



Class: TY BSc

Subject : Psychology of Human Behaviour at Work

Subject Code:

Chapter: Unit 4 Chp 1

Chapter Name: Emotions and moods

Today's Agenda

1. Emotion – definition
2. Mood – definition
 1. Emotions and moods
3. Understanding basic emotions
4. Sources of emotions and moods
5. Emotional intelligence
6. Emotion regulation
7. Application of emotions in a workplace

1

Emotion - Definition



Emotions are defined as, "intense feelings that are directed at someone or something."

• Features of emotions:

1. Emotions are strong feelings that are directed towards some specific target.
2. Emotions are reactions to an event. For eg. one feels happy when they see a friend in the workplace.
3. Emotions are fleeting. They come and go quickly.
4. Emotions can be seen through person's facial expressions.
5. Emotions are action oriented. They cause a person to act.

2

Mood - Definition



Moods are defined as "feelings that tend to be less intense than emotions and lack a contextual stimulus."

Features of moods are:-

1. People experience moods for no specific reason without any specific event or stimulus.
2. Moods can be more long lasting than emotions and can last for hours.
3. Moods are experienced more at the cognitive level and causes a person to brood or think.

2.1 Emotions and Moods

Affect includes both emotions and moods.



Affect is described as, “a broad range of feelings that people experience.”

- Emotions affect moods and mood affect emotions.
- Emotions may become moods when they lose their focus from the specific event or person that started it.
- Moods in turn can make people more emotional to events and people.

3

Understanding basic emotions

Psychologists have tried to identify basic emotions by studying facial expressions, but that is not an easy task. This is because:-

- Some emotions are far too complex to be expressed through facial expressions. Eg.love
- Cultural factors strongly influence the way emotions are expressed. Eg in the US a smile is seen as a sign of happiness whereas in the Middle East a smile would be interpreted as a sign of sexual attraction.

3

Understanding basic emotions



What are some of the basic emotions?

Is it easy to identify basic emotions?

- Rene Descartes – the founder of modern philosophy identified six basic emotions : wonder, love, hatred, desire, joy and sadness.
- He believed all other emotions are an outcome of various combinations of these six basic emotions.

4

Sources of Emotions & Moods

The following are the major sources or causes of emotions:

1. Personality

- Some people are more prone to certain types of emotions and moods than others. People differ in affect intensity.



Affect intensity is defined as, “individual differences in the strength with which individuals experience their emotions”

- Individuals who are high on affect intensity experience both positive and negative emotions more deeply.
- That is when they feel sad, they feel very sad and when they feel happy, they feel very happy.

4

Sources of Emotions & Moods

2. Days of the week and time of the day

- Research has found that people experience their worst moods at the beginning of the week and their best moods late in the week.
- Some people consider themselves as 'morning' people and others as 'evening' people.

3. Weather

- Associating our moods with the weather is due to our tendency to engage in illusory correlation
- Illusory correlation is described as, "the tendency to associate two events when in reality there is no connection."



4

Sources of Emotions & Moods

4. Stress

- Stress has a negative effect on moods.
- The effect of stressful events build overtime and make our moods worse and lead to the experience of more negative events.
- Eg firing by the boss

5. Exercises

- Exercise improves our moods and puts us in a positive mood.
- The impact of exercise is greatest on people who are depressed.

6. Social activities

- Our positive mood increases when we engage in social activities.

4

Sources of Emotions & Moods

7. Sleep

- Sleep has a definite effect on moods.
- Individuals deprived of sleep experience greater feelings of tiredness, anger and hostility.
- Lack of sleep affects people's ability to control their emotions and make decisions.
- Inadequate sleep lowers job satisfaction as people become more irritated and find it difficult to stay alert.

8. Age

- People tend to manage their emotional experiences better with age.
- Studies have found that negative moods decline as people grow older.
- Positive moods last longer and negative moods fade away quickly as we age.

4

Sources of Emotions & Moods

9. Sex

- There are major Gender differences in the experience and expression of emotions. The following are the major differences:
 - Women are emotionally more expressive than men.
 - Women experience emotions more intensely than men.
 - Women hold on to their emotions longer than men.
 - Women express both positive and negative emotions more frequently than men, with the exception of anger.

5

Emotional Intelligence

The concept of E.I was first introduced by Salovey and Mayer in 1990, but was popularised by Daniel Goleman.



Robbins and Judge describe Emotional intelligence as “ a person’s ability to 1) perceive emotions in the self and others, 2) understand the meaning of these emotions and 3) regulate one’s emotions accordingly. “

According to the cascading model, individual with emotional intelligence demonstrate:

1. Conscientiousness- helps a person perceive emotions in self and others.
2. Cognitive ability - helps a person understand the meaning of emotions.
3. Emotional stability- helps a person to regulate emotions.

5

Emotional Intelligence



Why is emotional intelligence important?

- Studies on American Presidents have found that emotional intelligence was the key factor that distinguished successful Presidents from unsuccessful Presidents.
- Supporters of emotional intelligence say :

1. Intuitive appeal

It makes sense and will always have a advantage over others in the corporate world because he is

- a person who can control his emotions
- can identify and understand the emotions of others
- a person who can handle social interactions with others well

5

Emotional Intelligence

2. Good predictor of criteria that matter

- Emotional intelligence has been a much better predictor of job performance than other qualities such as cognitive ability, conscientiousness and neuroticism.
- It is also a good predictor of how much an employee is valued on job by his peers.
- It is a good predictor of how well a person will perform on the job.

