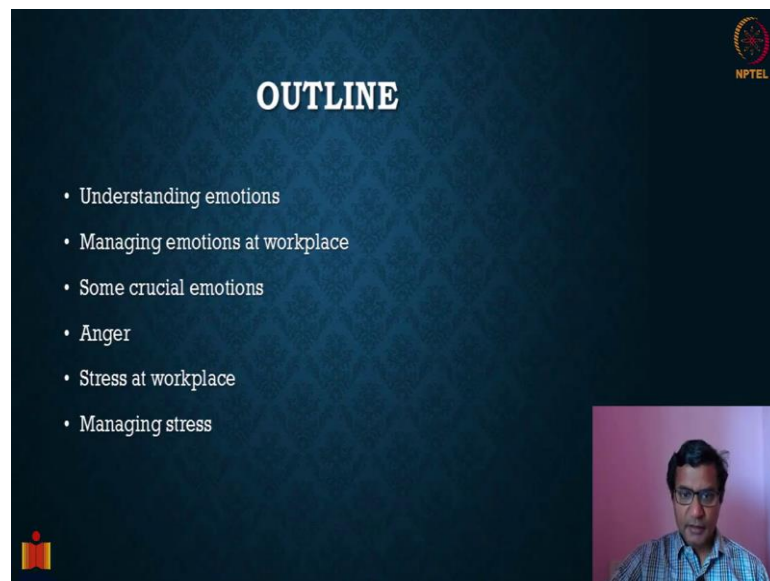


Organizational Behaviour
Dr. M. P. Ganesh
Department of Liberal Arts
Indian Institute of Technology, Hyderabad

Lecture – 24
Emotions – Part 2

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

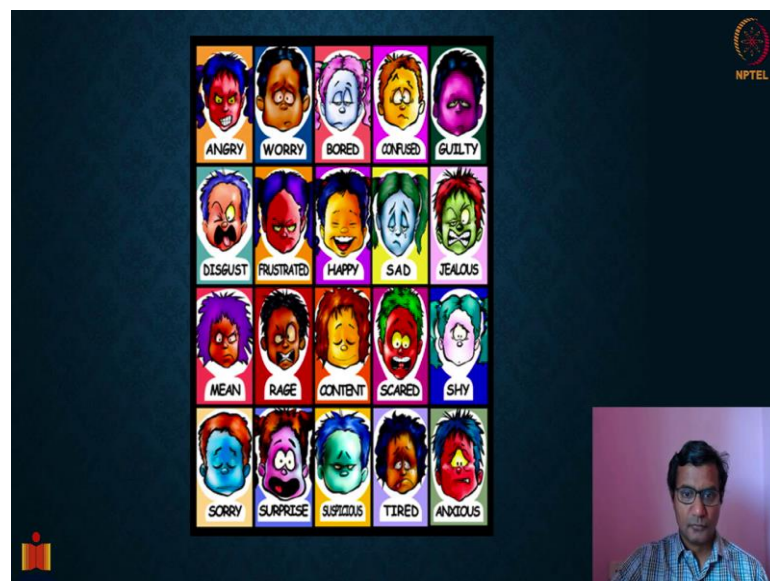


OUTLINE

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

The slide features a dark blue background with the word 'OUTLINE' in white capital letters. A list of six bullet points is displayed on the left. In the bottom right corner, there is a small video inset showing a man with glasses and a blue shirt. The NPTEL logo is visible in the top right corner.

We are in the second session of the lecture in this chapter. We will quickly summarize what happened in the previous lecture.

