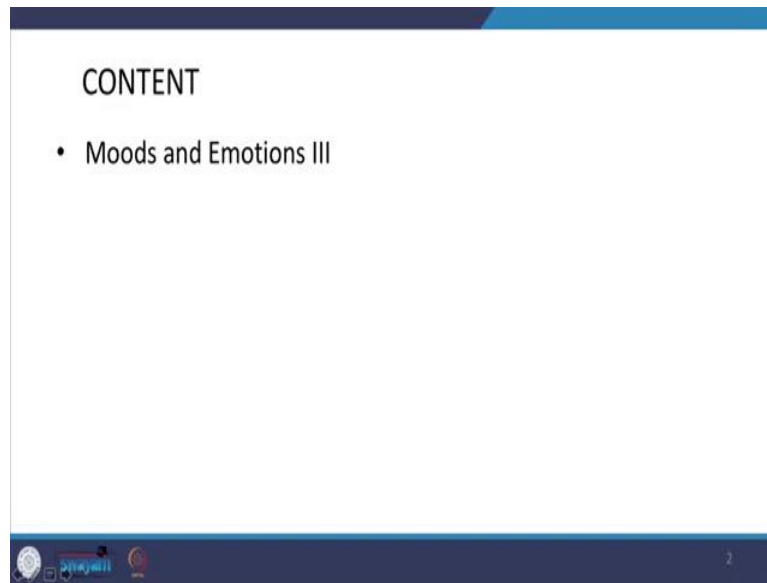


Managerial Skills for Interpersonal Dynamics
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Lecture 23
Moods and Emotions - III

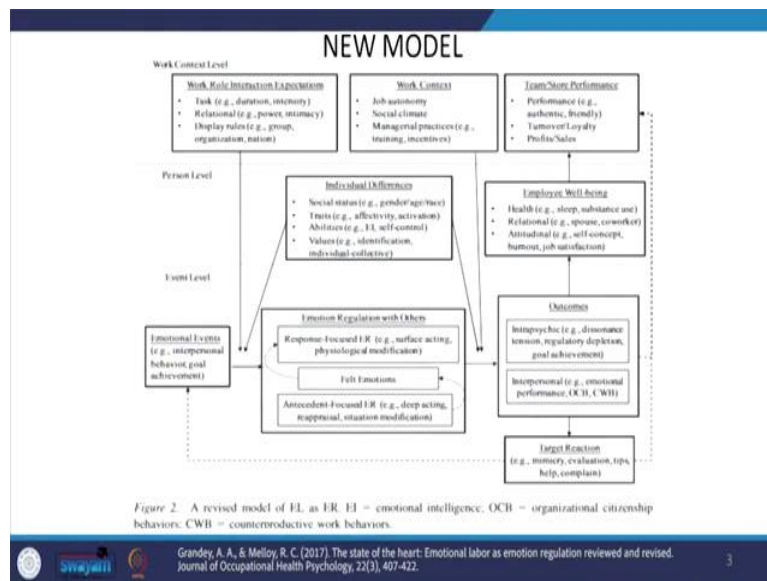
So, in last session of Moods and Emotions I have discussed with you that model and then how to be that is the emotional labour in with the help of the individual factors and organizational factors they are going to be the finally, the outcome is there.

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Now, that particular model has been again modified and within this particular session I will talk about that particular models Modes and Emotion that will be the part three of this particular chapter.

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So, in case of the new model, now, you see that is the we talk about the work content level, and work content level, we will go by the work load interaction expectations. There also we have talked in the old model also, we have talked about the work role and expectations are there, but here you will find the dimensions are different, it is a task duration and intensity, then it is a relational it is a new one. An example is the power and intimacy.

So, therefore, in that case it becomes very-very important that is the whenever you are becoming into this power and relationship intimacy is there, then it has to be the relational one. Then we display the rules, rules are the that is the group organisation nation and that are already I have discussed in the old model also. So, this is becoming the irrational one is there.

Now, second is the work context, in work context in old model also we have discussed about the job autonomy but here we will see, that is the whenever we are talking about the social element, so, say a social element means that how you are socially involved at the work in the work context is there, and whatever the social norms and rules are there, are they supportive or not.

Then managerial practices that is the, do the organization provides the training programs, do the organization provides the incentives, and are the employees are motivated and therefore, management practices are the positive and supportive are not that we will talk into the work context.

