

Lecture - 13 : Work Culture and Emotional Intelligence at Work

Hello viewers, welcome back to this NPTEL course on sustainable happiness. In the last class, we are discussing about sustainable happiness at workplace. Now, in this regard, we have discussed about what positive work culture means. So, to continue with that now we can say next we can come to the next topic that is positive emotion, how positive emotion plays a very vital role in interpersonal capitalization. That is how positive emotion plays a very vital role in establishing strengthening the human relationship interpersonal relationships and ultimately it also enhances the work performance. So, positive emotion definitely it require it relates to improved work performance.

And, emotion when we can say the positive emotion is also positive affect that is affective domain. And, positive affect in the organization how it can be both as an antecedent that is a precondition is that is the prerequisite or the basic factors it can act as antecedent as well as it can act as a consequence of result of emotion. creative thought, affect and creativity cycle that is in evolving the affect and creativity cycle that with positive emotion creativity takes place and with creativity again strengthens the positive affect in this way how it rotates. So, positive affect, positive emotion strengthens the affective and affect and or emotion creativity cycle and it can work as both as an antecedent as well as the consequence.

Similarly, positive emotion expands the emotional momentary scope of attention and cognition and thereby widen the array of thoughts. So, positive emotion again strengthens our attention the focus, focus as well as the cognition that is the cognitive processes alertness etcetera. And in this way when the attention and cognition are very much aligned. then automatically it enhances it increases at the range of thoughts, range of thoughts and actions that come to our mind. So, one after another all the innovative creative ideas comes in and we want to make it feasible and we try to we want to practice it, we try to implement it is an action plan all kinds of things.

So, positive emotion definitely builds people's enduring psychological social as well as the intellectual resources. So, definitely you can say as an antecedent positive emotion acts as a resource, as a resource positive resource, a vital resource for building enduring psychological that in sustainable psychological resources, sustainable intellectual inputs and as well as the social resources. So, it is positive emotion acts as a socio-emotional and psychological and intellectual resource in the workplace. So, similarly it also increases the resilience at the time of crisis. Resilience is that when we face any kind of challenge, any kind of crisis, any kind of critical condition.

So, we have the ability, we have the capability, skills, strengths to fight back and come down, come back to again our normalcy. So, that is the resilience to that means, to face to come back and again to come back or the resume our original position. So, employees and organizations that have the reserve of the positive emotion that is positive emotion definitely energizes people, energizes the employees. So, they have the potentiality and capacity to and to fight back to fight back with any crisis, any stressful situation, any challenge, any like even crisis like the COVID also they can fight back. and make the people resilient enough to come back to their workplace once again.

So, that enhances the resilience. Similarly, positive affect or positive emotion also it also strengthens the social interactions, positive emotion and affect. It strengthens the interpersonal relationship, even intrapersonal interpersonal relationship, interpersonal that is confidence etcetera. So, it strengthens the interpersonal relationship and strengthens the social interaction and that has a higher impact quality impact on the quality of work, quality of job, quality of work life and quality of performance outcome, quality of productivity etcetera. So, automatically it leads towards the better performance as well as the high quality of the output.

Then another important factor is that psychological safety. So, psychological safety that means, psychological safety means that the people's perception of the consequences of taking a interpersonal risk in a particular context such as the workplace. Like for example, in the team in the workplace if any individual they are taking any kind you know risk of you know maybe criticizing, maybe by challenging, maybe by some kind of you know some kind of controversy or argument primarily constructive argument that is discussion etcetera. So, that should not have a negative impact on their existence, on their career, on their well-being in the workplace that is the psychological safety. So, you know for example, in the workplace we can engage ourselves in many of the various kinds of debates, challenges, conflicts, you know conflicts and all kinds of the you know discussions, heated discussion, threadbare discussion etcetera.

But at the same time we must be very happy, we must be very engaged. You can say we must be very sure, we must be very confident that even though we have engaged, we have been engaged in different kinds of critical discussion or opposite opposite you know dialogue and you know you can say a competitive discussion or threadbare critical analysis etc. But it does not at the end of the day it does not affect it will not affect my career my job profile. Like for example, there is no risk at engaging in this kind of interpersonal conflict or in conflict in the sense that it is work related conflict, it is process related conflict, it is related to argument, it is related to it a discussion, it is related to critical appraisal all kinds of thing. So, that psychology that is called the psychological safety.