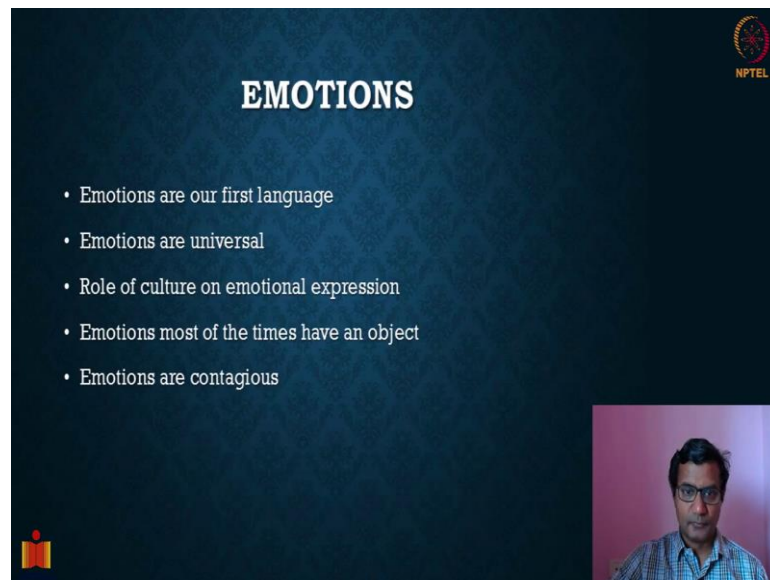


The slide displays a 4x5 grid of 20 cartoon faces, each with a different expression and color. The emotions are labeled as follows:

ANGRY	WORRY	BORED	CONFUSED	GUILTY
DISGUST	FRUSTRATED	HAPPY	SAD	JEALOUS
MEAN	RAGE	CONTENT	SCARED	SHY
SORRY	SURPRISE	SUSPICIOUS	TIRED	ANXIOUS

The grid is set against a dark blue background. A video inset of the lecturer is in the bottom right corner, and the NPTEL logo is in the top right corner.

We looked at how emotions play a very important role in a human's life.

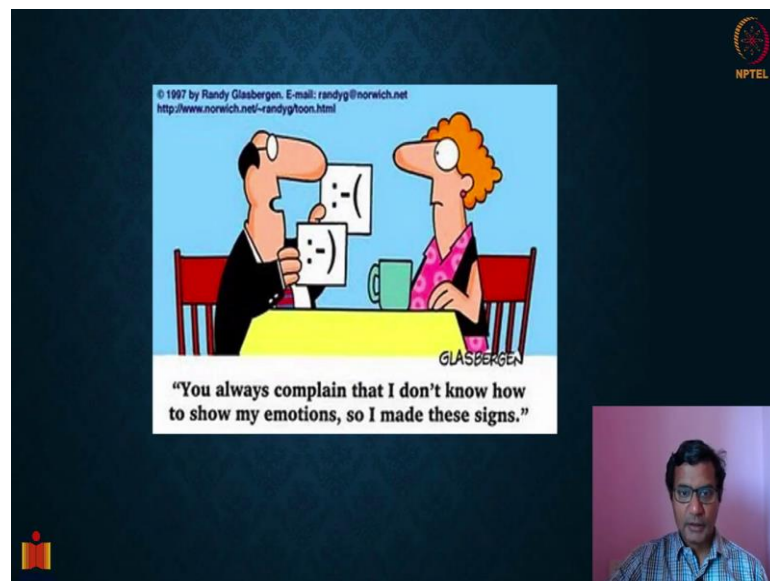


EMOTIONS

- 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

The slide features a dark blue background with the word "EMOTIONS" in white capital letters at the top center. Below it is a bulleted list of five points. In the top right corner, there is a small circular logo with a red and yellow design and the text "NPTEL" below it. In the bottom left corner, there is a small icon of an open book. In the bottom right corner, there is a video inset showing a man with glasses and a blue shirt.

We also looked at how emotions are most emotions are universal in nature even though the expression of emotions may vary from culture to culture.



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[http://www.norwich.net/~randyg/ton.html](http://www.norwich.net/~randyg/toon.html)

GLASBERGEN




"You always complain that I don't know how to show my emotions, so I made these signs."

The cartoon depicts a man and a woman sitting at a table. The man is holding two signs, one with a sad face (:-) and one with a happy face (-:). The woman is looking at him. The cartoon is signed "GLASBERGEN" and has a caption below it. The background of the cartoon is light blue. The slide also features the NPTEL logo in the top right, a book icon in the bottom left, and a video inset of the same man in the bottom right.

We also looked at the role of emotional intelligence or the capacity of people to manage their emotions well.

