

**Course Name: Organizational Behaviour: Individual Dynamics in Organization**

**Professor Name: Prof. Dr. Abraham Cyril Issac**

**Department Name: School of Business**

**Institute Name: Indian Institute of Technology Guwahati**

**Week – 04**

**Lecture – 05**

Lecture 20: Emotions and moods: Application at workplace

Dear learners, welcome back to the course on organizational behavior individual dynamics in organization. Today we move to the last lecture of module 4 where we discuss on affect and emotions specifically the emotions and moods and applications at workplace.

So, in the previous few lectures we have looked into affect and emotions in detail what essentially it is what is the relevance of effect and emotions in the discipline of organizational behavior management and specifically we are looked into some of the theories some of the empirical research that has happened in and around the area of moods emotions etc.

Today we try to discuss the most important aspect which are the applications. Applications of emotions and moods in workplace.

I am Dr. Abraham Cyril Issac; I am an assistant professor at the School of Business Indian Institute of Technology Guwahati.

So straight away moving into today's session we look into today's theme a negotiator who feigns anger has an advantage over opponent. So, this is the theme with which we try to understand what exactly do you mean by emotions and moods in terms of its use or usefulness in the world of practice. So, when we look into different areas in this lecture we specifically try to dig into the relevance of emotions and moods in different zones or different functional requirements of a particular organization.

So first and the foremost one would be to consider selection. Now considering emotional intelligence specifically for jobs demanding a high degree of social interaction when we look into the entire selection recruitment and selection process if you are actually going in for a job which has a certain requirement of mingling with others which has to take the entire group together which has certain requirements it could be like a team leader in it could be anything any sector any domain you must have seen or observed that there are some jobs which require you to be the people's person. There are some jobs which

require you to be the leader the inevitable leader who has to emerge and there might be no actual designation given as a leader but still you have to lead the team from the front. So those situations those selection processes actually evokes or actually takes up a requirement where you need to have an emotionally balanced person. So, individuals recruited specifically on the basis of emotional intelligence outperform those who scored lower in terms of EI emotional intelligence according to studies.

So this is where the relevance of the selection the very introduction of individuals into the organization becomes relevant. When you are looking into you know selection and recruitment on a macro scale it is just to add the workforce but more than that we will have extensive discussion on PO fit, PJ fit, person-organization, person-job fit etc. Where we actually look into what is the relevance of the right person in the right job. I have actually mentioned this in a couple of previous lectures as well. So, when we actually want individuals who are emotionally balanced and who can make use of emotions to the right way, they will obviously make the organization move ahead. So this is what the relevance of emotions and moods are there in selection.

When you come to decision making specifically every single organization will have a sort of dilemma when it comes to decision making. What it could be in terms of let us say at a lower-level management it could happen at the middle level management even strategic decision making is always a difficult thing to actually undertake or actually happen. When you look into decision making, we have seen bounded rationality, we have looked into informed choices, we have looked into things which we can things which equip us to take a better decision. So, considering all these aspects even emotion happens to be one of the most critical aspects when it comes to decision making.

Traditional approaches to the study of decision-making organization has emphasized rationality because every single decision making should be backed by some rational or some rational thought behind it. If your decisions are not rational, if you are making a random decisions tendencies or chances are that you are going to make a wrong decision. Whenever there is a decision-making opportunity or avenue that comes across within your organization or within your work sphere it is essential that there should be a rational decision making, but organizational behavior researchers specifically are increasingly finding that moods and emotions have important effects on decision making. So, this is where the relevance of our topic in the area of decision making becomes relevant. People in good moods specifically or who are experiencing let us say positive emotions specifically are more likely than others to use heuristics or rules of thumb and make good decisions quickly.

If you are let us say the corollary will be that you are negative, you are having a lot of negative thoughts, you are not optimistic about the current scenario within the

organization, chances are that you are not in a good mood or you are not in a good position to make good decisions. So, decision making obviously has a precursor which happens to be the mood. When you are going in through a bad phase, when you have let us say we have looked into the antecedents of you know emotions, moods, etc. in the previous lecture. Considering that recall those antecedents and consider them when you are having those factors in play in your organization within your workforce you will see that the decision making can be improvised when you are emotionally balanced.