Next one is the team and store performance, team and store performance examples will be authentic and friendly and this is a new dimension which has been added that is a team

concept is there and in the team concept it becomes very important that is what is your performance is there. Then a friendly and the turnover and loyalty is there and if turnover and loyalty is there how it is going to be in the case of the profit and sales it is to be there.

So, therefore, we will find that in new model there are certain more dimensions are included like the relational is included and the team and this (3:12) performance has been included. Now, indeed this revised model of the emotional labour, or emotional intelligence, organizational citizenship behaviour and the counterproductive work behaviour, you will find that there is a personal level has been given, what is that personal level? The personal level will be the individual differences, what, how, what are the different dimensions, you know, we will talk about the individual differences.

In the individual differences there will be the societal status example, is the gender, age, race and therefore, that social status will make a difference. Second is the traits, examples are the affectivity and the actuation. And therefore, in that case, it will become very-very important, that is the how the traits are there, if the traits are positive, then definitely in that case, it will be the individual differences will be having the personality traits differently.

For example, maybe if you follow the MBTI then Myers Briggs Type Indicator, so, it will be extrovert or introvert entity or sensing, thinking and feeling, perceiving and judging. And therefore, we have to see what are the different traits are there, then the abilities are there, and abilities are the emotional intelligence and self-control.

So, how it is there what type of the emotional intelligence and self-control ability an individual is having. So, naturally is I have talked about the emotional intelligence in the previous session also, it will vary from individual to individual is there. Then the value system of the individuals, how the value systems are changing from individual to individual.

So, it will be the identification that how do you identify and the individual collective, that is the whether the person is the individual collective or not. Now, in the person level you will find it easy there are the individual differences are there, then the employee wellbeing, employ well being is there that is the health example is the sleep and the substance is there. So, therefore, in that case it becomes very-very important, that is the whether you are having that particular proper sleep or not.

In the employee wellbeing if the proper rest is not there and the proper sleep is not there, then definitely in that case the body will not be responsive. And if the body will not be that

responsive, then definitely in that case, the activity actions that will be slow so, your response will be slow. So, therefore, in that case that will affect the employee well-being.

Relational what we have talked about earlier also in the relational here that is the whenever we are talking about this relational that is the work role interaction expectations and then these particular relational that is the what type of the relation the employee is having with the spouse and co-workers.

If the relational with the spouse and co-worker and that is a smooth functioning is there, then definitely in that case you will find that is employee wellbeing that will be high, employee wellbeing or you can say the happiness of the employee at the workplace that will be very high.

In the case of the employee wellbeing, the another important dimension and that is becoming the attitudinal. Attitudinal is example is the self-concept that is whether the person is positive, have the positive approach or does not have the positive approach, the employee is burnout and therefore, he does not find any positive response at the workplace. If that is so, then it will be very difficult for him to going for that the glow up or the better performance at the workplace.

Now, in case of the employee wellbeing the very very important factor and it is about the job satisfaction, and if the person is doing the job satisfaction, his managerial effectiveness will be better. Then after the personal level in this new model in there, they are talking about the event level, event level is the emotional events example, interpersonal behaviour and goal achievement is there.

So, whatever the project or task is given, so, accomplishment at task or accomplishment of goal and therefore, you will find that is there is an interpersonal behaviour, that becoming a very-very positive because the employee is able to achieve the task or goal which he has planned.

Then emotional regulations with others, that is the response focus (R)(7:57) example, surface acting and the physiological modification is there. And if there is a such type of the physiological modification and the surface is acting is there, then definitely you will find the employ is more response focused, because he is not reacting to the given situation it is R and R weather do you react or do you respond.

And therefore, in that case you will find that is the do you respond and if you respond, then definitely in that you are having the proper emotional regulations. It has been talked earlier also, that is the emotional labour and the emotional control. So, that becomes very, very important that is the, are you able to regulate your emotions, or emotions monitor you. It is a big question.

So, you have to understand that is what exactly you are looking for, and these whether you are emotional focused or you are having the response focus or there is no you are having the proper response. Then in the case of this felt emotions, one is the perceived emotions other is the felt emotions.

