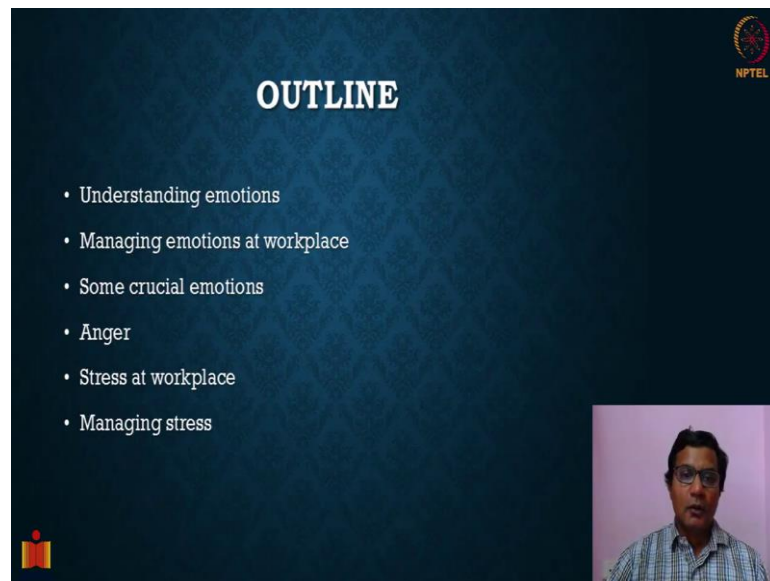


**Organizational Behaviour**  
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**Indian Institute of Technology, Hyderabad**

**Lecture – 23**  
**Emotions at Workplace**

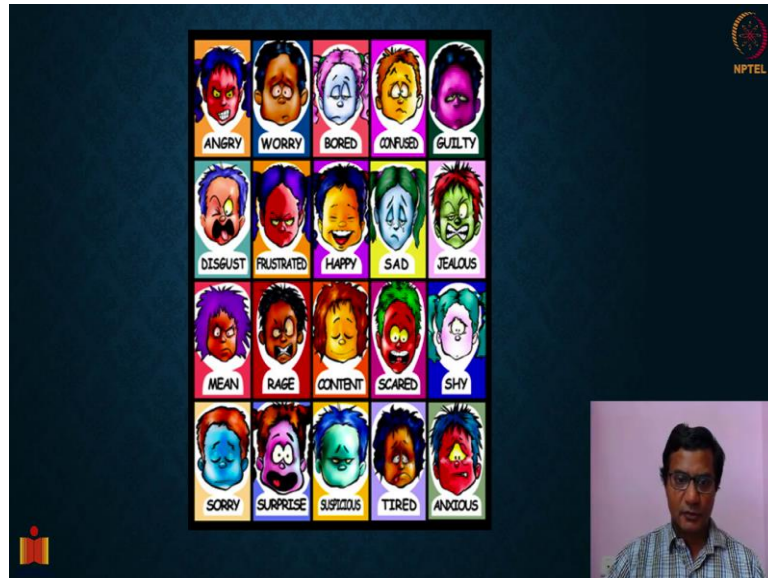
Warm welcome to this lecture series on Organizational Behaviour. We are on the 6th chapter which is on Emotions.



The slide features a dark blue background with the word 'OUTLINE' in white capital letters at the top center. Below it is a bulleted list of topics. In the bottom right corner, there is a small video inset showing a man with glasses and a checkered shirt. The NPTEL logo is visible in the top right corner, and a small icon of an open book is in the bottom left corner.

- Understanding emotions
- Managing emotions at workplace
- Some crucial emotions
- Anger
- Stress at workplace
- Managing stress

So, this is going to be the broad outline of the lecture. We will try to understand what is meant by emotion, and we will also look at some of the important emotions at workplace; especially, anger, and stress. You will also talk about how to manage anger and stress.



Humans show varied kinds of emotions in the day today interactions with others and also within themselves. Emotions makes our life interesting. Think about the life without emotions, and our emotions have both negative emotions and also positive emotions or emotions which are desirable and emotions which are not desirable.

In a very philosophical sense, when we have emotions which are only positive or which are only desirable life loses its essence, it becomes less interesting. When we have emotions of different types, at different points in time it is like up and you know low in our life. So, only when you have ups and lows in our life becomes interesting.