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.



We also looked at two different types of emotions. Emotions which are targeted towards oneself and emotions which are targeted towards external objects or people or events.

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.



We also looked at another related concept which is called mood. So, mood is a very generic state which can be positive or negative. For example, sometimes we feel irritable or low or happy without any specific reason.

Mood has a very strong influence on the way how we look at things and how we behave especially in work context and when we are in good mood, usually we remember good things, positive things ok.

The slide features a dark blue background with the title "MANAGING EMOTIONS AT WORK PLACE" in white, bold, uppercase letters at the top center. In the top right corner, there is a small circular logo with the text "NPTEL" below it. A list of four bullet points is positioned in the middle-left area. In the bottom right corner, there is a small video inset showing a man with glasses and a blue shirt speaking. In the bottom left corner, there is a small icon of an open book.

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.

We also looked at why emotions are important in workplace. We looked at a concept called emotional contagion which means emotions like common cold also spreads to people around us. Let us say for example, in workplace if somebody shows positive emotions others also acquire that positive emotions even without knowing they are getting it. Emotional labor is in most jobs more specifically in-service jobs, employees are expected to show positive emotions or certain kind of emotions to the consumers.

So, for example, hospitality industry like hotel, tourism, air force, air-stewards. So, all those people are expected to show positive emotions to their clients. We also spoke about two ways in which people do it: one is superficially pretending to shown those emotions which is surface acting.

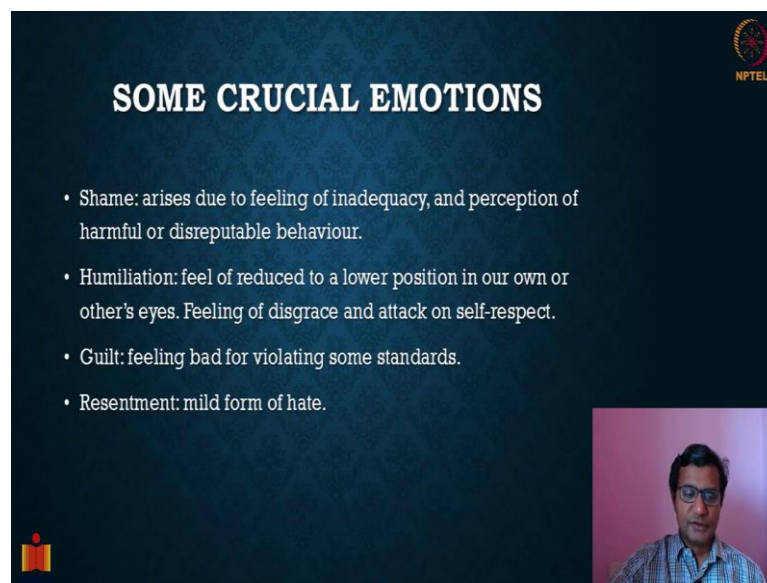
Sometimes people may also get into deep acting deep acting means you act, but you pretend to show those emotions, but in a very deeper sense. There is a third level which is you naturally feel those emotions and show those emotions. We looked at the advantage and disadvantages of pretending as well as showing natural emotions or showing emotions naturally.

So, one important problem which can happen is emotional dissonance which means when there are inconsistencies in felt emotions and expressed emotions which means you feel something, but your job demands you to show certain kind of emotion. So, that can lead to emotional dissonance.

If you remember there is a similar dissonance we saw in the previous chapter which is cognitive dissonance which means when there are two different attitudes existing at the same time, it can lead to cognitive dissonance which is a very disturbing thing for individuals. Similarly, emotional dissonance is also disturbing for people when they have it or when they face it.

Emotional attachment at workplace is also a very important aspect of emotions in workplace. When people feel their workplace is a place where they encounter positive emotions, they tend to get emotionally attached to it. So, when people feel they are happy in the workplace, their commitment level increases.

They feel sad if they have to leave that organization. We also looked at work family spillover, how emotions in work sphere can affect motions in personal sphere and vice versa and how to use this spillover effect in a positive way. For example, when somebody is not happy in personal sphere, they can perform well in the work sphere and take that positive energy to their personal space ok.