So, when you are having the felt emotions, felt emotions is there that is how you felt because of raising up those emotions is there and the perceived emotion means how do you perceive the emotions. So, therefore, in that case in the felt emotions, the antecedents are the focus as I talked about the like the deep acting is there, reappraisal situation and the modification is there.

So, what you do? Do you reappraise, you reappraise the situation and then you are going for the modification of your behaviour is there. On the basis of these individual differences of the individual social status, traits, abilities and the personal value systems. Now, now you go with this the particular outcome, the individual differences and employee wellbeing, they will also that create whatever the in the event level that is what will be the outcome.

So, emotional events in the event level, they will lead you towards the emotional regulation with others, how do you interact, how do you react with the others, and finally this will lead to the outcome, what will be the outcome that is the intrapsychic that is the (())(10:26) tension it becomes very-very important that is a when you are having the dissonance tension is there, then how do you make the proper responses at the workplace.

And because of you are having the emotional regulations, definitely you will have the proper responses, emotional responses at the workplace. And this will make you the more regulate regulating yourself and will be the goal achieve oriented will be there so goal achievement oriented personalities will be there.

And they will be the interpersonal that is the emotional performance, OCB is an organizational citizenship behaviour is there and when we talk about the CWB that is counterproductive work behaviour is there. So, interpersonal will be outcome will be

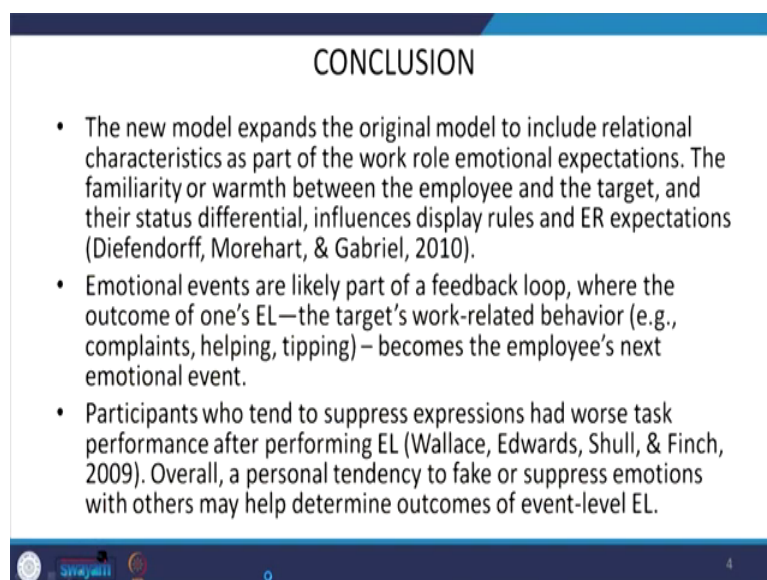
interpersonal that is developing the OCB. So, I will be discussing the OCB in detail that is the how the organizational citizenship the rights and duties, I have talked in some part into the previous session also.

And therefore, in that case what happens that is the counter productive work behaviour, how do you have the counter productive work behaviour. And in that you will find that is the OCB and counterproductive work behaviour, these outcomes will be related to the target reaction, what is target reaction that is what will be their weekly evaluation, then the trips and the help and complain or all these will be the target reactions will be there.

On the basis of these outcomes of the intrapsychic and interpersonal interactions, outcomes that will give you the target reactions will be there. And if you are having the target reaction ultimately again it will lead to the emotional events. These emotional events again emotional regulations, outcomes and the target reaction. So, this circle will be completed.

Now, what is important is these that is the in the case of the new model you have to understand that is it is not only the emotion control, it is not only the emotional regulations, but you have to also see that is the what are the outcomes and whether you are meeting the target reactions or not. So, this is the additional input by the new model on the emotional labour and emotional intelligence.

