

# **Organizational Behavior**

## **PSYC-6223**

### **Lecture-5**

The background is a solid red color with a subtle gradient. On the left side, there are several overlapping circles of varying shades of red, creating a layered, abstract effect. The text is centered horizontally and vertically.

# **Emotions and Mood**

# Emotions defined

Feelings experienced towards an object, person or event that create a state of readiness

- emotions demand attention and interrupt our train of thought
- emotions are directed toward something

# Emotions- Why Emotions Were Ignored in OB

- The “myth of rationality”
  - Organizations are not emotion-free.
- Emotions of any kind are disruptive to organizations.
  - Original OB focus was solely on the effects of strong negative emotions that interfered with individual and organizational efficiency.

# Components of Attitudes

- Cognitive -- thinking
- Affective -- feeling
- Behavioral -- doing

# What Are Emotions?

## **Affect**

**A broad range of emotions that people experience.**

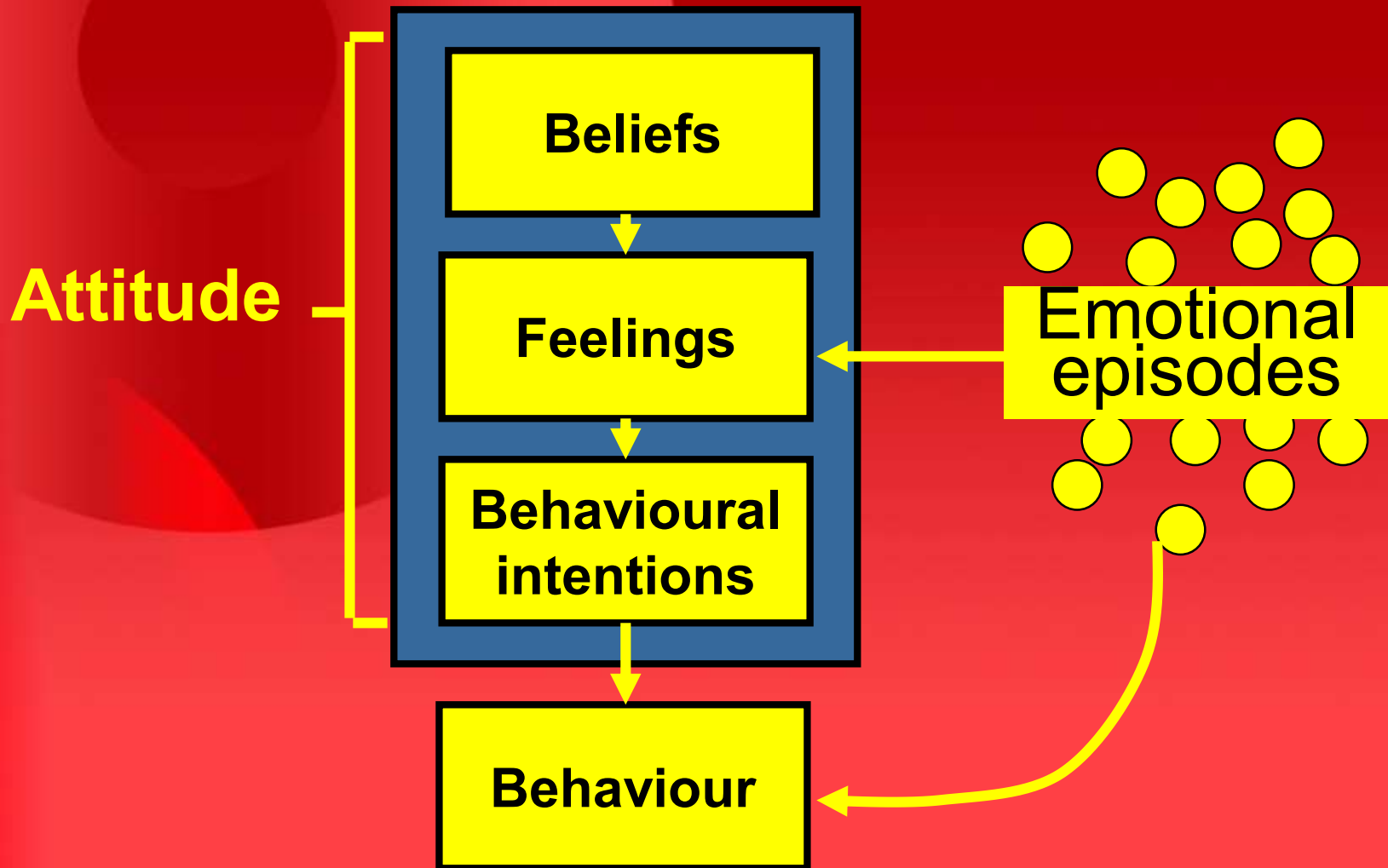
## **Emotions**

**Intense feelings that are directed at someone or something.**

## **Moods**

**Feelings that tend to be less intense than emotions and that lack a contextual stimulus.**

# Model of attitudes and behaviour



# What Are Emotions?

## Emotional labor

A situation in which an employee expresses organizationally desired emotions during interpersonal transactions.