You can think of any particular example. Let us look into example of a salesperson. If let us say he is going through a situation where he has to meet a particular deadline but he is working in a zone which is not so positive about the particular product. So, he can think of innovative ways to actually sell the product but to have a clear understanding or to bring out those innovative ideas you need to have a clear mind, a clear thought process. So, for that you have to be in a state of positive emotion, you have to be in a state of positive mood.

So this is where the relevance of emotion becomes critical when it comes to decision making. We have seen the relevance of emotions and moods in selection. We have also looked into the relevance of emotions and moods in decision making.

Another important aspect when it comes to emotions and moods is creativity. Now can good mood lead to more creative ideas? Just where we left our previous discussion, the whole point of being creative is the consistent ability to bring in consistent ideas. It's consistent ability, it's not only the ability, it's like today you do it and that's it, you are name creative, nothing like that. You have to consistently keep on delivering. That's when you are termed as, you are actually getting the title as being creative. So, for that you essentially require certain bit of plain mind, a cool mind and that comes when you are positively upbeat.

Let's look into certain views which are supporting this argument of creativity. We will also look into some of the opposing views. When you are looking into certain supporting views specifically, we see that people in good moods tend to be more creative than people in bad moods. Now this is critical. When you are in good mood, when people are experiencing positive moods or emotions, they are more flexible and open. This is the open mindset which I was talking about.

They are flexible and open in their thinking which may explain why they are more creative. There are situations when you are negatively affected by let's say some events, some episodes that is actually creating a lot of or a churning of lot of negative emotions and moods within you, then there are chances that you are not in the right mindset to make critical decisions and especially you are not in a creative mindset because you

cannot have clear idea or clear understanding or clear thought process that is happening in your mind. So, this is the reason or this are some of the supporting views why creativity can be a part of or can be an outcome of having good mood. When you are also looking into supporting views, we have to also understand there are certain opposing views to this thought, to this narrative. When people are in positive moods, they may feel relaxed. If I am in good mood, let's say things must be going okay and I must not need to think of new ideas. There could be such a thought that can come to mind. Complacency could actually prevail here and not engage in critical thinking necessary for some forms of creativity.

So, there are positive aspects or positive arguments that are made against the mood. I would personally like to believe in the positive supporting views, but we should not ignore the negative views or the opposing views regarding creativity and emotional connect because when we look into situations like complacency, you feel that you are relaxed.

Let's say there are situations when we see individuals who are very creative, who are very hardworking, they get into a very comfortable job and they see that their salary is being credited regularly. There is hardly anything linked in terms of the perks and incentives towards their particular performance. So, there is no performance linked incentive. The moment they feel they see this; they tend to be very relaxed. They start becoming a little bit of burden to the organization.

So there are individuals which we see. So, this opposing view has its own relevance when we look at the larger scheme of things. So, creativity essentially need not be case of a positive outcome. Opposing view can be also taken into consideration or can be given or can be taken into consideration in face value. When we look into opposing views regarding creativity, there are individuals not in the majority but there are individuals, there are co-workers of yours whom you might see that they might be very exuberant, very enthusiastic when they were working in a creative setup but as soon as they move into a particular environment where the mood is good, where the emotions are very much upbeat, very much positive, they do not have anything to worry.

They feel that their salary or their remuneration comes on time and there is nothing, no single element linked to their performance. Even if they do not perform, they get the guarantee that even if they do not perform, there is a possibility or there is a certainty that they are going to get paid. In such situations, creativity takes a hit. So that is also to be taken into consideration. So let us conclude this creativity debate by understanding that when we conceptualize moods as active feelings like let us say anger, fear or elation or even contrast this with deactivating moods.

So one would be active feelings, another would be deactivating moods like sorrow, depression or serenity. All the activating moods specifically whether positive or negative because we have seen even anger, fear etc. can come into the basket of activating moods. So, all the activating moods whether positive or negative seem to lead to more creativity whereas deactivating moods specifically lead to less creativity.

So this is interesting. It need not be that anger will not create or anger will not actually reinforce creativity. It could be that anger could be an antecedent of creativity. It could be that fear could be an antecedent of creativity. So, when we classify moods as activating and deactivating moods, activating where it could be either positive or negative, this is relevant. It could be either positive or negative even like feelings like anger, fear which are essentially negative or even positive aspects like elation and elation will actually lead you to more creativity. So, this is where we end this debate on creativity and it is connected with emotion.