SOME CRUCIAL EMOTIONS

- Shame: arises due to feeling of inadequacy, and perception of harmful or disreputable behaviour.
- Humiliation: feel of reduced to a lower position in our own or other's eyes. Feeling of disgrace and attack on self-respect.
- Guilt: feeling bad for violating some standards.
- Resentment: mild form of hate.

So, this is where we stopped in the previous lecture. This lecture we are going to talk about some of the important emotions which are common in workplace. Most of them are negative kind of emotions. So, one set of emotions which are very similar are shame, humiliation, guilt and resentment.

Shame is when someone feels inadequate in workplace or if someone feels their capacity levels are low, they are not able to perform according to the demand of the work, they

will feel shamed or they will feel shameful. It can also happen when your reputation is at stake. If you are you know if something hurts your reputation, you will feel shameful.

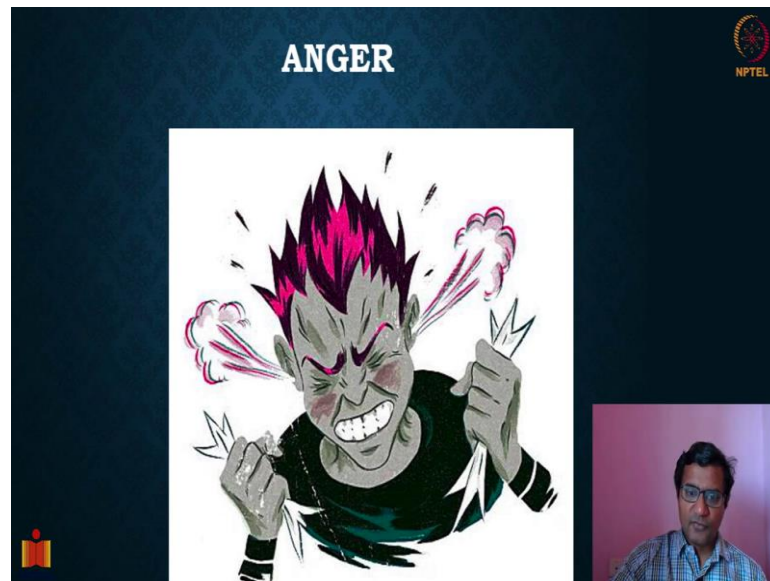
A similar emotion is humiliation. Humiliation is somebody puts you down. For example, if your teacher shouts at you, if your boss shouts at you in the presence of others so, you will feel humiliated. So, humiliation happens when your self-respect is attacked or if you feel there is a disgrace to your self-respect.

Guilt is feeling bad about doing something wrong. So, you would have violated some social standard or you know some social norm. So, you will feel guilty something like reciprocity you know your friend helped you, but you did not help that friend in return, you will feel guilty.

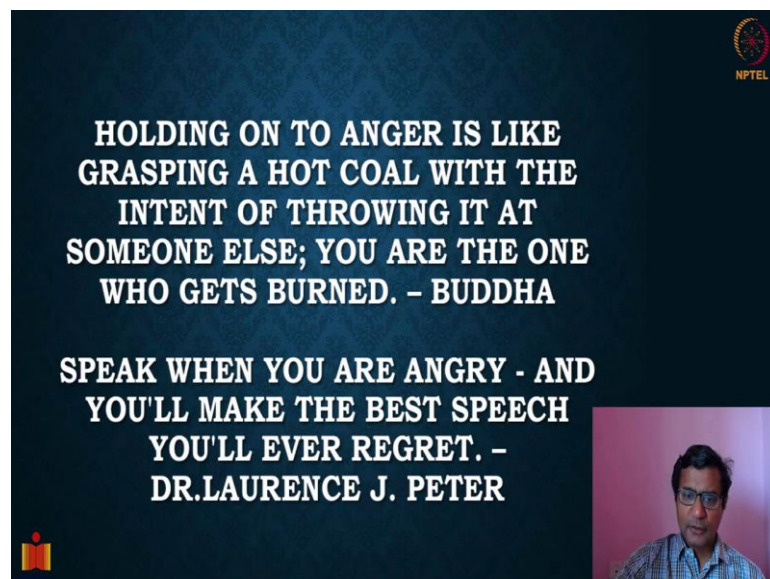
Sometime this guilty can be you know it can be created by the other person. For example, you may not there may not be a real reason, but your colleague may say that you did not help him when there is a need. So, you may feel guilty ok. So, people may manipulate others emotions also you know kind of emotional blackmail can also create guilt among people.

