

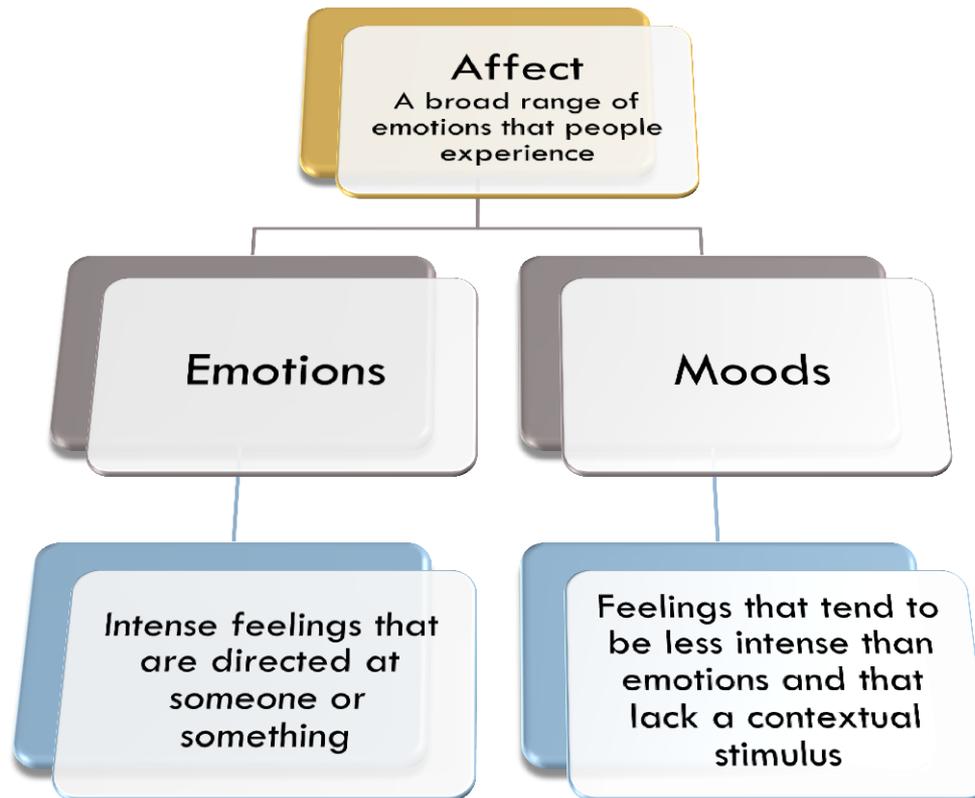
# EMOTIONS AND EI



# What is Emotion?

- Emotions are psychological, behavioral and physiological episodes experienced towards an object, person or event that create a state of readiness.
- Historically the study of organizational behavior has not given much attention to emotions. Emotions were typically seen as irrational so managers tended to work to make the workplace emotion-free.
- Often managers viewed emotions as disruptive to the workplace and therefore a hindrance to productivity. However, when thinking about emotions, typically managers were focusing on negative emotions. Even though there are some negative emotions that could hinder productivity, there is no doubt that workers bring their emotions to the workplace. Therefore, any study in organizational behavior would not be complete without considering the roles of emotions in the workplace.

# Emotions and Moods



# Basic Emotions

- While not universally accepted, there appear to be six basic emotions:

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



- All other emotions are subsumed under these six
- May even be placed in a spectrum of emotion:
  - ▣ Happiness – surprise – fear – sadness – anger – disgust

# Types of Emotion.

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- Positive Primary Emotion : love, affection, happiness, joy, surprise.
- Negative Primary Emotion : Fear, sadness, anger, shame and disgust.

# DARK SIDE OF THE GENIUS

**Emotional Stupidity of the Shining Star**



# EI : An example

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When someone you respect humiliates you by making a joke in front of others about a mistake you've made, you

