



# Organizational Behaviour

## Emotions

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# What are Emotions and Moods?

## Affect

Defined as a broad range of feelings that people experience. Affect can be experienced in the form of emotions or moods.

## Emotions

- Caused by specific event
- Very brief in duration (seconds or minutes)
- Specific and numerous in nature (many specific emotions such as anger, fear, sadness, happiness, disgust, surprise)
- Usually accompanied by distinct facial expressions
- Action oriented in nature

## Moods

- Cause is often general and unclear
- Last longer than emotions (hours or days)
- More general (two main dimensions—positive affect and negative affect—that are composed of multiple specific emotions)
- Generally not indicated by distinct expressions
- Cognitive in nature



# Emotions & Moods

Previously:

- ✓ Myth of rationality
  - Managers worked to make emotion-free environments
- ✓ Emotions were believed to be disruptive
  - Emotions interfered with productivity
- ✓ Now we know that emotions can't be separated from the workplace

# The Basic Emotions

- ✓ There appear to be six basic emotions:
  - Not universally accepted

1. Anger
2. Fear
3. Sadness
4. Happiness
5. Disgust
6. Surprise



- ✓ May even be seen as a spectrum / continuum of emotions:
  - Happiness – surprise – fear – sadness – anger – disgust



# Indian Nava Rasas

1. Shringara (love/beauty)
2. Hasya (laughter)
3. Karuna (sorrow)
4. Raudra (anger)
5. Veera (heroism/courage)
6. Bhayanaka (terror/fear)
7. Bibhatsya (disgust)
8. Adbuta (surprise/wonder)
9. Shanta (peace or tranquility)



# The Basic Emotions

## Positive Primary Emotions:

Love/affection  
Happiness/joy

Surprise

## Negative Primary Emotions:

Fear

Sadness

Anger

Disgust

Shame

## Other Descriptors

Acceptance, adoration, longing, devotion, infatuation  
Cheerfulness, contentment, bliss, delight, amusement,  
enjoyment, enthrallment, thrill, euphoria, zest  
Amazement, wonder, astonishment, shock

## Other Descriptors

Anxiety, alarm, apprehension, concern, qualm, dread,  
fright, terror  
Grief, disappointment, sorrow, gloom, despair, suffering,  
dejection  
Outrage, exasperation, wrath, indignation, hostility, irritability  
Contempt, disdain, abhorrence, revulsion, distaste  
Guilt, remorse, regret, embarrassment, humiliation



# Emotions

Emotions are the body's way of ensuring we do what is best for us."