So, if you remember I was talking about Machiavellianism in one of those chapters on personality more specifically. So, Machiavellians used this guilt effectively to take advantage of others. So, they will create guilt, or they will make others feel guilty and use that guilt in their advantage. So, this is very this may be very common in workplace when someone is a Machiavellianstic kind of a person.

Resentment is mild form of hate. So, you know you there is some level of unhappiness and that causes hatred. For example, you know your bonus is delayed, your boss or your subordinate is not you know cooperative so, you it may lead to resentment.

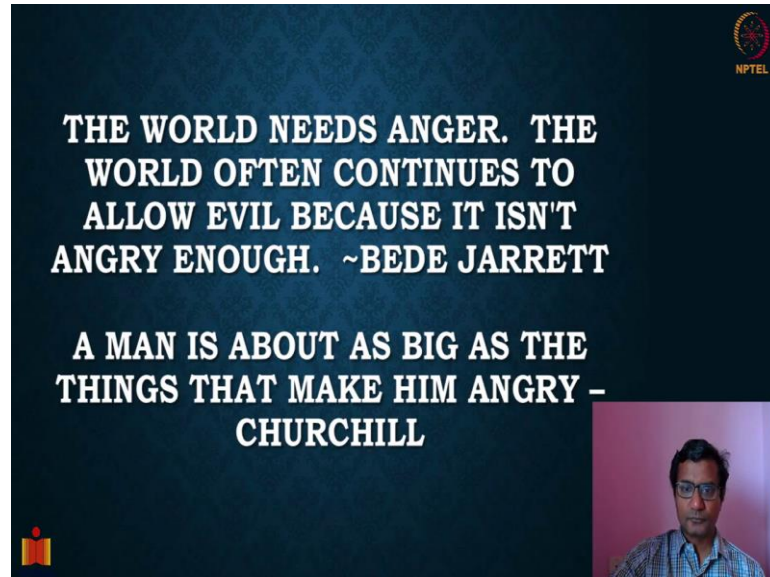


Another important emotion in workplace or even a very common emotion for many individuals is anger or aggression. So, in many of us find it difficult to control anger because anger is a very charged emotion or a very extreme kind of an emotion and kind of you know effect it has on ourselves and others is severe or very intense.



So, there are one way to look at angry is anger is unnecessary you know if you are feeling anger more than affecting others it affects you. So, that is one way of looking at it. Similarly, anger can lead to unfavorable consequences most of the times for ourselves. So, anger is bad that is one view point and it is correct also, but it is not that anger is bad or aggression is bad, aggression is harmful.

Aggression is like an energy, aggression is energy and if you use that energy positively, you can show better results. This is like your Freudian view point you know we all have Eros and Thanatos. Thanatos is like death energy or aggression. So, if we use it properly, you can you know create many positive things.



So, the other viewpoint is it is not that aggression is wrong. For what or what is the cause of your anger? That you know decides whether anger is right or wrong. If you are aggressive or if you are getting anger because for a social cause, then your anger is justified, you are you are angry because people are living in poverty or there is like corruption or there is favoritism.

So, if that leads to anger or if you see that there is injustice so, for others not you know there is injustice for others so, if that leads to aggression it is good.

AGGRESSION CAN BE PASSIVE



So, aggression may not necessarily be active which means when we think about aggression, we think of that earlier picture I showed you know someone shouting like this. So, aggression not necessarily means you know people has to shout and you know burst or explode. Sometimes aggression can also be very passive. So, in fact, many times this kind of passive aggression can be more harmful than active aggression.