People's perception of the consequences of taking any if somebody has taken any interpersonal risk in a particular context by getting engaged in any argument. any discussion, any challenging thing, any bad any even negative feedback also. So, but there is no risk at all. So, he must be very sure about that is called the psychological safety. So, every employee irrespective of the heated discussion, argument, challenges or all kind of controversial opinion etcetera does all irrespective of all these, but they are rest assured that their job is not going to be affected, their profile is not going to be affected, their well being is not going to be affected.

So, psychological safety among the employees correlates with So, many factors like team learning so, because they are learning together. So, in the team in the team in a even if they are working collaboratively, but there may be some discussion there may be critical analysis everybody can put forward their own perspectives. So, that may that may take some time to come to the consensus. So, that is, but at the same time when they are engaged in this kind of discussion they are also learning together that is the team learning they it also relates to the team learning. Similarly, interpersonal process of responding to the positive emotional experience of others.

when they are engaged in this kind of dialogue, argument, debate etcetera, they also try to they also slowly learn and understand to respond to the emotional experience of others. And it is an important factor in influencing psychological safety, but in this that means, there may be the negative experience, there may be positive experience, but interpersonal process of responding to. positive emotional experience of others it is an important factor that influences psychological safety that means, it enhances psychological safety. So, psychological safety positively affects the individuals willingness to employ or express their themselves that means, it makes that means, It allows them to ventilate their ideas, their thoughts, their emotions. So, that is why themselves they express themselves physically, cognitively, emotionally during the performance.

When they are actually when they are deeply engaged in a particular act or activity or the work etcetera. That means, they are engaged, they are immersed in that learning experience. So, they are not acting, they are not superficially doing something, but they are really engaged and they can ventilate their emotions, their ideas, that their critical thoughts everybody. So, that is that kind of security and safety is there that is in that comes under psychological safety. which prevents to move to disengage or withdraw and defend their personal self.

So, if there is no need to so, if the situation is that when psychological safety is that the any employee he or she may not feel should not feel that that he has to either he wants to withdraw himself or herself from the work or from the team or he has he or she has to

defend for her personal opinion personal perspective. So, there is no kind it can go on it can happen in any workplace. So, that is that is a self psychological safety is assured ensured in that workplace. So, then again the person's positive response to their workers to co-workers positive emotional experience also can also present an important factor in reducing the fear because there may be that is that is that the employee should not feel that oh I am not the only person that who have you know who have faced this challenge or who have you know have had the argument with others or we have given or put forth some kind of critical views in any project is I am not the only one. Other people are also experiencing the same thing.

So, that if it is happening as in general in the workplace then then why should I be worried about it. So, it can help in building psychological safety. So, all the employees every employee they can be. They can be confident in that that is not going to it is not going to affect their job or their well being if they ventilate their grievances, if they ventilate their unwillingness or if they ventilate their negative perspective or comment you can say comment regarding some work. So, then again workplace positive, workplace positive emotion also enhances the high quality connections, high quality connection primarily interpersonal connection.

So, this is about the life giving force, high quality connection, life giving force in the relational fabric of the organizational life. from top to bottom in the organizational framework everybody is connected, well connected and that quality of that connection is very high. It is trustworthy, it is confident, it is you know it is compassionate, it is based on empathy, it is rational, it is you know It is very rationalized, it is very rationalistic, it is unbiased, it is objective. So, this there is a high positive emotions and positive work culture and along with the psychological safety can enhance the quality of connection that from the top to bottom that is And they positively affect that positive as the positively affect collaboration relationship quality and trust among the colleagues. So, sometimes what happens suppose few people that means, in a team of 5, 6 members they are from different initially they are from the they are from the different background, but they have been assigned a particular project.

So, and for the project the project work the project stays for they work for the project over more than 2 years or 3 years like that. So, at the end of the 3 years then the project gets closed, but is complete now. But even then beyond even though the project gets closed completed, but the still these team members they are so closely connected. So, they have they develop so much of bonding among themselves that they are they their friendship continues, they would like to they would like to work again together as well as they seek they search for the opportunities to work together again or even though they are not getting any project right now instantly, but then may they may they will continue to be in touch

with each other and they have the they share the same bonding and relationship that is called the high quality connection. So, this high quality connections that enhances the subjective experience of all the employees or the individuals of the organization as well as this positive effect can also enhance the employee well being and it can also facilitate the interpersonal dynamics, group cohesiveness.

