an expression of happiness by Americans. However, in Israel, smiling by cashiers is seen as being inexperienced. Studies also indicate that some cultures lack words for such standard emotions as anxiety, depression, or guilt.

Emotional intelligence refers to an assortment of non-cognitive skills, capabilities, and competencies that influence a person’s ability to succeed in coping with environmental demands and pressures.

Self-awareness is being aware of what you are feeling. Self-management is the ability to manage one’s own emotions and impulses. Self-motivation is the ability to persist in the face of setbacks and failures. The implications from the initial evidence on emotional intelligence are that employers should consider it as a factor in selection, especially in jobs that demand a high degree of social interaction.

End of presentation