# Emotional labour defined

The effort, planning and control needed to express organisationally desired emotions during interpersonal transactions

# Emotional labour issues

- True emotions leak out – especially with low emotional adaptability
- Emotional dissonance causes stress
- Display norms vary across cultures

# Felt versus Displayed Emotions

## Felt emotions

An individual's actual emotions.

## Displayed emotions

Emotions that are organizationally required and considered appropriate in a given job.



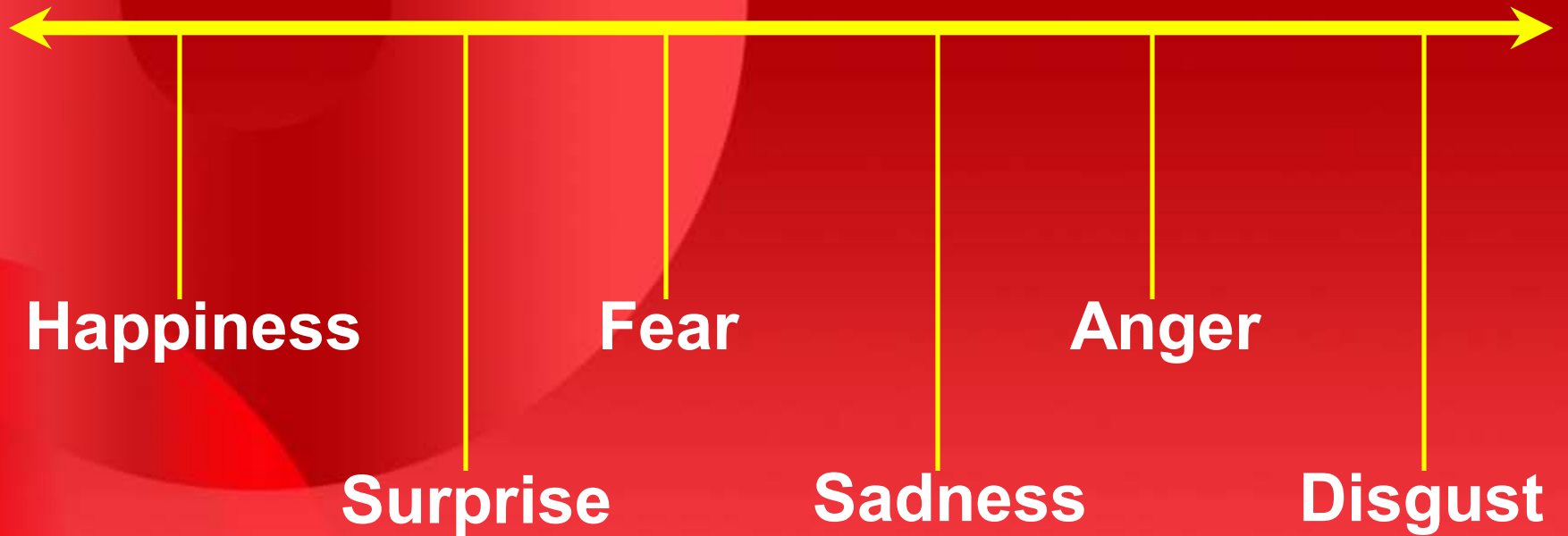
# Emotion Dimensions

- **Variety of emotions**
  - Positive
  - Negative
- **Intensity of emotions**
  - Personality
  - Job Requirements
- **Frequency and duration of emotions**
  - How often emotions are exhibited.
  - How long emotions are displayed.

# Emotions

- Anger
- Contempt
- Fear
- Frustration
- Happiness
- Hate
- Hope
- Jealousy
- Joy
- Love
- Pride
- Surprise
- Sadness
- Enthusiasm

# Six Universal Emotions



# Emotion Continuum

- The closer any two emotions are to each other on the continuum, the more likely people are to confuse them.

Happiness ► Surprise ► Fear ► Sadness ► Anger ► Disgust

# Facial Expressions Convey Emotions

Each picture portrays a different emotion. Try to identify them before looking at the answers. (Top, left to right: neutral, surprise, happiness. Bottom: fear, sadness, anger.)





# **Emotions and Organizational Behavior**

```
graph TD; A[Emotions and Organizational Behavior] --- B[Felt Emotions]; A --- C[Emotional Labor]; A --- D[Displayed Emotions];
```

**Felt  
Emotions**

**Emotional  
Labor**

**Displayed  
Emotions**

# Can People Be Emotionless?

Alexithymia (Greek... “lack  
of emotion”

# Gender and Emotions

- **Women**

- Can show greater emotional expression.
- Experience emotions more intensely.
- Display emotions more frequently.
- Are more comfortable in expressing emotions.
- Are better at reading others' emotions.