## EMOTIONS

- Emotions are our first language
- Emotions are universal
- Role of culture on emotional expression
- Emotions most of the times have an object
- Emotions are contagious

So, what are emotions? Emotions like I said inherent part of our human life. In fact, it is not just humans, but also many animals show emotions. So, what are emotions?

Emotions are expression of our inner feelings in a very simple term. And, they are also our first language. So, children even before they start communicating using language, they use emotions.

If you see even children with or infants which are born without you know sensory perception like visual perception, or auditory perception, they show emotions, they know how to cry, they know how to laugh, how to smile; they know they also become sad. So, in that case emotions are not learnt from the society. So, emotions are in-born.

But the way we show emotions or the way we manage our emotions change when we grow. So, how we manage emotions? It is socially learnt, but emotions per se are not learnt, they are in-born. And, emotions are universal. So, what I meant by universal is? Certain emotions or certain basic emotions are found among people throughout the world. Emotional expressions, the way we show emotions may change from culture to culture, but the idea of emotion or happiness or sadness is common for everyone in the world.

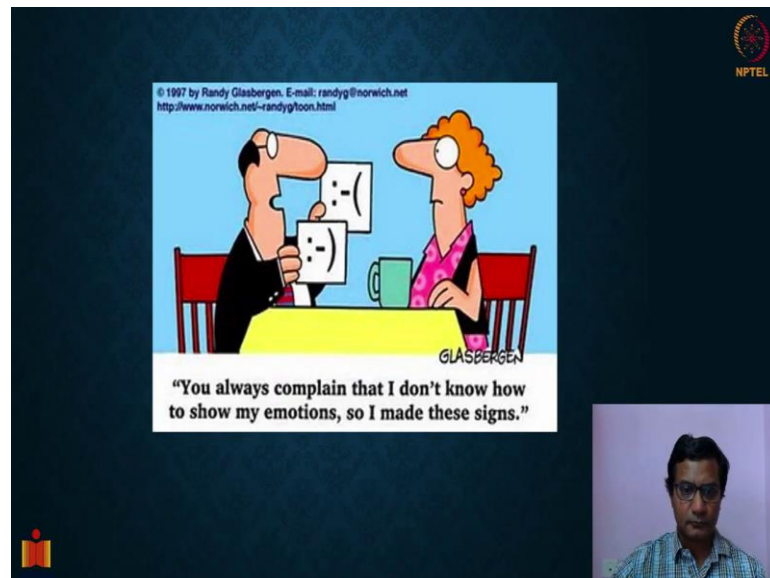
Like I said culture can influence the way we express emotions, but it does not mean that there will be cultural differences in emotions. And, most of the times emotions have an object. So, what I mean to say is like attitudes, most of the times emotions are targeted towards an object. But there are also emotions which are targeted towards our own selves. We will talk about that in the later slide.

Emotions are also contagious. So, similar to cold or common cold, if somebody has cold in a room, everybody gets cold, is not it? Most of us in the same room gets cold. Similarly, emotions also are very powerful.


So, if somebody shows happiness in the near you, you also catch that happens. If somebody is sad around you, you also become sad, even though there is no reason for you to become sad or happy, when people show emotions around you some kind of emotions, we also acquire those emotions.

So, that is where emotions in workplace play a very important role, because people around you in work, when they show different emotions you also become happy or sad.

And, it is like common cold, it spreads; everybody you know if there are two three people who are showing negative emotions consistently, many people around them will also become like that, they are also show the same kind of emotions. So, having happy people at work makes everyone happy. Similarly, having people who are sad or aggressive, may also influence people around them in the same way, ok.





So, like I said we all have emotions, but some people are better in managing their emotions, they are better in terms of how to show emotions, how to control emotions, how to channelize their emotions in a positive way. For example, aggression how to channelize the aggression in a positive way, how to show resentment negative emotions to others in a right way, and how to control certain emotions. So, these are certain skills, not many people have. And, these skills are learnt over a period of time. So, they are also called as emotional intelligence or emotional management skills, ok.



## SELF-CONSCIOUS VS SOCIAL EMOTIONS


- Self-conscious emotions: feelings that stem from within. E.g. shame, guilt, embarrassment and pride.
- Social emotions: feelings based on information external to themselves. E.g. pity, envy, jealousy etc.



Like I said the earlier most emotions are targeted towards certain objects or certain people or certain incidents. There can also be in emotions which are targeted towards oneself. So, the target is your own self, which are self-conscious emotions.