So, and in this context even if any unfamiliar new colleague they come in and come and join. So, they can also be very quickly they can also learn how to collaborate and collaborate with others etcetera. So, they can also come and align with the work culture of that organizations. Now, next is the compassion at work, yes compassion is definitely it is a it is a kind you can say the humanistic humanitarian value. So, compassion can work in every workplace.

So, compassion is an interpersonal process that involves that means, when the person feels compassionate about somebody. So, he definitely notices anybody's you know grief, their feelings, what they are undergoing right now in a particular condition. there and they try to interpret it make the sense that is sense they are engaged in sense making and also acting acting accordingly in the say that. So, that they can they can empathize they can come on the compassionately ground they can empathize and you know they can talk to talk to the victim or the the person other person and try to console them try to bring some kind of mental peace trying to reduce his or her grief So, that through consolation through you know through talking to through being compassionate. So, that is that kind of that helps a lot in strengthening the interpersonal relationship.

That means, it also plays a very vital role in psychological safety. So, this kind of interpersonal act, this kind of interpersonal emotion that is being compassionate towards others means definitely it helps in. reducing the grief and you know stress of other co employees co workers. So, this is a process of initially that means, initially they will ask initiate the discussion with the person suffering on this grief. But try to trigger out and try to find out the causes real cause of this factor then try to console them console them console the sufferer by giving you know by rationalizing certain things by emotional support by mental support etcetera.

So, that is that the compassionate actor in this way brings out the positive outcomes of the sufferer. Does not matter what type of challenges, what type of setbacks, what type of you know critical condition the sufferer the victim is facing right now. But his co-workers, co-employees that employees other employees they are they stood many this they stand together to support this of support this employee, the support this victim, support this suffering person and just put it as that means, you know strengthen their backup as a you know support system. So, that is so that is the that is the outcome positive outcome of being

compassionate at the workplace. And, in this chart you can see the psychological safety the different factors of what does that means, analysis of psychological safety.

For example, as you can see like for example, give and how the psychological safety means give and receive the feedback like many people that they cannot you know digest or cannot tolerate, cannot you know understand or cannot take positively the negative feedback. So, how to accept the negative feedback, how to work upon it that is also a social skill. Similarly, the disagreement. So, if there in the debate and discussion if there are disagreements how to handle it. how to ask for clarification, how to handle the handle the challenges and ask for the difficult questions.

So, in primarily in the discussion. So, these are the things admit the if suppose if you have committed any error any mistake I said how to admit it admit the error, how to say no, how to you know how to you know You can say raise the different issues, raise the different issues of concern. So, that is primarily in the group discussion in the before finalizing any project, any launching of the product etcetera whatever there should be a strength. That means, in depth discussion, in depth discussion and critical appraisal of all the perspectives and viewpoints, so that we so that everybody they can at the end of the meeting they can come to this consensus and that consensus can bring the best quality of a product or performance. So, this is a framework whatever we have discussed that noticing the positive emotion of others to these potential outcomes that is that is psychological safety that how positive emotion in the workplace takes place these are the framework that is given by given by this Dutton et al 2014 that you can go through whatever we have discussed this has been narrated here only. Then another is that yes for example, when we objectively Observe, objectively observe and scrutinize a workplace, like in the workplace in the organization workplace means that there are so many factors.

So, we are suppose we are the employer, I am the employee, but there are besides me there are so many factors infrastructures, resources. then the organizational structure, then the other employees, so many people are there. So, actually it has to be along with the job clarity, along with the job clarity, job specification, what I am supposed to do, rules, regulation, policies, etcetera. But even then we every employee should you know should reflect on their own self, own activities, own experiences, own duties. responsibilities that is to you know to differentiate, to identify and to bring clarity actually to bring clarity in the workplace that what I am supposed to do, what I can control, what I can manifest, what I can change, modify and what are the other factors where I cannot interfere, I cannot change it because it is not in my control.

it is not in my domain. So, similarly for example, in the workplace what I am in charge of actually I can change my own attributes, like I can change my own actions, I can change

my own mood and emotions that by enhancing my emotional intelligence. I can modify my behavior, I can put more effort in the work in the group work team work, I can change my ideas and I can strengthen my belief system through practicing you know practicing reflective thinking, reflective analysis, critical analysis etcetera. And I can modify, I can enhance my motivation, I can enhance my intrinsic motivation, I can I can work for increasing enhancing my team spirit in the group as and I can I can team spirit that is responsible for the consequences of my action. These are the factors, these are the factors that are that comes under that comes under any individual employees control. So, what are other what are the other factors that are not under the control which are the other besides that there are other factors.