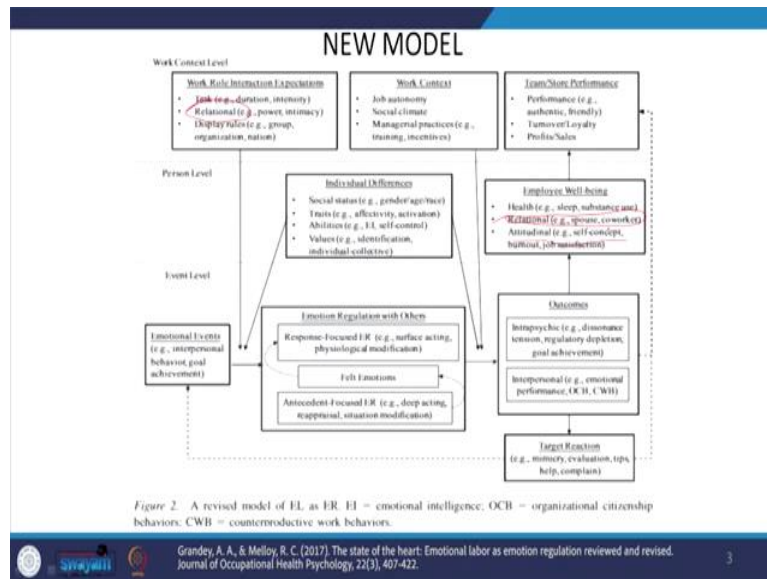
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CONCLUSION

- The new model expands the original model to include relational characteristics as part of the work role emotional expectations. The familiarity or warmth between the employee and the target, and their status differential, influences display rules and ER expectations (Diefendorff, Morehart, & Gabriel, 2010).
- Emotional events are likely part of a feedback loop, where the outcome of one's EL—the target's work-related behavior (e.g., complaints, helping, tipping) – becomes the employee's next emotional event.
- Participants who tend to suppress expressions had worse task performance after performing EL (Wallace, Edwards, Shull, & Finch, 2009). Overall, a personal tendency to fake or suppress emotions with others may help determine outcomes of event-level EL.

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So, in this model what we understand to conclude this, the new model expands the original model to include relational characteristics as part of the work role emotional expectations. So, this relational as I mentioned here also that is these are the relational and these are the relational is there and then therefore, in that case you will find that is the this model is giving you the relational, relational characteristics as part of the work role emotional expectations.

The familiarity are the warmth between the employee and the target and their status differential influences display roles and the emotional relational expectations are there. So, at workplace what type of the emotional relations expectations are there that will be, that will be informed and continued in this step of the circle which we are talked into the new model.

But very interesting when terminology you might have noticed that is the emotional events. So, emotional events are likely part of feedback loop where the outcome of one's emotional labor, then the targets work related behavior, example, complaints, helping, taping. So, therefore, this will be the target and this target will be the work related behaviour.

So, if you are having these examples of the complaints like the mini employees, they keep on doing the complaints, but how do you response that is very important because, if the complaints and then they if you are not able to regulate your emotions, what will happen? You will react but that will be a mistake, complaints are to be responded, complaints are not to be reacted.

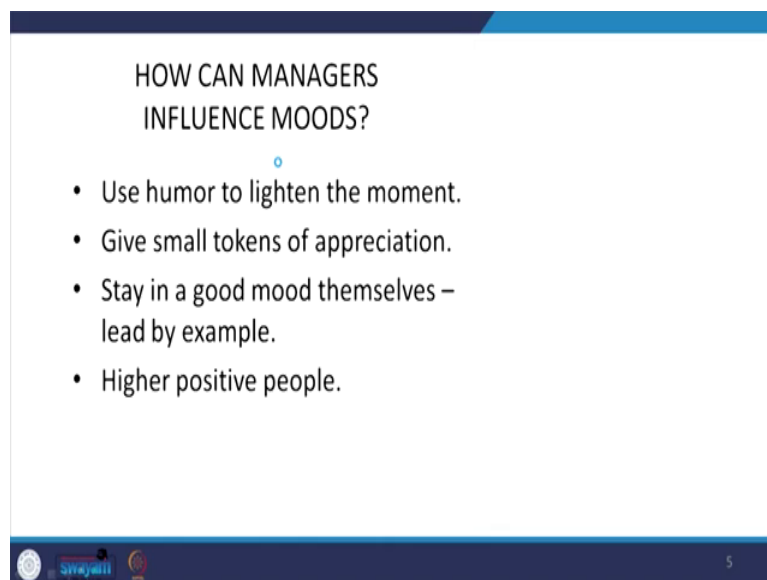
So, therefore, in that case what type of the complaints are there and then how do you respond that becomes very, very important. Then the helping in keeping is there so there another

important work related behaviour; emotional labour, emotional labour, what does, emotional labour they are helping to their co-workers.

