

Lecture 13/14, Feb 6, 2023

Emotional Regulations

- Two types:
 - Emotional contagion: the tendency for moods and emotions to spread between people or throughout a group
 - * Positive emotions are more contagious than negative ones
 - Emotional labour: when employees must display a set of emotions (e.g. customer service, child care/education workers)
 - * Often exaggerates positive or suppresses negative emotions
 - * Requirement for people to conform to certain “display rules” in their job behaviour, in spite of their true mood or emotions

Consequences of Job Satisfaction

- Absence from work
 - Going from dissatisfaction to quitting takes time; it’s an incremental process that starts with absenteeism
- Turnover (employees leaving)
 - Certain “shocks” might initiate turnover
 - 3 commitment factors:
 - * Affective commitment: when you want to be at your job – you engage with the work you’re doing, you like the people, and you stay because you want to
 - Staying because you *want to*
 - * Continuance commitment: when you stay because it costs you more to leave – e.g. if you need the money, the benefits, or for immigration reasons
 - Staying for yourself because you *have to*
 - * Normative commitment: highly normative (people who engage more in normative behaviour) stay based on ideology or feeling of obligation – e.g. “if I leave, this project won’t be successful”
 - Staying for others because you *should*
- Performance
- Organization citizenship behaviour
- Customer satisfaction and profit

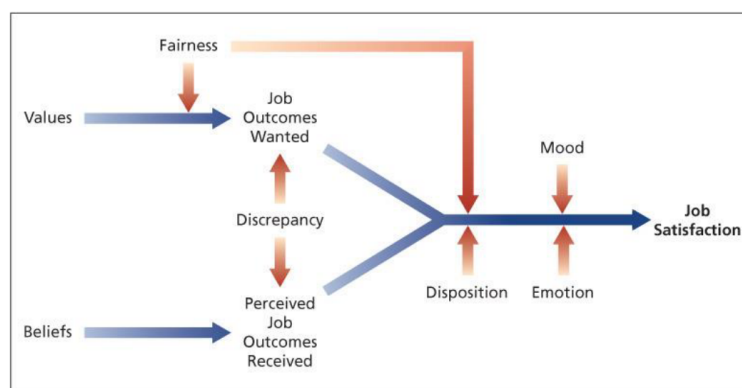


Figure 1: How the 4 factors affect job satisfaction

Motivation

- Motivation is the extent to which persistent effort is directed toward a goal
 - Intensity: how hard a person tries (effort)

- Direction: the orientation that benefits the organization
- Persistence: a measure of how long a person can maintain his/her effort
- All 3 are applied towards a goal
- Two types:
 - Intrinsic motivation: stems from the direct relationship between the worker and the task, usually applied by oneself
 - * e.g. feeling of fulfillment
 - Extrinsic motivation: stems from the work environment external to the task, usually applied by others
 - * Reward relationship
 - * e.g. pay, promotions, free lunches, feeling of being valued by the organization or coworkers
 - You can extrinsically motivate yourself, but it's hard to get intrinsically motivated by others
- Performance refers to the extent to which an organizational member contributes to achieving the goals of the organization
 - Motivation contributes to performance – we try harder when we're more motivated (but this relationship is not one-to-one because of other factors like personality and intelligence)
 - Performance is the output of motivation
- (Amount, persistence and direction of) effort feeds into motivation, but these go through a number of other things before performance:
 - General cognitive ability: basic information processing capacities and cognitive abilities
 - Emotional intelligence (EI/EQ): the ability to understand and manage one's own and others' feelings and emotions
 - * Perceiving emotions, using emotions, understanding emotions and managing emotions
 - * e.g. observing someone's tired is general cognitive ability, but being able to infer that you're not being engaging is EI
 - Also personality, task understanding and chance

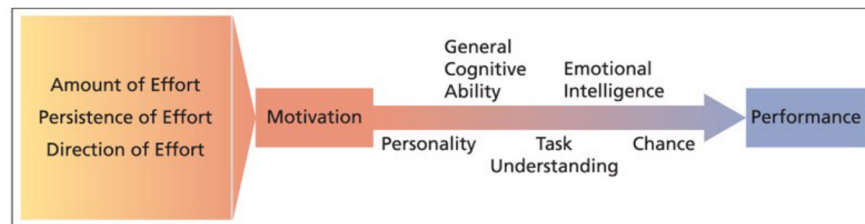


Figure 2: Factors contributing to job performance

Theories of Motivation

- Two kinds:
 - Need theories: what do you want?
 - * e.g. Maslow's hierarchy
 - Process theories: how you achieve what you want?
 - * e.g. expectancy theory, equity theory, goal setting theory
- Maslow's hierarchy & Alderfer's ERG:
 - Maslow's hierarchy of needs orders basic needs to higher order needs
 - * From basic physiological needs (food, water, shelter), then to safety (protection from others, the environment, etc), belongingness (feeling like we're part of society), self-esteem (our view of who we are), then self-actualization (what is my purpose? what's next after I achieve my goals?)
 - * If the more basic needs are not met, then you are not concerned with higher order needs
 - In Alderfer's model, the basic needs are extrinsic motivations, and the higher order needs are intrinsic motivations
 - * From basic existence needs (safety and physiological), to relatedness (how we connect: be-

longing, self-esteem), then to growth (how we aspire to develop ourselves: self-esteem and self-actualization)

* ERG stands for existence, relatedness and growth