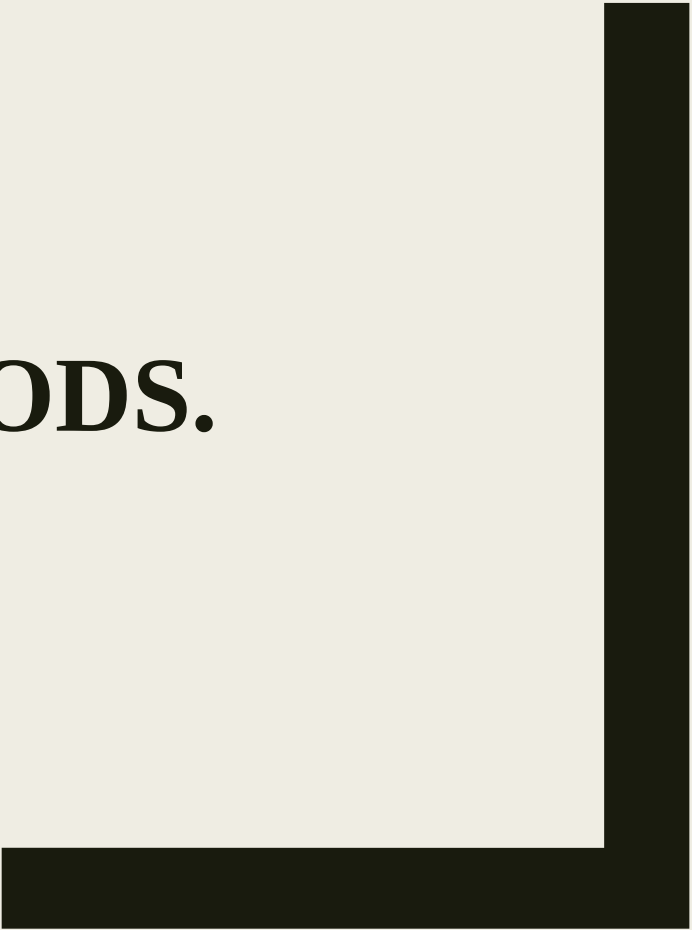




EMOTIONS AND MOODS.

Introduction:

- Emotions are an integral part of our lives. One cannot imagine a life without emotions (without joy, anger, sorrow or surprise). Life would become very dull and boring if it were not for many emotions that we feel. Emotions add meaning to life and our relationships. In the past, managers believed that emotions of any kind were disruptive to the workplace and hence, tried to create emotion-free organizations. However, that was not possible. Today, managers recognise the importance of emotions and the need to understand it because emotions influence the way people behave at work.

Emotions, Moods and **Affect** are three words that are closely linked but have different meanings.

Emotions are defined as “intense feelings that are directed at someone or something” (Robbins and Judge, 2013).

Emotions:

Emotions, Moods and **Affect** are three words that are closely linked but have different meanings.

Emotions are defined as “intense feelings that are directed at someone or something” (Robbins and Judge, 2013).

The main features of **Emotions** are:

1. Emotions are strong feelings that are directed towards some specific target.
2. Emotions are reactions to an event, for example one feels happy when want he's a friend at a workplace
3. Emotions are fleeting - they come and go quickly emotions can be seen they often they are often revealed through a person facial expression
4. Emotions are also action-oriented, they energise a person to act.

Moods and Affect:

Moods are defined as “feelings that tend to be less intense than emotions and the lack of contextual stimulus” (Robbins and Judge, 2013).

The main features of Moods are:

1. People sometimes experience moods for no specific reason. That is, people experienced mood even in the absence of any specific event or stimulus.
2. Moods are more long lasting than emotions and they can sometimes last four hours.
3. Moods are experienced more at the cognitive [mental] level and causes a person to brood or think.

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

Affect is described as “a broad range of feelings the people experience” (Robbins and Judge, 2013).

Affect includes both **Emotions** and **Moods**.

The Basic Emotions:

There is a lot of confusion with regards to the number of basic emotions that people display. Rene Descartes [the founder of modern philosophy] identified six basic emotions.

These six basic emotions are **wander, love, hatred, desire, joy** and **sadness**. He believed that all other emotions are in outcome of various combinations of these six basic emotions.