If they are, they are helping their co-workers then definitely in that case, it will be a very much emotional regulated behaviour is there and becomes the employee's next emotional event and that will be positive emotional event.

Participants who tend to suppress the expressions had worst task performance after performing emotional labour, that is the Wallace, Edwards, Shull and Finch 2009. Overall a personal tendency to fake or suppress emotions with others may help to determine outcomes of the event level for the emotional labour.

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So, by understanding the moods and emotions and then these old model and new model in the emotional labour and the emotional relationship, how these can manage as influence mood. Can be influence moods because we all learned from this model that is if there is a positive moods and emotions better is a performance, better will be the response. So, whether we are having so use humour to lighten the moment. You see many times the people complaint and then just stay as a respond in the sense of humour and that will totally change the environment.

So, when heat is there you defuse the heat, you should learn how to diffuse the heat and use the humour to lighten the moment is there. Give small tokens of appreciation and therefore, in that case always whatever the work they do please appreciate them, maybe small but definitely we have to express our appreciation to our colleagues and the people those who are

working with us because then when you are appreciating, the positive emotions and when there is a positive emotions, the blood circulation that becomes more faster and then as a result of which you will find that is the employees are more active and energetic and happy.

So, therefore, please understand that always keep on giving the small tokens of appreciation. Stay in a good mood themselves are led by the example and therefore, in that case it becomes very-very important that is they have to stay in a good mood, good mood and if they are not into the good mood, then if the boss is not in the good mood, how then you can expect the subordinate to be in a good mood.

So, therefore, what is required that managers should always themselves, they should be in the good mood, in the sense of humour, their pleasant personalities, people want to talk to them, people like to talk to them, people go to meet them. So, therefore, all these he will be the good mood for themselves will be there, it has to be there.

And these managers when they are having the influence the moods, what they do? They hire positive people, they generate, it is the best gift that is the when they are able to generate these hire positive people, as a result of which you will find that is they are doing the wonderful job.

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The slide is titled "IMPLICATIONS FOR MANAGERS" and contains the following text:

- Understand the role of emotions and moods to better explain and predict behavior.
- Emotions and moods do affect workplace performance.
- While managing emotions may be possible, absolute control of worker emotions is not.

Handwritten notes on the slide include "EWE" at the top right, a diagram with lines connecting "ER" and "EL" to a central point, and the phrase "HAPPY WORK PLACE?" written in a cursive style.

So, we will see the now the implications, implications for managers is there. Now, you see that is how it works, whenever, we are talking about that is the we are going from this top to down then in that case you will find that is the all always we are having the different emotions, and in the different emotions the superior-subordinate relationship.

In superior subordinate, here is the wellbeing, employee wellbeing is there and employee wellbeing is done through the emotional relationship. A positive emotional relationship at the workplace is there and the emotional labor. If the proper control responded emotional labor is there, if at the workplace employee relationship has been developed, then definitely all these will lead towards the employee wellbeing.

And that is our objective, that is our motive, what is our motive? Our motive is to create the employee wellbeing, our motive is to create the happy workplace, please understand. So, therefore, in moods and emotions, if there is a proper regulations and monitoring is there, you will be able to create happy workplace.

Sometimes, the subordinate may be wrong, but what managers does? He does not express, he does not shout, he does not let emulate the subordinate, rather then he supports, he takes the corrective action, not the punishment, please understand. So, emotions and wellbeing when they are positive, they are corrective, they are reformative, then in that case you will find that is the employee wellbeing it is done.

So, therefore, it becomes very important, that is we have to see that why we are we should be so much concerned about moods and emotions, because moods and emotions create a relationship between the superior and subordinate and that will be ever long lasting. Even the subordinate or the superior, when they leave the organization and go to the new organization. You will find that then they are remembered.

I remember that is the earlier in my career, I have worked with the three private organizations. I have worked with (())(21:05), I have worked with the Shriram group, I have worked with the JK tyre, JK group. So, therefore, in that case you will find that is whenever we are talking about these type of the implications so even if you leave the organization still you are carrying those positive memories with you.

And if you are carrying positive memories with you, then definitely in that case you will find that is the your emotional relationship is very strong with the organization. For the practical purpose, for the progressive purpose, you may shift from one organization to another, but your relationship with the previous organisation, relationship with the previous bosses, bosses where you were working earlier, definitely there will be always remembrance is there.