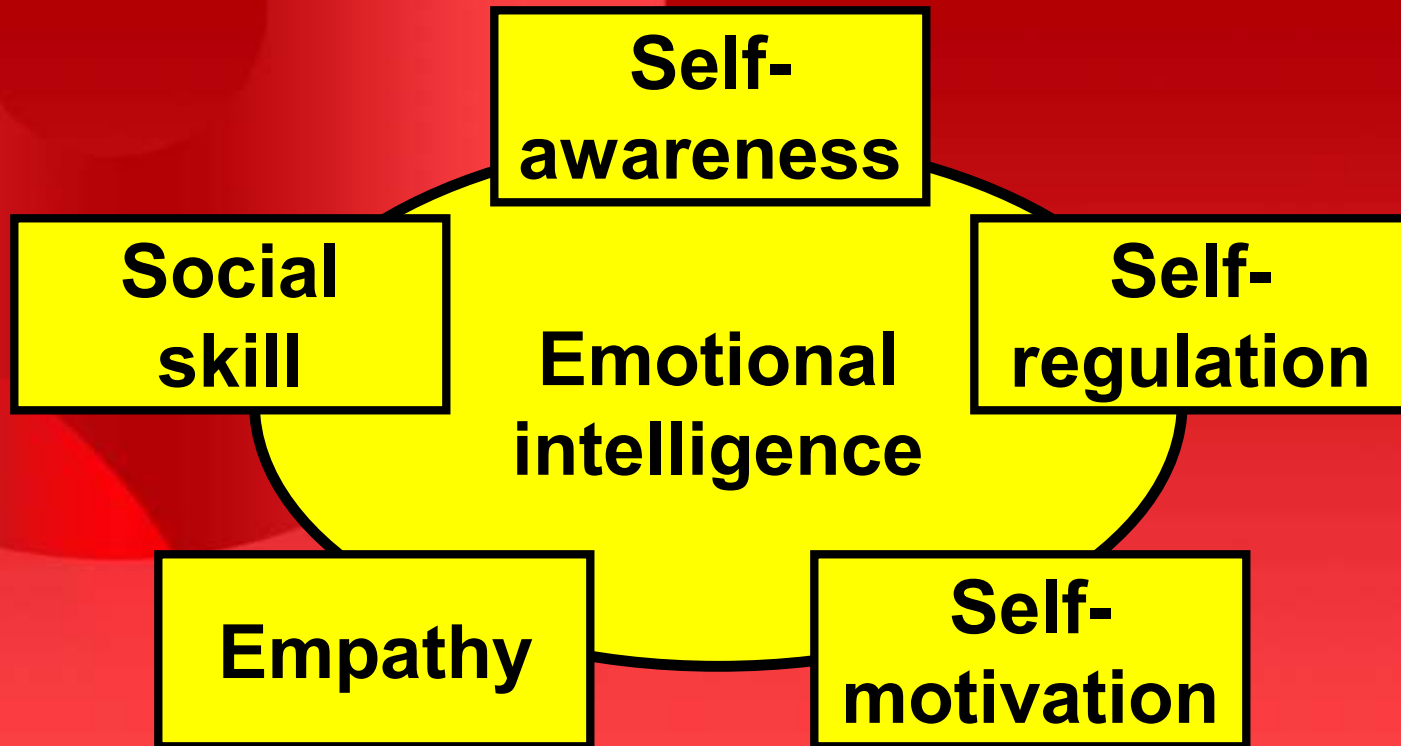
- **Men**

- Believe that displaying emotions is inconsistent with the male image.
- Are innately less able to read and to identify with others' emotions.
- Have less need to seek social approval by showing positive emotions.

# Emotional Intelligence

EI refers to an assortment of non-cognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environmental demands and pressures.

# Emotional intelligence dimensions



# **External Constraints on Emotions**

```
graph TD; A[External Constraints on Emotions] --> B[Organizational Influences]; A --> C[Cultural Influences];
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**Organizational  
Influences**

**Cultural  
Influences**

# OB Applications of Understanding Emotions

- **Ability and Selection**
  - Emotions affect employee effectiveness.
- **Decision Making**
  - Emotions are an important part of the decision-making process in organizations.
- **Motivation**
  - Emotional commitment to work and high motivation are strongly linked.
- **Leadership**
  - Emotions are important to acceptance of messages from organizational leaders.

- **Interpersonal Conflict**

- Conflict in the workplace and individual emotions are strongly intertwined.

- **Deviant Workplace Behaviors**

- Negative emotions can lead to employee deviance in the form of actions that violate established norms and threaten the organization and its members.

- Productivity failures
    - Property theft and destruction
    - Political actions
    - Personal aggression



# **Emotions In The Workplace**

**Intensity  
of Emotions**

**Frequency  
and Duration**

**Gender  
and Emotions**

**Emotionless  
People**

# Emotions and OB Applications



The background is a solid red color with several overlapping circles of varying shades of red. The circles are positioned on the left side of the frame, creating a layered, abstract effect. The largest circle is in the upper left, with a smaller one inside it. Another circle is partially visible at the bottom left, and a fourth one is at the very bottom left corner.

**THANKS**