Because if there is active aggression, if somebody shouts at you, you will know this person is not agreeing with you so, you can talk to that person and convince that person. But if someone is not showing aggression, but there is aggression against you, if they do these sort of things, you may not even know who is doing it and the problem will not be resolved.

So, this is called passive aggression. Passive aggression never helps in resolving a problem at least an active aggression, there is a opportunity for you to know there is a problem ok.



PATTERNS OF AGGRESSION

- Threat-based aggression: self-defense and aggression that grows out of fear.
- Irritable aggression: response to pain or irritation.
- Frustration-based aggression: when my goal oriented behaviour is blocked.
- Instrumental aggression: using aggression to get something.



So, why does aggression happen? Most specifically in workplace and these reasons are also or this type of types of aggression is common in other social aspects also, but more specifically, in workplace these are some of the types of aggression.

The first type of aggression is threat based aggression which means you feel threatened or you feel there is some the other person going to cause you harm it may be real; it may be real or it may be perceived. So, mostly it stems out from fear. You fear that the other person will harm you, you fear that the other person is treating you badly, you fear that the situation will lead to some problem in your work. So, you tend to get aggressive ok.

So, it can be a there can be a real stimulus or it can be a perceived stimulus. Like I said it can be true reason, but or it can be you are imagining there is a reason or there is a threat so, but anyway you know you perceive there is something outside or someone outside who is threatening you. So, this is threat-based aggression.

Threat-based aggression can be resolved by negotiation. If you know that the other person is at threat, he is a competitor, he or she is a competitor or he she or she is not sharing resources with you, not sharing information with you, your colleague or your subordinate so, that can lead to threat-based aggression. So, if that is the case, you can resolve it through talking to them, clarifying with them or understanding why they are doing it. So, it can be resolved.

Now, second form of aggression is irritable aggression. Irritable aggression is there is some disturbance or there is some pain or irritation. For example, the entire day it was a

very stressful day. Work load is very high or there is no power in your office or you know at home there is some problem or when you commuted to work place, there was a bad traffic jam and you had a fight with someone ok. So, all these pent-up emotions or pent up irritability can explore as an aggression.

You know if you see many a times people shout at their family members because they are stressed in workplace like spillover effect or other way around, you know they would have gotten to a bad traffic jam will come and shout at their subordinates in workplace. So, this is irritable aggression. So, how can you resolve this aggression? May be by techniques like breathing techniques, relax relaxation techniques or you know just sitting somewhere sitting for 5 minutes and calming yourself. So, those type of things can work.

Frustration-based aggression is when you feel or when you have a certain goal and you are moving towards the goal and you feel something or someone is stopping you from achieving that goal ok.

For example, you know a you wanted or your goal is to get a promotion and you are like working hard, but your boss is not giving you good appraisal, he or she is not giving you good performance review ok. So, you will feel frustrated and you will feel aggressive towards that boss. So, whichever stops you from achieving your goal, you feel aggressive towards that.

Let us say you are standing in a queue, you know waiting to buy something suddenly somebody cuts the queue because this person is delaying your goal achievement, we tend to shout at this person ok.

So, this is frustration-based aggression. So, how to resolve frustration-based aggression? So, if this happens many times, this threat or some something which stops you from achieving your goal like a threat-based aggression, many times it can be perceived. You perceive this is the person is a threat or this person is stopping me from achieving my goal, but may not necessarily ok.

So, when you get aggressive, even if it is real, you know even if there is a real barrier which stops you from achieving your goal, it can be a person, it can be a situation. Getting aggressive is not going to help.