Now let us look into motivation specifically. What is the connection between motivation and emotion? One study said two groups of people to solving word puzzles specifically. So, the first group saw a very funny video to boost up their happiness or to increase the positivity in their emotion intended to put the subjects in actually good mood. So, the other group was not shown this particular video specifically or the clip specifically and they started working on the puzzles on right away.

At the moment they started working after seeing the video, one group saw the video, another group were not given that video. Now positive mood group, let us look into them first, reported higher expectations of being able to solve the puzzles and also, they worked harder at them and solved more puzzles as a result. So, this is an outcome, this is an outcome of the positivity, the emotional change that was initiated or triggered at the beginning.

The second study which found that giving people performance feedback that has a different effect whether real or fake, it does not matter. Performance feedback influenced their mood specifically which then influenced their motivation. So, in one aspect we understand, with one study we understand that a trigger, a positive moment, a positive feedback could be as simple as a positive clip, it could be as simple as a positive incident. You can relate it with yourself, you introspect within yourself in an organization you just go into let us say it could be as simple as somebody is greeting you with a pleasant smile, somebody is giving you a handshake, somebody is giving or let us say greeting you, maybe some seasons greeting etc. So, all these aspects are small minor, minute things but that can have a greater impact. Your day can be very refreshing, your day can be very encouraging, the whole day would go in a very productive manner.

You might have observed this. Now this is where the importance of having a positive emotion comes into motivation. When you actually are greeted or simple act of positivity is being transferred, there is a contagion effect which we will discuss in detail. So that will actually give you a better motivation to work throughout and inevitably you might observe that those days are your highly one of the highly productive days that have happened. And there could be also a relevance of feedback, performance feedback. Somebody is appreciating you, there are some new recognitions that are coming your way.

Such situations will actually warrant a level of deeper appreciation towards the job, towards the organization and moreover it will instill a sense of belongingness and you start working without hesitation and you become more productive. So, these are some of the essential connect that motivation has or emotion has with respect to motivation.

Now let us look the relevance of emotion in leadership. Effective leaders specifically rely on emotional appeals to help people convey their messages. When you look into, this is more relevant when you look into leaders from political sphere. When you look into leaders even in your HR context you will see that some leaders are very vibrant, they have the capability. Some leaders have the capability to give a boost to the morale of the workforce. There are some leaders who can take the entire crowd with themselves. They can entertain the crowd with themselves, they can keep the crowd silent.

Let us say there are speakers who are very articulating, who you must have observed that the entire crowd is making noise. Suddenly they start speaking and there is pin drop silence among the crowd. Now this is the mark of a leader and sometimes the leader takes this to the next level by making an emotional appeal, by creating, by hitting the right note in terms of the emotion when it comes to the audience or when it comes to the workforce as the case may be. So, this is where the connect or the relevance of emotion with leadership comes into picture. There are emotions in speeches and it is often the critical element that makes us accept or reject a particular message. Sometimes you feel that people tend to add a certain emotion.

Let us be very honest and frank, they might be faking it or they might be genuine. Whatever the case may be, if it is considered, if it is interpreted as genuine, there are chances that you tend to obey that particular message or you tend to listen to that message in a more enhanced way. You are more open to those messages. You are more open to such communications that are coming from emotional appeals of such leaders. So basically, by arousing emotions and linking them to an appealing vision, leaders increase the likelihood that managers and employees alike will accept change.

So there could be situations where they are not willing to change. There could be situations where they are not ready to accept the change in the first place. But leaders who are very creative in arousing emotions and actually linking them to an appealing vision because you have to show them, the leader has to show them, tomorrow every one of you will get into a leadership position. So, you have to show the workforce some appealing position that you have to be here. That objective, that goal setting is essential for you to take the workforce to that level.

If you are a leader who is not able to bring clarity to the workforce, to the people who are behind you, who are following you, that where you want to reach, if you are not able to set a clear goal, then you might not be that effective a leader which will ultimately be relevant or reflected in the coming times. So basically, you have to set the goal, you have to make the vision appealing. It is not like you are showing some random vision and random target or objective which could be either unachievable or which is not so much appealing to others that might have a negative effect on the whole process. Rather if you are able to show them something which is appealing, an appealing vision and make an emotional appeal towards that, then things are going to work in your favor. So, this is essentially the connect leadership is having with negotiation.