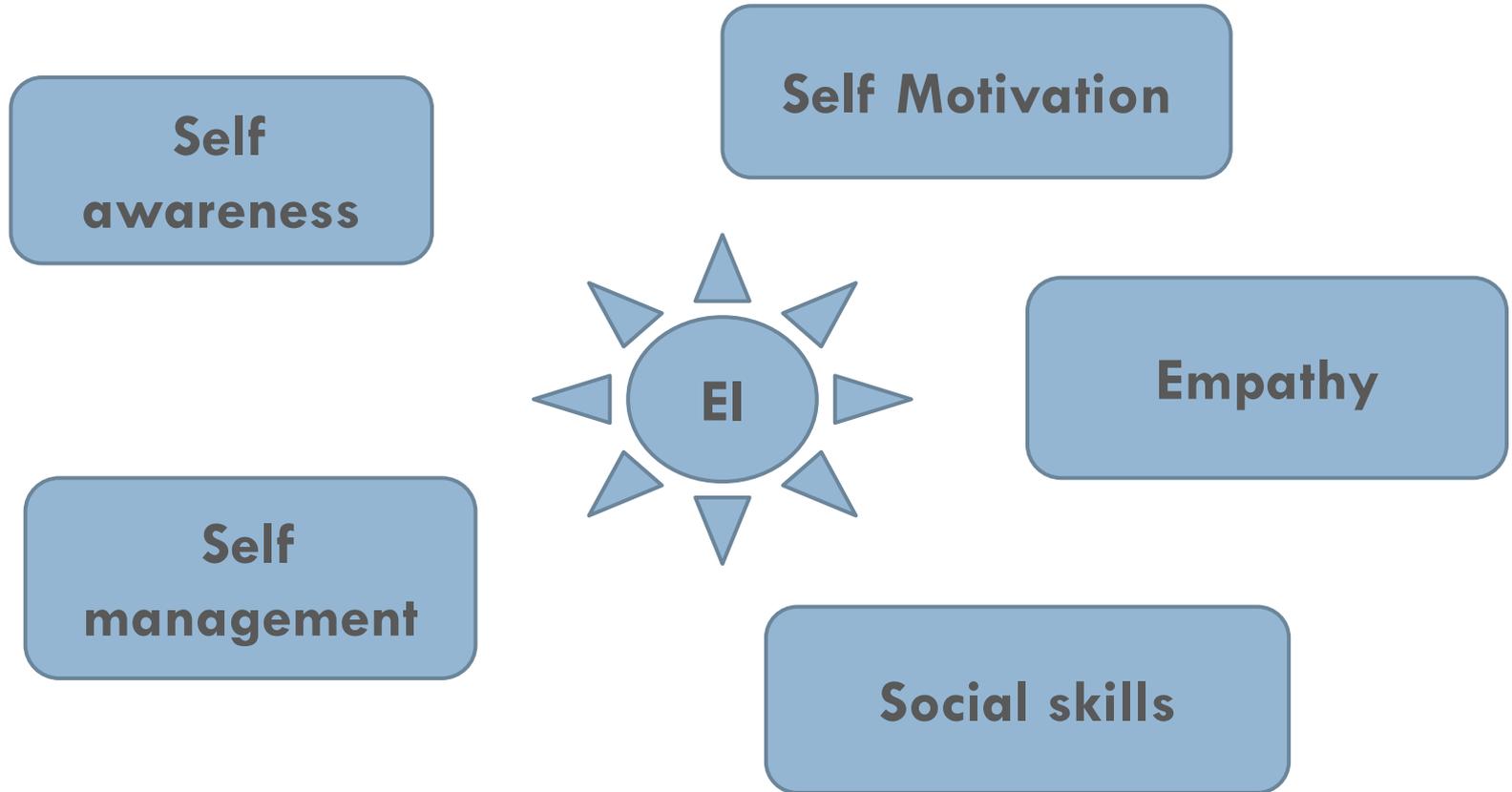
- Go home & vow never to put yourself in such situation
- You get hangover about the incident
- Make a sharp comeback
- Go home & write a letter to defend your position
- Make light of it, if you can and then privately tell the person how you felt

# What is Emotional Intelligence?



- Emotional intelligence is the ability to perceive, understand and regulate emotions in self and other to promote emotional and intellectual growth.
- Emotional intelligence is the ability to experience and express emotion in self and others appropriately.

# Goleman's dimension of EI



# OB Applications of Emotions & Moods

- Selection
  - ▣ EI should be a hiring factor, especially for social jobs.
- Decision Making
  - ▣ Positive emotions can lead to better decisions.
- Creativity
  - ▣ Positive mood increases flexibility, openness, and creativity.
- Motivation
  - ▣ Positive mood affects expectations of success; feedback amplifies this effect.
- Leadership
  - ▣ Emotions are important to acceptance of messages from organizational leaders.

# OB Applications of Emotions & Moods

- Negotiation
  - ▣ Emotions, skillfully displayed, can affect negotiations
- Customer Services
  - ▣ Emotions affect service quality delivered to customers which, in turn, affects customer relationships
  - ▣ *Emotional Contagion*: “catching” emotions from others
- Job Attitudes
  - ▣ Can carry over to home, but dissipate overnight
- Deviant Workplace Behaviors
  - ▣ Negative emotions lead to *employee deviance* (actions that violate norms and threaten the organization)
- Manager’s Influence
  - ▣ Leaders who are in a good mood, use humor, and praise employees increase positive moods in the workplace.