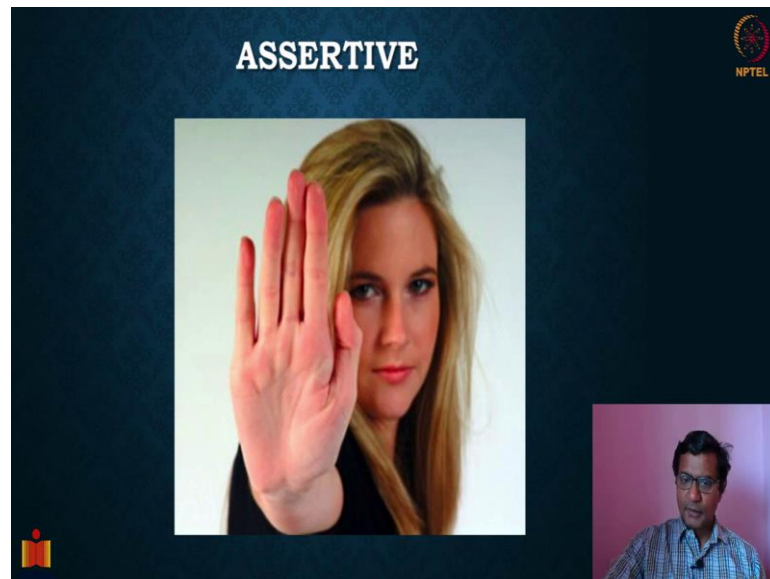
If you get aggressive, what will happen? Entire thing gets spoiled. So, instead and you also get affected when you get aggressive, you lose sight of your goal you know your goal becomes that barrier, you want to bash that barrier, you know you want to destroy that barrier, you want to harm that barrier which is not going to help you to achieve your goal.

So, what can be done? If this path does not work, instead of hitting your head in that path if it is blocked, think about taking another road. See whether you can cross that barrier without causing much harm to yourself and to others ok. So, this again requires lot of patience, self-talk you know looking at things in a different manner, out of the box thinking and things like that.

So, the last kind of aggression is instrumental aggression. In fact, this is very harmful kind of aggression because there is no real reason to be aggressive. There are some people who use aggressive behaviour to achieve their goal. You know there the especially boss shouting at subordinates to show that they have more power you know just to show their power, just to you know achieve something they show aggression.

This is like bullying you know you bully others or you try to put others down so that in the eyes of others, you look as a you know big person. So, these are instrumental aggression. And people do it just for the sake of doing it. To some level, these are like dogmatism. If you remember the personality chapter dogmatic behaviour you know they show aggression just to get more power.

So, how to resolve it? They have to understand this is not correct or you know they should know doing this for long run will not going to help them. So, if you are working in an organization, if you are making enemies out of your subordinates, it is not going to help you in long run you may for temporarily you may be seen as you know a powerful person, but in the long run people will not co-operate with you or help you, will not you know consider you as a leader ok.



So, one alternative for aggression is assertiveness. I will give you an example. Let us say your subordinate or your colleagues in work place or your friend in your college, you told a confidential information to that friend because you trust that friend very much, because you know that friend for long period of time, very close friend you told a confidential information which should not be shared with others to this friend.

After few days, you hear some other people talking about that information. So, you are and you know that you are the only person who knows that information and the only person with whom you have shared that information is your friend and now everybody knows. So, what will you know? What will you think? Then my friend would have you know leaked that information ok.

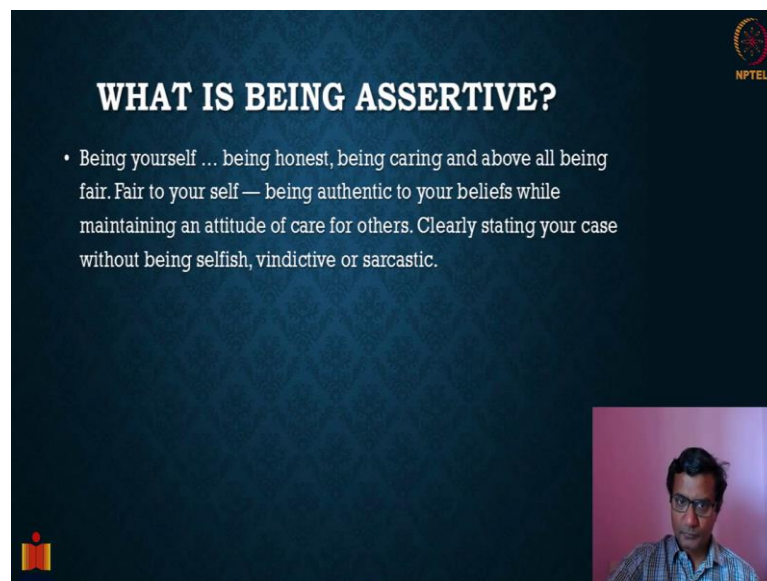
So, if this is so, your friend has breached the confidence or your friend has broken the trust. So, what can you do? Some people first option stop sharing information with your friend. The trust is broken, you will not you know share information in future and also probably you know we can give false information to your friend so that he will go and share with others and he will look like an idiot in front of others so that is one.