There are certain emotions which are targeted or focused towards outside objects and outside people. So, the interlay targeted emotions or the emotions which stem from within or for example, shame. Shame means you feel inadequate or you feel you something you have done you feel you know you have done which is not appropriate in the social situations ok, so that is shame.

Guilt is, you feel you do not have enough capacity or you have done something wrong, you know you feel bad about it. So, these are the positive side of it is pride you feel you know you have you are better than others, so you feel proud. Social emotions like I said targeted towards others outside are pity, you know you are you feel pity about someone. Envy, envy means somebody has something in with them which you do not have or they have something which you desire for, so which is, so you get jealousy. So, these emotions are targeted towards others, ok.



# MOOD

- An unfocused, relatively mild feeling that exists as background to our daily experience.
- Positive emotions and job performance.
- Mood congruence: tendency to recall positive things when in a good mood and vice versa.



There is a related term compared to emotion which is mood. Compared to emotions mood is not targeted towards any object, internal or external. It is an unfocused or a very general feeling which exists in our day today experiences. For example, few days we feel low, few days we feel energetic, few days we feel irritable, ok. So, these are mood. So, these are unfocused relatively mild feeling that exists as a background to our daily experience.

You may not even know why it is like that or sometimes it can be something which was triggered which you are not aware of, and most of the times these are you know our biological hormonal or you know biochemical reactions which many a times are not because of any specific reason.

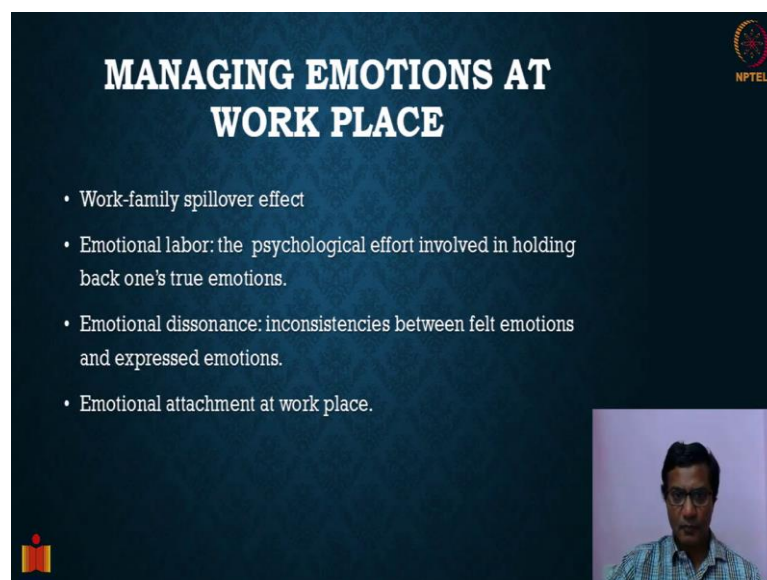
Positive emotions especially play a very important role in job performance. When your mood is good, when somebody's mood is good in the workplace, they tend to be very cheerful and they have also work better. And, their performance is better not necessarily you know their skills improve, but the way they look at problems will be in a positive way, so they will have a positive outlook towards the experiences or with people around them. So, that leads to better performance.

And, having a positive mood or a positive emotion is important in workplace, because there is something called mood congruence. Mood congruence means when people are in a positive mood, they tend to remember positive things.

Similarly, when they have a negative mood or negative emotion, they tend to remember negative things. So, why it is important? So, when you are a positive mood like I said everything looks positive around you, you know you feel happy about your life. Similarly, you know you have negative mood everything seems to be gloomy; everything seems to be grey and you feel self-pity, you know you feel your life has been miserable, ok. So, it reinforces that cycle.

So, if you have bad mood, it is important to break that bad mood or you have to break that cycle of you know your mood feeding into your memory of previous experiences and that feeding into your mood and also the way you look at things. So, if you have to break that cycle, you need to ask yourself or you need to you know challenge your mood or you have to take some effort to become positive.

There is another term which is called as temperament. Temperament is a kind of a internal quality or like a personality quality, where some people are always positive and some people are always negative. Some people are inherently very cheerful in nature, some people are irritable in nature. They will always be irritable towards others, on the other hand some people are always cheerful and happy in nature. So, this emotional, you know the state of emotion which you have most of the times is called temperament or your predisposition towards being happy or being irritable is called temperament.