Psychologists have tried to identify basic emotions by studying facial expressions, but it has not been an easy task this is because:

1. Some emotions are far too complex to be expressed through facial expressions. For example, it is difficult to express love with only facial expressions.
2. Cultural factors strongly influenced the way emotions are expressed. For example, in the United states, 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. This is why female employees in the Middle East are less likely to smile at their male colleagues as they may be seen as sending wrong signals.

People from collectivistic cultures interpret a display of emotions as directed towards them and have something to do with their relationship with the person.

In contrast, people from individualistic cultures do not interpret the display of emotions personally and as directed towards them.

Currently more researchers agree that there are six universal emotions. These six universal emotions are **anger, fear, sadness, happiness, disgust** and **surprise**.

Sources of Emotions and Moods:

Human emotions are an outcome of a wide variety of factors. 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. they experience these emotions more frequently than others. People also differ in affect intensity.

Affect intensity is described as “individual differences in the strength with which individuals experience their emotions” (Robbins and Judge, 2013).

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

2. **Day of the week and time of the day:**

Research has found that people experience their worst mood at the beginning of the week and their best moods at the end of the week.

Some people consider themselves as “morning” people and others as “evening” people. This means that they perform the best during certain times of the day. However, research has found the positive affect peaks at around with a half point between waking and sleeping hours. Negative affect remains more constant throughout the day.

3. Weather:

Most research has found that weather has very little effect on our moods. 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” [Robbins and Judge, 2013].

4. Stress:

Stress has a negative effect on moods. Firing by the boss or loss of big sales order are examples of stressful events at a workplace that can lead to negative moods. The effective stress for the events build overtime and make our moods worse and lead to the experience of more negative emotions.

5. Social activities:

Our positive mood increase is when we engage in social activities. However, our social activities have little effect on our negative mood. Studies have found the people like to engage more in social interactions when they are in a positive mood and people develop a positive mood when they engage in social activities.

Studies have found that the positive mood of people increases when they engage in activities that are physical open brackets such as cycling] or informal open brackets such as going for a party close brackets. Such activities are better than activities that are formal [attending a lecture] and sedentary [watching a television show with family].

6. Sleep:

Sleep has a definite effect on moods. Studies have found that individuals who are deprived sleep experience greater feelings of tiredness, anger and hostility. This is because, lack of sleep affects a person's ability to control their emotions and make decisions. Inadequate sleep lowers job satisfaction as people become more easily irritated, tired and finally difficult to stay alert.

7. Exercises:

Research has consistently found that exercise improves our mood and puts us in a positive mood. The impact of exercise is the greatest on people who are depressed.

8. Age:

Human moods are also affected by age. Studies have found the negative moods decline as people grow older. The highly posted moods of older people last longer and negative moods fade away quickly. This may be because with age, people are able to manage their emotional experiences better.

9. Sex:

There are major gender differences both in the experience and expression of emotions. The following are some major differences:

- a. Women are more emotionally expressive than men.
- b. Women experience emotions more intensely than men.
- c. Women hold on to their emotions longer than men.
- d. Women express both positive and negative emotions more frequently than men. Anger is The only exception. Men experience anger more frequently than women.
- e. Men experience powerful emotions [anger] more frequently wears women experience more of powerless emotions such as sadness and fear.

Research found that there is often stereotyping while interpreting the emotions. For example, a woman's emotional expressions are attributed to personality factors while those of men to situational factors.

Emotional Intelligence:

The concept of emotional intelligence was first introduced by Salovey and Mayer in 1990. However, it was popularised by Daniel Goleman through his books “Emotional Intelligence, why it can matter more than IQ” and “Working with Emotional Intelligence”.

Robbins and Judge, (2013) describe Emotional Intelligence (EI) as “a person’s ability to 1. perceive emotions in the self and others; 2. understanding the meaning of these emotions and 3. Regulate one's emotions accordingly.

According to the cascading model, individuals with Emotional Intelligence demonstrate **conscientiousness, cognitive ability** and **emotional stability**.

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

There is a lot of research that shows that emotional intelligence has a strong impact on job performance. Studies on American presidents have found that emotional intelligence was the key factor which distinguished successful presidents from unsuccessful presidents.

Emotional Intelligence was found to be more important than communication, organization, political skills, vision and cognitive style. Studies have also found that individuals with emotional intelligence made more profitable investment decisions as they were able to identify and differentiate between their feelings.

However, there has been a lot of controversy regarding the concept of emotional intelligence and its utility. It has received support and criticism in equal amount.