Like for example, how other people are what they are doing what they are thinking I cannot change it. So, it is a framework to actually to analyze to deeply analyze and reflect on our own actions. What about what they feel about me I cannot change because it is again it is a part of social perception what do how do they perceive me what are their impression about me I cannot change it ok. I can only change my. my behavior, my emotion, my understanding, my motivation etcetera and other people's action.

Similarly, I cannot change other people's action, I can only motivate them, I can only be compassionate, I can work together with them, I can help them in understanding, but I cannot change their behavior. So, how others talk to me, I cannot control it. Similarly, others judgment about me and their feedbacks, I cannot control it. So, and the consequences of others actions so, that also I cannot do it, but yes. However, when the when in the team work when the leader is there these are the factors that comes under the leaders responsibility.

So, it so, if it is very clear about as an employee what is my responsibility, what is my job profile, what I am supposed to do, where I am not supposed to do. If I am very clear about that then it can help in creating a very pleasant environment at workplace without interfering, without criticizing, without you know without criticizing, without you know pointing out any kind of others works rather focusing on our own development. So, in this way it can help in forming a very good team. So, it is and very good the team formation very good team or group dynamics team dynamics cohesive team is the backbone for all kinds of innovations, loyalty, responsibility, commitment, success, performance etcetera ok. So, that can you know that can bring a kind of you know it can enhance the willpower, it can enhance the commitment, dedication.

And, you know like for example, the common motto of you know achieving this sense of you know achievement sense of you know responsibility to achieve the larger goal the organization's goal. So, similarly happiness at work these are some of the information that

we I collected from the from the website from the website that you can go through in this website. Like happiness at work in what is the Indian scenario? Indian scenario is that 59 percent of the workshop in India are unhappy because of due to many factors ok. So, greater autonomy and belongingness definitely contribute to the happiness. When we talk about the workplace happiness, happiness definitely all the employees they must be given autonomy freedom etcetera that is one factor important factor and belongingness that is togetherness.

That means, like for example, the citizenship or ownership kind of feeling that is these are the important factors. Then most people seek flexibility to maximize their happiness that we have already discussed. discussed the team should be dynamic, there should be flexibility and with the flexibility there that is the more flexible the organization is that more productivity is because the people and that means, it is adjustable everybody can easily adopt themselves everybody's needs can be adjusted can be achieved. So, flexibility. Dynamic organization should be dynamic in nature and the work culture should be flexible that is to accommodate, to facilitate, to adjust everybody's needs.

So, that and that can maximize the happiness because every employee has can get the opportunity to you know to fulfill to satisfy their personal needs, emotional needs, personal needs that is there. And at the same time they can maximize their happiness because everybody has got the freedom and autonomy to fulfill. to cherish their dreams to you know to complete their personal needs to fulfill their personal needs. It is also finding that employees who leave their job are not actually unhappy people, but they are unhappy at the workplace. That means, it is a real challenge for organizations that is to retain the talented people retain the talent.

Because even though they have recruited the best by investing time resources etcetera, how to engage that these talented people in the workplace with their and how to assure their job satisfaction, how to you know how to make them happy, how to keep them motivated and committed and how to and cater to their intrinsic motivation all these kinds of people. So, more talented people are you know they have the various different high cognitive or intellectual needs are there. So, if the workplace cannot provide the opportunity to make them happy that means, these people are not basically unhappy, but the workplace in the workplace in the nature of the nature of job the type of work they are doing they are not happy with that is where they are leaving the job. So, that does not mean that employees who are leaving the job not necessarily they are unhappy people, but actually they are not happy in the workplace. So, now intend to leave the job does not vary much much across the generations, intend to leave the job does not vary much across the generation like over the generations of a few last few years.

So, the intention of the employees. use youngsters or the freshers. Primarily similar kind of they are not they do not it does not vary so much there is no diversity is such like for example, job satisfaction maybe that is the job satisfaction then their personal whether their personal needs are being fulfilled or not because the family primarily family then location then you know primary location family then you know postings with regard to you know if the with the posting in the new country, new place it brings you know in the in the new place it brings them opportunity to learn. So, of course, it across the ages it varies like for the youngster their primary goals their career goals or something and when the when the professional they reaches the middle level, middle level stage middle stage. So, definitely their priorities change. priorities changes their human needs changes, but primarily when the primarily when the people are leaving the jobs.