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The slide is titled "IMPLICATIONS FOR MANAGERS" and contains three bullet points. To the right of the text, there are handwritten notes in blue ink. At the top right, the word "UNCERTAIN" is written with a downward arrow pointing to the word "CERTAIN". Below this, the equation $ME = A \times M \times O$ is written, with "Ability" written under 'A', "Motivation" under 'M', and "Outcome" under 'O'. At the bottom right, the words "Moods & Emotions" are written with an upward arrow pointing towards the equation. The slide also features a logo in the bottom left corner and the number "6" in the bottom right corner.

IMPLICATIONS FOR MANAGERS

- Understand the role of emotions and moods to better explain and predict behavior.
- Emotions and moods do affect workplace performance.
- While managing emotions may be possible, absolute control of worker emotions is not.

So, therefore, what we have to do? We have to understand the role of emotions and moods to better explain and predict behaviour. It is a big challenge to understand the moods and emotions of your colleagues and subordinates because you are trying to develop a certainty from the uncertainty.

So, you are creating from the uncertain to the certain, if you are creating uncertain to the certain then definitely in that case, you have to understand the role of emotions and moods to better explain and predict the behaviour. If you are able to predict the behaviour then really you will be able to handle the moods and emotions.

Normally what happens that is the you are not very sure that is the weather you are going for to handle this particular relationship with the subordinates in a proper way because the more workload is there, more assignments are there and then employee is required to do those assignments in workplace and therefore, in that case, you will find that is becoming the from uncertain to certain and that relationship will work.

Now, in the case of this particular uncertainty to certainty, now, we will talk about the emotion moods to do affect workplace performance. So, this is very-very important, because I talked about that is the this formula for the managerial effectiveness is A into M into O, ability into motivation, M is for the motivation. If there is a willingness and there is a motivation and this motivation is outcome of the moods and emotions.

So, therefore, in that case, if the moods and emotions they are creating that particular motivation, then because the more willingness is there and more willingness is there and the

able person is there, then because the moods and emotions, they are going to affect work performance managerial effectiveness and very high so, the total value will be very high but please do not forget that the sign is multiplication.

So, if the motivation is negative, willingness is negative, then definitely in that case the value will be low, if value will below then in that case definitely it will be found that is the how this particular ability that will be affected and if negative if you remember the stress and then in the stress that is a person is not able to cope up with the stress.

So, what will end then that relationship. So, therefore, it is a distress if in the (motiva) the distress is there, then in distress motivation will be 0 and if it becomes 0, then even though you are having the better opportunity to work in the organization, you are high able person, but because the motivation is 0 the M A will be 0.

So, you have to be very careful, that is the employees at the workplace they are full charge of the positive emotions. They should not be dysfunctional, they should not be distress, there should not be a negative feeling towards the organization. And managers they are supposed to develop the positive emotions at the workplace.

If they are able to develop the positive emotions at the workplace, then definitely in that case they will be making the more productive workplace. So, if you want to create more productive workplace it is becoming important that is the you are able to make these particular moods and emotions regulations right, that is in a very proper way, if you create in a proper way then you are definitely are the more positive.

While managing emotions may be possible absolute control of worker emotions is not. So, therefore, it is possible that is the your managers are able to control their emotions because they are managers but not necessarily that is the absolute control of the worker emotion they will be able to do, you can control your own emotions but you cannot 100 percent control the emotions of others.

Because I have discussed in the first slide of emotion, moods and emotion first, that is the moods and emotion first, they will be on the basis of that whatever the situation is there, organizational climate is there, accordingly the moods and emotions will be created.

So, my submission is this, that is for the implications for manager while managing the emotions, that it is possible that is the we should have the not only the managing of emotions

of ourselves, but we should also learn to monitor and direct the emotions of the labors, so, that they will be more functional and productive and creative.

So, this is all about the I will finish here the moods and emotions part 3. And now, we are taking the certain examples. So, some most of them are the positive emotions and some of them are the negative emotions but important emotions. So, whatever the important emotions are there at the workplace and their managerial effectiveness, managerial skills that we will be keep on discussing in the next (sess) further sessions.

So, here I would like to end by saying, learn to control your emotions, learn to regulate your own emotions and also try to learn how to direct the other's emotions in a positive way. So, this is all about the moods and emotions. Thank you.