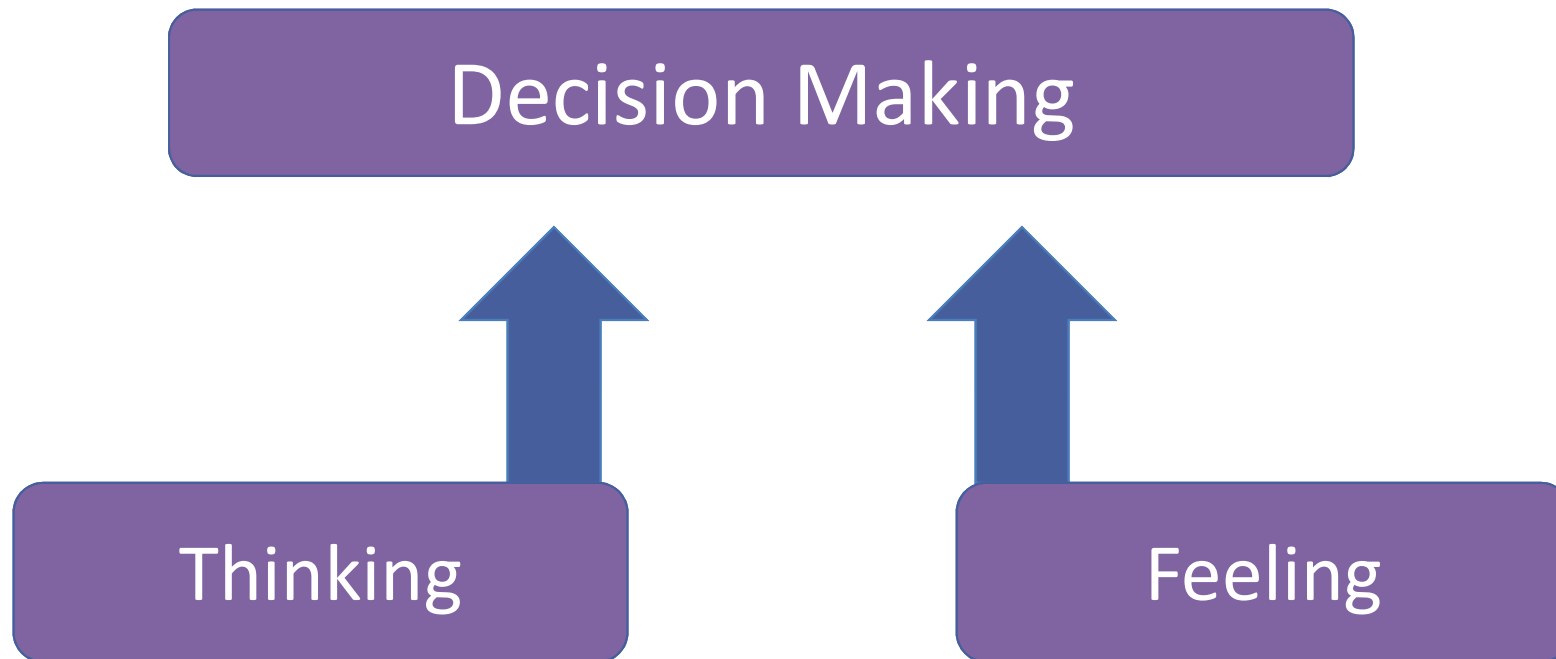
Unlike instinct — which leads to preprogrammed, rigid responses — emotions “focus the mind and prepare the body while leaving room for experience and judgment.”

Emotions “may be slippery,” he writes, “but they are also by far the most salient aspect of our lives. They give meaning to everything.”

Love, anger, joy, sorrow, fear all help us to find food and safety, protect our families, escape danger. Emotions enable us to survive.

# Function of Emotions

Emotions can aid in our decision-making process. Many researchers have shown that emotions are necessary for rational decisions.







# Sources of Emotion and Moods

- ✓ Personality
  - There is a trait component – affect intensity
- ✓ Day and Time of the Week (common to most)
  - Happier in the midpoint of the daily awake period
  - Happier toward the end of the week
- ✓ Weather
  - ✓ Illusory correlation – no effect
- ✓ Stress
  - Even low levels of constant stress can worsen moods
- ✓ Social Activities
  - Physical, informal, and dining activities increase positive moods



# Sources of Emotion and Moods

- ✓ Sleep
  - Poor sleep quality increases negative affect
- ✓ Exercise
  - Does somewhat improve mood, especially for depressed people
- ✓ Age
  - Older folks experience fewer negative emotions
- ✓ Gender
  - Women tend to be more emotionally expressive, feel emotions more intensely, have longer-lasting moods, and express emotions more frequently than do men



