



TABLE 3.2 EMOTIONS IN THE WORKPLACE

Categories of Emotions	Examples of Emotions
Nasty emotions	Anger, envy, and jealousy
Existential emotions	Anxiety, guilt, and shame
Emotions provoked by unfavorable life conditions	Relief, hope, sadness, and depression
Emotions provoked by favorable life conditions	Happiness, pride, and love
Empathetic emotions	Gratitude and compassion

Emotional labor: the act of expressing organizationally desired emotions during service transactions



Waiting tables in a restaurant is a position that often requires emotional labor as employees strive to serve customers and provide a pleasant dining experience. What are some other occupations that require emotional labor?

Emotional labor emerged from studies in service jobs; think of the first responder at the scene of an accident or the nurse caring for patients in a hospital. However, emotional labor is relevant to almost any job because employees expect their manager to be courteous and not hostile to others. Emotional labor is generally defined as the act of expressing organizationally desired emotions during service transactions.²⁸ The challenge arises when employees have to project one emotion while feeling another, something that is called **emotional dissonance**, and which can take a heavy toll on the individual.²⁹

Individuals not only try to interpret the emotions of other people, but also their own emotions. Our feelings are indicators of our implicit or unconscious judgments of the significance of events. Our own emotions give us information about our reactions to situations that we might not otherwise be aware of, and they reveal to us our needs, concerns, and motives. Our emotions tell us when things feel

incomplete, and they imply the need for action. Sometimes unknown to an individual, the action implied is one that will have a chance of returning the individual from a crisis state to a neutral or normal state.

Lazarus and Lazarus offer five categories of emotions.³⁰ The first is what they call the “nasty” emotions, which include anger, envy, and jealousy. Who among us can say they have never experienced any one of the nasty emotions in our own work lives? The second is what is referred to as the existential emotions, including anxiety, guilt, and shame. The research on job stress and coping mechanisms (discussed in Chapter 6) demonstrates the saliency of these work-related emotions. The third category is emotions provoked by unfavorable life conditions, including relief, hope, sadness, and depression. The fourth category is emotions provoked by favorable life conditions, including happiness, pride, and love. Lastly, there are the empathetic emotions, including gratitude and compassion. You may want to explore all of these categories as you work on your timeline in this chapter.

Emotional dissonance: projecting one emotion while feeling another
Feelings: indicators of our implicit or unconscious judgments of the significance of events
Emotions: provide information about our reactions to situations and reveal our needs, concerns, and motives