So, their intentions primarily are more or less overall similar kind of. So, does not vary so much. So, now positive so, in this way how this positive emotions pro social behavior and mental health and well being how these are three integrated well integrated positive emotion enhances social interactions quality of life connections etcetera and that is called the pro social behavior people employees are engaged in more kind of compassionate and healthy relationship. So, that enhances their mental health because with increasing job satisfaction they also feel happy. So, positive emotions you know like you know it brings all the positive feelings you know it brings overall well being that is upliftment in the career, in a pleasant experiences, then overall well being of the employees.

Now, the for example, joys, hope, gratitude, love these kind of the things positive emotions definitely strengthens our subjective experiences similarly employee subjective experiences. So, now experiencing positive emotions at work definitely has the numerous they have the numerous benefits like it brings life satisfaction. When you are happy in the workplace definitely it brings your subjective experience is happy then see your life satisfaction overall because you know overall rating of your life satisfaction it also increases. Then you can very well cope with the stress any kind of adverse situation that you are facing you can easily handle these things you become resilient.

So, it enhances the resilience. Similarly, it also promotes the social connections also improve the relationship and it also slowly and steadily it improve the relationship satisfaction. Then and the moment we are when your psychological safety and social relationships are in a very good term, very good conditions then it definitely you have the plenty of energy to engage in the highly. cognitive critical creative thinking task that then you think of enhancing your cognitive flexibility to promote creative thinking, to aspire for higher achievement, higher goals or to take the organization into the highest stages of the ladder or to enhance its brand image. So, all these are so, both in the physically and mental in terms of the physical, mental and the professional outcomes this it enhances the

creativity. So, feeling positive like in empathy in sharing and enjoying the positive emotions of others these things also enhances the productivity overall well-being and performance and subjective experience.

So, now emotional intelligence in the workplace it is a very important work component that how emotional intelligence plays a very important role in the workplace. So, emotional intelligence as we have already discussed earlier that it is emotional intelligence knowing first thing it has the different stages and emotional intelligence can be learned at any stage. So, it is an ability to identify understand and regulate one's own emotion. Any individual can understand the reason understand identify level his own emotions the causes the reasons behind his own emotion at the same time in this process when it is called intrapersonal intelligence in the emotional intelligence when he becomes expert in his and understanding his own emotions etcetera then he will be well equipped to understand So, that is called the emotional intelligence. So, emotional intelligence is very very very important in the workplace and it is well said that that IQ that is intelligent quotient can get you hired can give you a job, but in order to success in the career ladder then you have to have you have to learn emotional intelligence how to be emotionally intelligent and that domain emotional intelligence is very very important in the workplace.

So, emotion that it is experimentally that means, validated is empirical research has also has also mentioned that that is also stated that it is experimentally empirically validated the individuals with high emotional intelligence. They tend to experience greater happiness life satisfaction because for a all kinds of emotion. both positive emotion, negative emotion, whatever emotion they experience they have the clear justification for why, how, when, why they are experiencing it and how to resolve this emotion ok. So, similarly more positive relationship with others with a happy with positive emotion they strengthen their relationship with others that is more positive and strong relationship with others. And, it can also enable them to cope with the stress and adversity all kinds of adversity.

So, the with higher level of intelligence emotional intelligence not only it enhances the you know resilience and capability and skill to skills to deal with the adversaries very well, but also in positive side also it strengthens the bonding strengthens the relationship to the to the greater height. Now, the key components of emotional intelligence, there are more different emotional intelligence theories, Mayor Soloway's theory and the Goldman, Daniel Goldman's theory there they have also defined in a different by identifying different components. So, some of the components like the key components emotional intelligence is that self-awareness is one such component and that the ability to recognize understand one's own emotion and thoughts its impact on behavior etcetera. That is self-awareness being aware about our my own condition, my own emotion, my own mental state. Self-regulation, self-regulation how after understanding how can I control regulate my own

emotion, like how I should ventilate, how should I react, how should I respond to the So, my emotions that I am experiencing right now in different situation, how can I control my impulses, how can I control my behavior, how can we I you know socially I express my emotion in a very socially desirable way.

So, in along with emotional intelligence your social skills and competency also get blended. So, that helps in achieving the personal goals and to maintain the positive relationship with others etcetera. Now, I am just concluding here, but in the next class we will continue with this key components of emotion and how it helps us in our workplace. Thank you very much.