# Emotional Dissonance . . .

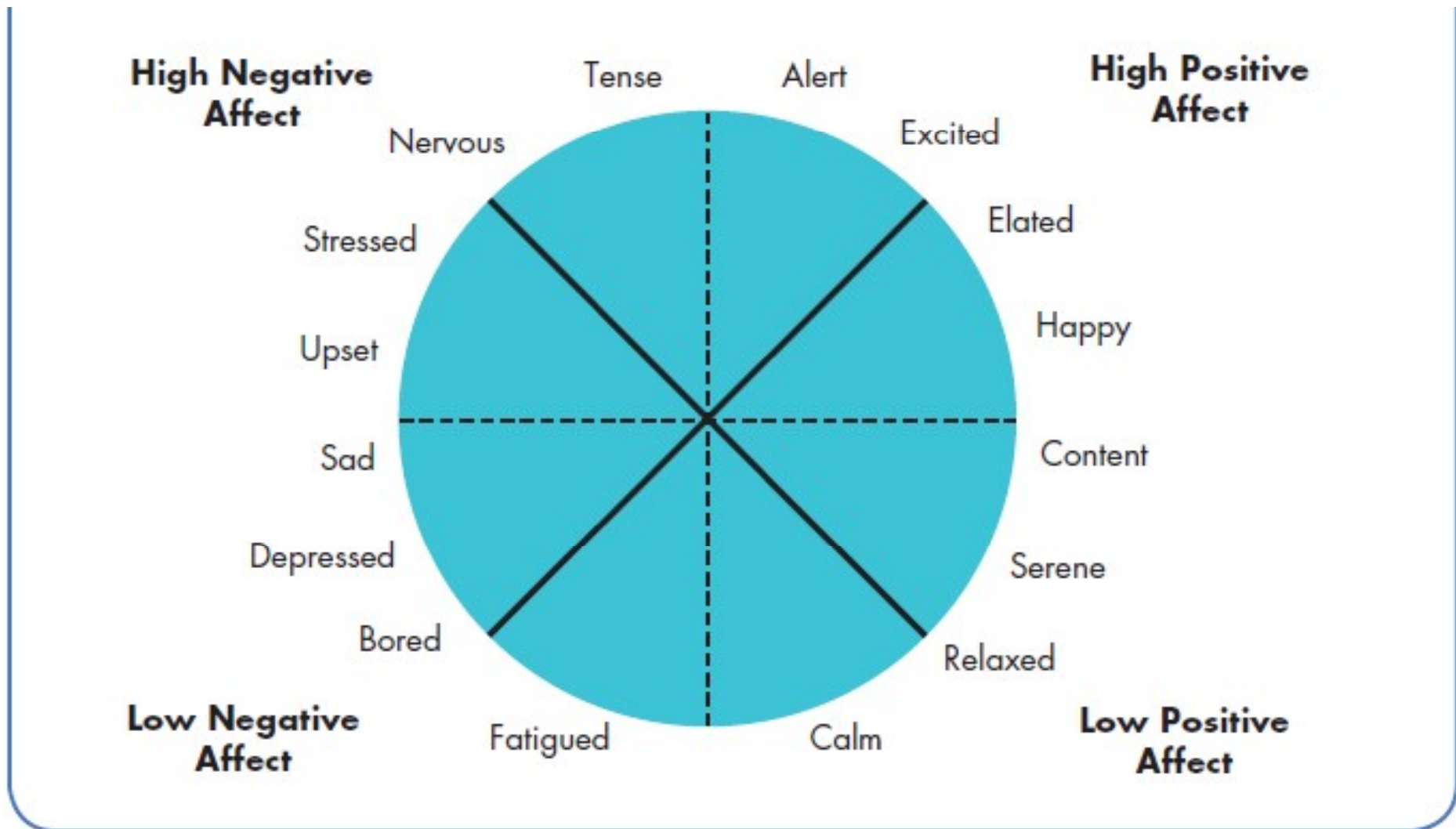
- ✓ Emotional Dissonance:
  - Employees have to project one emotion while simultaneously feeling another
  - Can be very damaging and lead to burnout
  
- ✓ There are
  - Felt emotions and
  - Displayed emotions



# Emotions & Ethics

- ✓ Research on moral emotions questions the previous belief that emotional decision making is based on higher-level cognitive processes
- ✓ Our beliefs are shaped by our groups, resulting in an unconscious feeling that our shared emotions are “right”
- ✓ People who are behaving ethically are at least partially making decisions based on their emotions and feelings, and this emotional reaction will often be a good thing

# Basic Moods – Positive & Negative Affects





# Managerial Implications

- ✓ Model positive emotions and moods as much as is authentically possible
- ✓ Provide positive feedback to increase the positivity of employees
- ✓ In the service sector, encourage positive displays of emotion, which make customers feel more positive and thus improve customer service interactions and negotiations
- ✓ Regulate your intense emotional responses and vent only to a supportive listener who is not involved in the event
- ✓ Be careful not to ignore co-workers' and employees' emotions; do not assess others' behavior as if it were completely rational



# End!

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Birthplace of Business Leaders

## Any Questions?



# A Wagon Wheel of Emotions