Now yet another important aspect when it comes to OBM, organizational behavior management specifically is negotiation. Let us look into the connection emotion is having with negotiation. This is where almost the theme of the lecture lies. When you are looking into different studies in the area of negotiation specifically, it has shown that negotiator who feigns anger has an advantage over the opponent. The moment you are showing your angry face or you are showing the communication is filled with anger, there is a tone and tenor which is marked by anger, you try to secure an upper hand within that negotiation.

When a negotiator shows anger, the opponent concludes that the negotiator has conceded all she can and so there are chances that they might just give in. So, displaying a negative emotion such as anger could be effective but feeling bad about one's performance appear to impair future negotiations. So somewhere you see that if you detail the negotiation process, you will see that there are people who tend to go back, revisit the negotiating article or whatever the process of negotiation is all about. So, when you are actually going through the process, through the thick and thin of negotiation, you will see that emotion has a critical role to play. Sometimes you feel, sometimes you fake anger, you fake certain authority that you have to get it, this is the ultimate aim or objective of your organization and you are representing your organization so that you secure that.

Sometimes there are people who are very meek, the emotions are very weak, they are not able to actually put a claim on whatever the things on the table are. So, such negotiation, it could be either in terms of an agreement, in terms of an infrastructural agreement, it could be an agreement in terms of a product delivery, it could be in terms of an order or placement of an order for a particular service, anything it could be. Whatever be the matter of consideration is, there should be a certain level of emotion that is at play and those emotions if positively communicated will have immense effect, will have a very good effect and there are chances that the negotiation will turn out to be something in favor of you as a party to the negotiation. So, this is what the connection of emotion is there with negotiation.

So, when it comes to negotiation, there are different processes associated with this but essentially if you are a person who can bring out the emotion in a positive way, show the other party that you are more concerned with the right objective and with the right establishment of this particular outcome of negotiation, then there are chances that you are going to win the negotiation.

Another important field where you can actually look into the relevance of emotion is customer service. Now customer service is a very creative way of people disclosing their commitment towards a particular product or particular service in general. A worker's emotional state influences customer service, no doubt about it, which influences levels of repeat businesses and of customer satisfaction. So, when you are looking into customer service and the whole process of customer service hovers around repeat businesses and customer satisfaction. If you are providing the customer with good customer service, there are chances that the customer is becoming loyal to the brand, to the product or to the company and there are chances that he or she is going to place orders or repeat orders.

Another important aspect is customer satisfaction. There might not be the case of repeat orders but customer satisfaction can necessarily bring in a positive vibe. There are chances that the person who is a customer of you can bring in more and more satisfied customers, more and more interested customers provided he or she is a satisfied customer. So, studies indicate that a matching effect between employee and customer emotions called emotional contagion, this is what I referred in between, emotional contagion helps in spreading of similar emotion from service provider to customer. So, this is very much interesting a topic. Emotional contagion is important mainly because customers who catch the positive moods or emotions of employees shop longer.

This is just with respect to a shopping experience. You can relate this emotional contagion in any business aspect, any managerial aspect, any organisational behaviour aspect. Emotional contagion is nothing but a spread of similar emotion from one party to another. So, if a person, let us say who is shopping catches the positive mood or emotions



of the employees, this is where it is important that the individuals become more creative and more friendly with the people who are in connect with them.

Now let us look into job attitudes. People who are a good day at work tend to be in a better mood at home that evening and vice versa. So chances are that there are situations when you are in a bad mood and you take it out in the frustration or whatever feelings you had which are pent up, all these are bended out at your family. There are situations like that. Now that would be a wrong thing to do. People who have a stressful day particularly at work also have trouble relaxing after they get off work. So, all these situations are reciprocatory, all these situations are related in general.

Disturbance in family and relationships are a natural consequence if you are having a bad day. You must have observed in your workplace if you are having a bad day, you tend to be dissatisfied not happy about the scheme of things that have happened in the organization, you are always disgruntled, you are always sometimes you are disgusted, sometimes you are frustrated, sometimes you are sad, depressed, all these negative emotions are going to create a difficult feeling for you when you are in your home where you are with your family. They are not concerned with what happened in your organization specifically. They were never the factor or they were never the elements which triggered any of those activities that have happened in your organization but still they have to bear the brunt.