**MANAGING EMOTIONS AT  
WORK PLACE**

- Work-family spillover effect
- Emotional labor: the psychological effort involved in holding back one's true emotions.
- Emotional dissonance: inconsistencies between felt emotions and expressed emotions.
- Emotional attachment at work place.

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Why emotions play an important role in workplace? One we already seen; emotion is emotions are contagious. So, if you have negative people or people who with negative



emotions in the workplace most people around them also are affected by it and many a times they also acquire those kind of negative emotions, so that is one. We call it emotional contagion.

Two, emotions have a spillover effect especially in a work family context. So, when people are happy at work, they will also carry that happiness and show it in their family, and other way around also, when people are happy at with family if they are happy with people around them in their family or if they are happy about themselves in the family they will show happiness in work also.

Other way around, you know if people are sad or angry in their workplace, they are they go and show it in their families. And similarly, if they are angry or upset in the workplace or sorry in the family, their work behavior also gets affected. So, how to break this? So, this spillover effect we can use it positively also. So, there is positive spillover, negative spillover.

So, let us say if there is positive spillover it is good, but what if there is negative spillover. You know some somebody's are undergoing very negative emotions in their family, you know there is some something which is bad happened in their family, some unfortunate event in the family, so that person is depressed. So, how to overcome it? One way to overcome it is to be successful in work, to try to take energy from your success in work.

So, what I am trying to say is when one sphere of your life is not is making you feel bad which leads to negative emotions, to overcome it you need to you can use success or positive energy from the other place, the other sphere of your life, ok. So, that is a importance of work family spillover effect.

There is another important issue about emotions in workplace which is emotional labor. So, there are certain jobs which require showing a certain kind of emotions. Even if you feel or even if you feel them naturally or you do not feel them naturally, it becomes important in workplace to show certain emotions. It is true for most jobs, but there are specific jobs which require more amount of emotional labor.

For example, employees who are working in hospitality industry. Hospitality means hotel, tourism, people like reception who are working in the reception jobs or people



who are who handle common public or you know people with special needs. So, these kind of job; especially, mostly they are service jobs. So, these jobs require high levels of, high demand on these employees to show emotional labor.

The problem with emotional labor is you have to pretend, ok. So, there are two ways you can show emotional labor; one you can naturally feel those emotions and show them.

You know for example, if you are; if you are in hotel industry, you are receptionist or if you are a person who is working in a hotel, five-star hotel or you are an air steward you know people who are working in the aero plane, they show lot of their smile and they show cheer fullness. One option is you can genuinely show those emotions. You can feel happy about your job. You can feel cheer full about meeting new people, going to different places. So, you can show those positive emotions.

At the same time, you can also do it artificially. You know you do not have to really feel those emotions, but more like a mask. You know you can use that mask. You may not be genuinely feeling happy, but because it is required in a job you can pretend to show happiness. There are two ways; one naturally showing in, two, you can pretend as if you are you are feeling happy.

There are advantages and disadvantages in both. The advantage of showing it naturally is you are there is less energy involved in it, you are not like pretending you do not need to put an effort to do it. But the problem is certain jobs you need to show negative emotions, not negative emotions, you cannot laugh. For example, if you are a doctor ok, there is a negative news to be conveyed.

Personally, you are undergoing something which is happy in your life, but you cannot show it in your work place and to your, you know to your patience and the relatives when they are sad. You should show empathy, ok. Empathy means putting yourself in their shoes, you should.

So, when you genuinely feel sad for others that will affect your health. Feeling happy is good. You know genuinely feeling happy in workplace is ok, but genuinely feeling sad, if your work requires, showing negative emotions, if you naturally feel them, if you get involved them deeply it may affect your health. In fact, there are studies which show that people like psychological counselor's doctors they get into burnout.

Burnout means they encounter these kind of negative emotions around them. When they also are immersed into that negative emotions, naturally you know feeling those emotions because others are also showing those emotions around them they become burnt out. Burnt out means they feel tired, they feel ill and all those stuff.

The advantage of faking or you know pretending to be happy or sad in your workplace is like you are wearing a mask. When you go out of your work, when you go back home, you remove that mask and keep it somewhere. Next day when you come you wear it. It is not personally affecting you.