3. Emotional intelligence is biologically based

- the concept of emotional intelligence is based on neurological evidence and therefore a specific part of the brain is related to emotional intelligence.

5

Emotional Intelligence

Critics of Emotional Intelligence say:

1. Lack of proper definition

- There are different definitions of the same concept and the methods used to measure it are different.
- eg. some researchers have attempted to measure E.I by scoring people based on their ability to recognise and control emotions and some have said that E.I consists of a variety of constructs and have tried to measure it using self reports.

2. Emotional intelligence cannot be measured

- Some experts have argued that these tests measure the personality constructs such as self esteem and self-efficacy rather than emotional intelligence.

5

Emotional Intelligence

3. Old wine in a new bottle

- Some critics say it is nothing but a combination of two well known constructs – personality and intelligence.

6

Emotion Regulation

Understanding emotion regulation

Emotion regulation refers to the effort put by a person to identify his emotions and modify them.

Eg. When a person who is feeling sad tries to cheer himself, he is engaging in emotion regulation.

Emotion regulation can be done through:

- Generation of positive thoughts or
- By distracting oneself or
- Looking at the situation from a new perspective or
- Using relaxation techniques such as yoga or meditation.

6

Emotion Regulation

People engage in emotion regulation differently. Research has found that:

- Individuals who are high on neuroticism find it more difficult to control their moods.
- Individuals who are low on self esteem do not try to alter their sad moods because they feel they do not deserve to be in a good mood.

6

Emotion Regulation

Drawbacks of emotion regulation:

- Emotion regulation/ trying to change emotions requires efforts and these efforts can be exhaustive.
- Sometimes when a person attempts to change a particular emotion, the emotion only becomes stronger.
- Suppressing negative emotions may trigger more negativity. Therefore seeking positive emotional experiences is a better way of dealing with negative emotions or it is better to look at the situation from a new perspective.

7 Application of emotions in a workplace

Managers knowledge and understanding of emotions and moods can be applied to the following areas:

1. Employee selection
2. Decision making
3. Creativity
4. Motivation
5. Leadership
6. Negotiation
7. Customer service
8. Job attitudes
9. Deviant workplace behaviour
10. Enhancing safety and prevention of injury

7

Application of emotions in a workplace

1. Employee selection

- Since individuals high on emotional intelligence are more successful, managers can hire such people especially for jobs that require high social interaction.
- It has been found that top performing recruiters are high on emotional intelligence. Such individuals can be used during the recruitment drive.

2. Decision making

- Managerial decision making is affected by moods and emotions.
- When managers are experiencing positive emotions their problem solving skills improve and they find better solutions to problems.
- Depressed people make poorer decision and process information more slowly.

7

Application of emotions in a workplace

3. Creativity

- When people are in a good mood, they are more creative and come out with more ideas and alternatives.
- Positive emotions makes them more flexible and open in their thinking. However another perspective is that people tend to be more relax and may not look at things critically.
- Managers can make employees more creative by encouragement and positive feedback.

4. Motivation

- Positive emotions and moods increases motivation to work harder and also raises expectations of success.
- Employees motivation to help their coworkers is more when ther are experiencing positive emotions or moods.
- Positive feedback on employee performance leads to positive mood state which increases motivation and results in better performance.

7

Application of emotions in a workplace

5. Leadership

- Leaders are more effective when they are excited, enthusiastic and active.
- This energises the followers, increases their efficacy and makes them feel more competent and optimistic.
- By presenting inspirational goals in an appealing manner, the leader makes the followers more accepting of the future plans and instils optimism and enthusiasm.
- It also leads to positive social interaction.

6. Negotiation

- The emotion of anger if used with care can be used to the manager's advantage during negotiations.
- However, if the manager has less information and power than the opponent, then the display of anger will only bring worse results.
- Holding on to a past negotiation bitterly can make the manager less cooperative in the future.

7

Application of emotions in a workplace

7. Customer service

- Emotions and moods affect the way an employee serves the customer which in turn affects the customer satisfaction and retention of the customer.
- Employee's emotions are transferred to the customer. They experience the same emotion as the employee, this phenomenon is called **emotional contagion**.
- When an employee experiences positive emotions, the customer tends to respond positively.
- Similarly when an employee feels that the organisation is not treating him fairly. He will experience negative emotions which he will pass on to the customer.



Emotional contagion," is a process in which people's emotions are caused by emotion of other"

7

Application of emotions in a workplace

8. Job attitudes

- Work life affects our personal life and vice versa.
- When an employee has had a good day at work, he is more likely to be in a good mood at home also.
- When an employee has a stressful day at work, he will find it difficult to relax at home.

9. Deviant workplace behavior

- Workplace deviant behaviors are behaviors that violate Organizational norms and threaten the organization and its members.
- Envy is a negative emotion that can cause malicious behavior.
- Anger is often the cause of physical and verbal aggression. An angry employee blames his coworkers for his bad moods and thus set off an incivility spiral.

7

Application of emotions in a workplace

10. Enhancing safety and prevention of injury

- An employee is more likely to ignore safety norms when he is in a bad mood.
- Employees in a negative frame of mind are more anxious, less attentive, pessimistic and react by panicking or freezing when faced with a threatening situation and thus are unable to cope with dangers effectively.