This is where job attitude becomes relevant. What you see in your job, you have to address those things at your job and that ends there. You need not take those things to your home that is where the relevance of emotion and job attitude is displayed. That is where the importance of keeping your job at the job becomes relevant is getting underscored. Now when you are at a discussion of emotion and the different factors it actually touches upon within an organization or within the discipline of organizational behavior management, I cannot conclude without taking deviant workplace behaviors.

We have a specific module related to knowledge hiding, knowledge sharing and other counterproductive organizational behaviors or the deviant workplace behaviors but that said I would like to connect the emotion and deviant workplace behaviors here slightly. These deviant behaviors specifically are situations or scenarios where people behave in ways that violate established norms and threaten the organization either or its members or even both. Now this is bit concerning to an organization in general because when people start behaving in a different way which is different to the established norms, you are an organization let us say which promotes knowledge sharing. You are an organization which promotes everything that has to be shared, an open mindset. You are an organization or you work for an organization which is very much critical about anything hidden or any of such counterproductive behaviors. Then if you are taking up

counterproductive or deviant workplace behaviors which are going against the established norms of the organization, you tend to become a problem for the organization.

You have issues with other members who could be the co-workers, who could be your reporting authority or even your subordinates. All of them tend to see you in a different way. They tend to start behaving you in a different way because reciprocity is a truth. Reciprocity is the ultimate truth.

How you behave with them is a way which triggers a reciprocal behavior. So, there could be situations where you cut a sorry figure not only with respect to your higher management but also with respect to the people whom you work with or even your subordinates. So deviant workplace behaviors can create such troubles for you. So, these behaviors can be treated to negative emotions such as let us say anger, envy, disgust etc. So, when you look into deviant workplace behavior specifically, let us take an example of aggression. Aggression leads to negative behavior and escalates an already existing unpleasant situation.

The moment you have to observe aggression maybe within your team, maybe within your organization in general, if it is coming to that level where you are seeing aggression, there are chances that there was already an unpleasant situation and aggression has happened as a consequence of those or that particular unpleasant situation. In those unpleasant or that particular unpleasant situation, aggression will actually lead to something which is not the right thing that can solve the issue. So, it will only add fuel to the fire of what is known as deviant workplace behavior. It will only add fuel to work against the established norms of the organization and ultimately threaten the organization, its members or both.

Now this is where the safety and injury at work also needs to be considered. When you are looking into negative affectivity, it leads to more injuries at work because you are not in the right emotional state. You are there to harm others, you are there to threaten others, you are there to create threats or create danger for others. Individuals in negative moods tend to be more anxious which can make them less able to cope effectively with hazards. They are always doubtful, they are always critical, anxious, they do not know what to do and this inevitably makes the coping strategies ineffective. Negative moods also make people more distractable and distractions can undoubtedly lead to careless behaviors.

When you are looking into negative moods specifically, it can make people distracted from the entire scheme of things. They are not so much interested in aspects; they are not so much keen on taking up the job seriously and this is where the safety and injury at work is also at limbo where people are not in a right mindset. There could be situations

where people are strongly opposing or there could be situations where there is aggression which I have already mentioned is an outcome of already existing unpleasant situation. So, all this will have an influence or impact on the safety and injury at workplace.

So that said, this concludes the module where we have discussed in depth about emotion. We discussed what emotions are, what is the difference between mood, emotions, etc. We looked into certain theories connecting emotion. We also looked into certain aspects which connected emotions to the workplace scenario and in this particular lecture we looked into the applications. We also looked into some of the empirical research that has happened and based on that we also looked into the applications of emotions at workplace.

I would like to conclude by just stating one thing, emotional contagion. If you are in a positive mood that could be translated and transferred to another individual. Let us say you are having two or three co-workers sitting with you. You are in a negative mood. You are filled with negative emotions. There are chances that you spread this towards the entire team. You spread this towards the entire group and ultimately you spread this to entire organization.

If you are a cheerful person, it is difficult but if you are a cheerful person, if you are happy about things, there are lot of happy thoughts or emotions that are running you every now and then, chances are that you make the team happy, you make the team cordial, you make the team productive, you make the group happy, group productive and ultimately there are chances that you make the organization happy, you make the organization cordial and you make the organization productive. On that note, we will end today's lecture.

We will see you in the next class with a new module.

Till then take care. Bye-bye. Thank you. Thank you.