Two, keep quiet do nothing. Continue with your friend as same, you do not want to ask this to your friend and spoil your friendship because your friend may feel how come you know you cannot prove it so, your friend you cannot prove that your friend has leaked this information.

So, your friend will say how come you know why are you mistrusting me? How can you mistrust me. So, it will break your friendship. So, keep quiet. First, quietly try to cut the friendship, two continue your friendship, three you can go and shout to your friend you know why did you do this, you are a cheat, you are I trusted you that is three.

Four is you can go and talk to your friend, you can ask him this is what has happened what happened? You know you can ask why and how come everybody knows. I thought I only told you, but now everybody knows what happened ok. So, this is the fourth option which is assertiveness.

The first option is passive aggression. You are showing aggression indirectly by cutting the friendship. Two is you are passive; you are not reacting anything. Three is showing aggressive active aggression. Fourth is assertiveness you go and talk to that person and try to understand what happen. So, this is what is assertiveness.



WHAT IS BEING ASSERTIVE?

- Being yourself ... being honest, being caring and above all being fair. Fair to your self — being authentic to your beliefs while maintaining an attitude of care for others. Clearly stating your case without being selfish, vindictive or sarcastic.

The slide features a dark blue background with white text. In the top right corner, there is a small circular logo with the text 'NPTEL' below it. In the bottom left corner, there is a small icon of an open book. In the bottom right corner, there is a small video inset showing a man with glasses and a blue shirt speaking.

So, why it is important to show assertiveness especially in close relationships, instead of showing aggression is you are placing both the people, you and the relationship in the same level. You are respecting you and also the relationship.

So, if you are keeping quiet, you are putting the other person in a higher plane than you ok. So, you are put you are taking the pain and keeping quiet and continuing in that case, the other person is kept above you. Your friend you do not want to break the friendship, you feel insecure to break the friendship. So, if you put your friend in a higher plane.

If you shout or if you know passively aggressive, you are putting yourself above than your friend. You are not giving that friend an option to clarify. Probably in this situation, your somebody who gave you that information, your boss gave you that information, he would have leaked that information or there might be other resources which would have lead to leakage of information that confidential information.

So, if you do not clarify, unnecessarily the relationship is going to break and that to a close friendship ok. So, that is why it is very important to be assertive.

The slide has a dark blue background with white text. The title is 'WHAT MAKES US NON-ASSERTIVE?' in all caps. Below the title is a bulleted list: '• Fear', '• Of Rejection', '• Of being taken for granted', '• Of being vulnerable', '• Of being humiliated', '• Of embarrassment', and '• Insecurity'. In the bottom right corner, there is a small video inset showing a man with glasses and a blue shirt speaking. The NPTEL logo is in the top right corner, and a small orange icon is in the bottom left corner.

Why people do not show assertiveness? It is very easy to show aggression or be passive ok. Why people do not show assertiveness? One insecurity. Insecurity because if I ask people if it is people will think I am like a complaining always or they may feel they will break the relationship or how will I go and ask, I do not have the guts to go and ask these are insecurity.

It can be rejection, fear of rejection. You fear that if I ask, they will reject my relationship or if you ask, they will think you know like I said oh even the smallest thing you are coming and asking, they will think you are very weak. Being humiliated they will put you down or embarrassed ok.

So, many a times, if something hurts you it is always better to go and clarify with other instead of keeping quiet and you should respect you and also the other person only then, you will be assertive. otherwise, you know it will lead to aggressiveness.

I will stop here. Next class, we will talk about another important aspect of negative emotions in workplace which is stress. So, we will talk about how stress affects behaviour in workplace, how to manage stress and things like that.

Till then take care, see you in the next lecture.