The supporters of Emotional Intelligence argue:

1. Intuitive appeal: the idea of emotional intelligence has intuitive appeal - it makes common sense. It is difficult to disagree with the fact:

- A. That a person who can control his emotions,
 - B. identify and understand the emotions of others and
 - C. who can handle their social interactions with others well
- will have an advantage over others in the corporate world.

2. Emotional intelligence is a good predictor of criteria that matter.

Studies have repeatedly shown that emotional intelligence accurately predicts criteria that matter and are important to organisations. For example, emotional intelligence is a good predictor of how well a person will perform on the job. It is also a good predictor of how much an employee was valued on the job by their peers.

Emotional Intelligence has been a much better predictor of job performance than other qualities such as cognitive ability, conscientiousness and neuroticism.

3. Emotional Intelligence is biologically based.

There is scientific support for emotional intelligence. Research has demonstrated that a specific part of the brain is related to emotional intelligence. Thus, the concept of emotional intelligence is based on neurological evidence.

On the other hand, the critics of emotional intelligence argue that:

1. Lack of proper definition.

Different researchers have described the concept of emotional intelligence in different ways. First of all, there are different definitions of the same concept and the methods used to measure it are different.

Some researchers have attempted to measure emotional intelligence by scoring people with regards to their ability to recognise and control emotions. Others, have described emotional intelligence as consisting of a variety of structures they have tried to measure by using self-reports.

2. Emotional Intelligence cannot be measured.

Serious questions have been raised with regards to the measures used for obtaining emotional intelligence scores and their validity. Doubts have been raised about certain questions that are used in emotional intelligence tests.

Some experts are of the opinion that the questions in an emotional intelligence test might be measuring other personality constructs such as self-esteem and self-efficacy rather than emotional intelligence.

3. Old wine in the new bottle.

Some critics of emotional intelligence feel that there is nothing new about it. It is essentially a combination of two well-known constructs, which are, personality and intelligence.

The idea of emotional intelligence has really got to the imagination of managers in organizations and many swear by it. However, a certain amount of caution is advised as there are many unanswered questions with regards to emotional intelligence.

Emotional Regulation:

Emotional regulation refers to the effort put by a person to identify their emotions and modify it. For example, when the person who was feeling sad tries to cheer themselves, they are engaging in emotional regulation. Emotional regulation may be done through:

1. The generation of positive thoughts.

or

2. By distracting oneself.

or

3. Looking at the situation from a new perspective.

or

4. Using relaxation techniques such as yoga and meditation.

There are differences in people's abilities to engage in emotional regulation. Research has found that:

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

However, the regulation of emotions has some drawbacks as well and these drawbacks are:

1. Trying to change emotions requires efforts and these efforts itself can be exhaustive.
2. Sometimes when a person attempts to change a particular emotion, the emotion only becomes stronger.
3. Suppressing negative emotions is difficult and it sometimes triggers more negative emotions. It is better to look at the situation from a new perspective.
4. Seeking positive emotional experiences is a better way of dealing with negative emotions than trying to avoid it.

Applications of Emotions and Moods at a Workplace:

It is extremely important that managers recognise the impact of emotions and moods on the working of organisations. A good understanding of emotions and moods will help them influence employee behaviour for the benefit of the organization.

The following are the different areas in which managers can apply their knowledge and understanding of emotions and moods:

1. Employee Selection:

A number of studies have found that individuals high on emotional intelligence are more successful. Managers can use this information to hire people for jobs, especially on jobs that require higher social interaction. It has also been found that top performing recruiters were high on emotional intelligence. Hence, individuals high on emotional intelligence may be used by organisations during their recruitment drive.

2. **Decision Making:**

Managerial decision making is affected by emotions and moods. Researches found that when people are experiencing positive emotions, they use heuristics or rule of the thumb to make decisions. These decisions are quicker and better.

When manager experiencing positive emotions, their problem solving skills improve and they find better solutions to problems.

New research has found that depressed people may make poorer decisions because they process information more slowly and look at too many options rather than the most likely ones. They search for the perfect solution which does not exist.

3. **Creativity:**

People are more creative when they are in a good mood. They come out with more ideas and alternatives. This is because when people are experiencing positive emotions and moods, they are more flexible and open in their thinking. This makes them more creative.

Managers can make their employees more creative by keeping them happy and creating positive moods through encouragement and positive feedback.