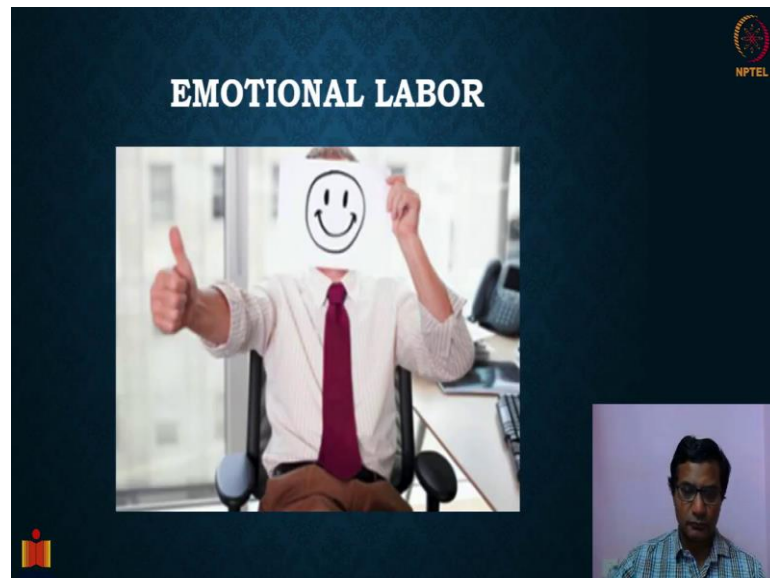
But the problem with wearing a mask is you need to put some effort; you know you need to act. You need to show them as if you are feeling it, and people may understand your faking you know especially in hospitality industry in hotel, tourism industries, people know whether you are genuinely showing happiness or cheerful or whether you are faking your cheer fullness.

So, that will affect the way they rate you. So, if you see many of the people who are working in hospitality industry, they get positive feedback from their customers, when they feel this person is genuinely showing concern and happiness. These are with this person is like pretending for acting to do that, ok. So, it is good to show genuine emotions in work place, but it has a certain level of impact on you, ok. So, that is what we call emotional dissonance. So, you feeling certain thing, but you are demanded to show certain thing. So, that requires lot of burden on the on the employee.

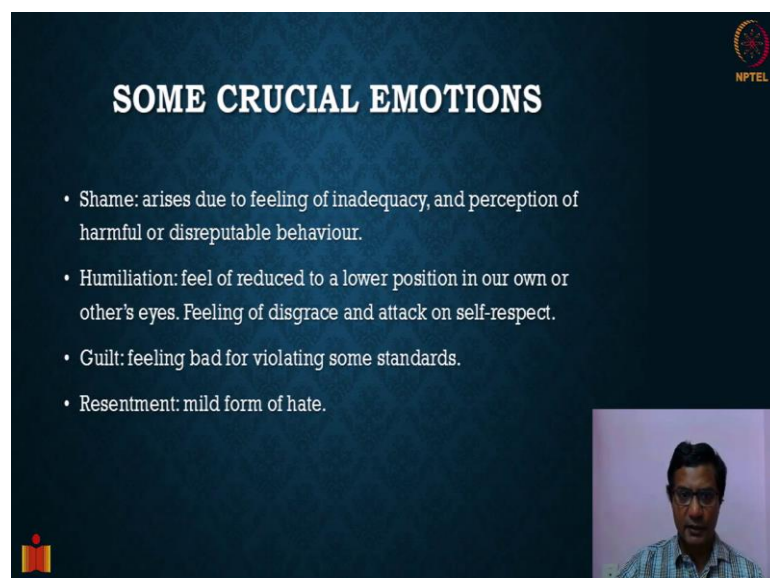
Another important aspect of emotions in workplace is emotional attachment in workplace, which means when people feel or when people think their workplace is a happy place to work. You know they feel the work they are doing and the environment they are working, people around them are making them feel good about themselves, and also making them feel happy about themselves, they get attached to their workplace, they feel emotionally attached, which means you know leaving that place makes them sad.

It can be other way around also. If the workplace and the people around them in the workplace makes them feel upset or low or irritable, then they get negative emotions towards their work. So, you know this kind of a negative emotions will make them quit the organization soon or do certain things which will harm the organizations reputation or you know performance.

It can be other way around, if people are happy about their work and work place because they think the workplace is a happy place to work they will be committed to their work, and the organization, they will not leave the organization, even if there are pressure for them to leave. Similarly, they will say good things about their work when they go out. This is like committed employees, ok.



So, emotional labor, like I said sometimes can be wearing a mask without actually showing it, ok.



So, I will stop here. We will meet in the next lecture. We will talk about different types of emotions, more specifically the negative emotions and how to manage them. Till then take care. See you in the next class.