Some experts believe that positive emotions and moods hinder creativity. When people are experiencing positive emotions, they tend to relax and do not look at things as critically, which is essential for creativity.

Another perspective is that activating emotions and moods such as anger and joy are better for creativity than deactivating emotions and moods such as sorrow and peace.

4. **Motivation.**

It has been demonstrated through experiments that positive emotions and moods increase motivation to work harder. It also raises expectations of success.

Positive feedback on employee performance leads to the experience of positive moods which in turn, increases motivation and result in better performance.

Studies have also found that employee motivation to help their co-workers is more when they are experiencing positive emotions and moods. Helping co-workers make employees feel good about themselves, which in turn leads to superior performance.

5. **Leadership.**

Leaders are more effective when they are excited enthusiastic and active. This excitement of the leader energises the followers, increases their efficacy and makes them feel more competent and optimistic.

Leaders must present their vision to their followers in a very appealing manner. This will arouse the followers emotions and make them more accepting of future plans and any changes that the leader is planning to bring.

Good leaders instil optimism and enthusiasm among their employees by presenting inspirational goals. It also leads to more positive social interactions between the employees and customers and also between co-workers.

6. Negotiation.

Good managers use the emotion of anger to their advantage during negotiations. By faking anger, the manager often gives the impression to the opponents that he has given all he can. The opponent thus mistakenly gives in.

However, the emotion of anger must be used with care. If the manager has less information and power than the opponent, then the display of anger will only bring worse results. The opponent may only harden his stand and will not make any compromises.

Feeling bad about past negotiation can affect the future negotiations. The negative emotions make a manager perceive his opponent negatively and they share less information and are less cooperative.

7. Customer Service.

Emotions and moods affect the way an employee serves the customer. This in turn affects customer satisfaction and retention of the customer.

That is the found that employees emotions are transferred to the customer. They experience the same emotion as the employee. this phenomenon is called emotional contagion.

Emotional contagion is “a process in which people’s emotions are caused by the emotions of others” (Robbins and Judge, 2013).

That is, when an employee experience is positive emotions and smiles and laughs, the customer also tends to respond positively. Similarly, when an employee feels that the organization is not treating them fairly, they will experience negative emotions which they can pass on to the customer.

8. **Job attitudes.**

Work life affects our personal life and personal life affects our work life. When an employee has a good day at work and is in a good mood, they are more likely to be in a good mood at home as well. On the other hand, if an employee has a stressful day at work, they will find it difficult to relax at home. Studies are found that if one member of a married couple this experiencing negative moods, it will spill over and affect the other member as well.

9. Deviant workplace behaviour.

Workplace deviant behaviour behaviours that violate organizational norms and threaten the organization and its members. Many deviant workplace behaviours are caused by negative emotions.

A. Envy is an emotion that can cause malicious deviant behaviour. In envy, one person dislikes another person for something that the other person has got and they do not but want to have. For example, a bigger car or a bigger office. And envious employee may spread nasty rumours about another employee or back stab them or present the other persons achievements in a negative manner.

B. Anger is often the cause of physical and verbal aggression. An angry employee blames his co-workers his bad moods, interprets their behaviour negatively and has trouble understanding their viewpoint.

C. Negative emotions and moods of one employee can cause an escalation in negative behaviours. This is because an employee who is angry and hostile will engage in deviant behaviour, which will make others angry and thus set off an incivility spiral.

10. Enhancing safety and prevention of injury.

The possibility of accidents taking place is higher when an employee is in a bad mood. An employee is more likely to ignore the safety norms when they are in a bad mood and thus, increase the probability of an accident taking place.

When employees are in a negative mood, they tend to be more anxious, less attentive and are unable to cope with dangers effectively. They also tend to be more pessimistic [feel they will get hurt] and react by panicking or freezing when faced with a threatening situation.

Negative emotions and moods also distract people easily leading to carelessness. Hence, it is desirable that when a manager finds an employee experiencing negative moods, he assigns the employee less dangerous and less risky tasks.

Managers can influence employee emotions and moods in the workplace by using humour and appreciating the work of the employees. Studies have found that when the boss is in a good mood members of the group also become more positive and cooperate more with one another.

Managers must select people who display positive emotions and moods. This can have a contagion effect. The positive emotions of one team member get transmitted to the other team members.

THANK YOU!

