



# Rizvi College Of Arts, Science And Commerce

Subject: Organizational Behavior

Topic: Workplace Emotions, Values and Ethics

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By  
Ms. Bushra Qureshi  
Assistant Professor  
Department of BBI  
(Bachelor of Banking and Insurance)



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# Workplace Emotions, Values And Ethics

Chapter 4



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# WORKPLACE ETHICS

## Meaning:

Emotions are an integral part of life. One cannot imagine a life without emotions. 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 recognize the importance of emotions and the need to understand it because emotions influence the way people behave at work.



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# Definitions:

Emotions, moods and affects 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)

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

Affect is described as **“a broad range of feelings that people experience”** (Robbins and Judge, 2013). Affects includes both emotions and moods.



# The Basic Emotions



There exists a lot of confusion with regard to the number of basic emotions people display. Rene Descartes (the founder of modern philosophy) identified six basic emotions – wonder, love, hatred, desire, joy, and sadness. He believed that all other emotions are an 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.

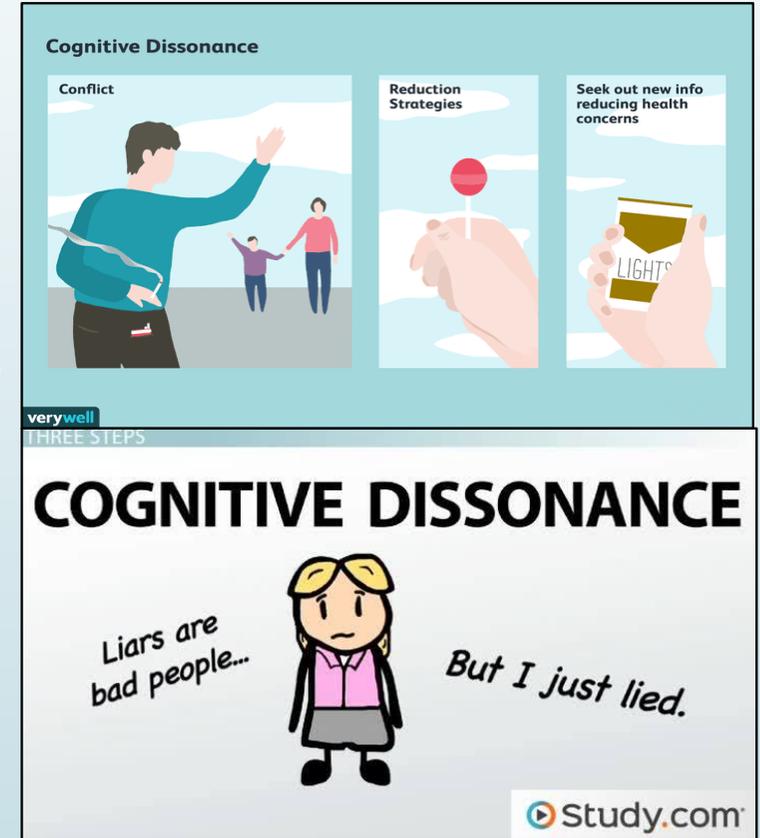




# Cognitive Dissonance

Cognitive dissonance is an unpleasant internal state that results when individuals notice inconsistency between two or more of their attitudes or between their attitudes and their behavior.

In simple words, cognitive dissonance is a state of discomfort that an individual experiences when we he says one thing but does another or finds that one attitude he holds is inconsistent with another attitude of his.



The infographic is titled "Cognitive Dissonance" and is divided into three panels. The first panel, labeled "Conflict", shows a man in a blue shirt pointing towards a family (a woman and a child) who are holding hands. The second panel, labeled "Reduction Strategies", shows a hand holding a red lollipop. The third panel, labeled "Seek out new info reducing health concerns", shows a hand holding a smartphone displaying the word "LIGHTS". Below the panels, the text "verywell" and "THREE STEPS" is visible. The bottom section of the infographic features a cartoon girl with a sad expression, with the text "Liars are bad people..." on the left and "But I just lied." on the right. The "Study.com" logo is in the bottom right corner.

**Cognitive Dissonance**

Conflict

Reduction Strategies

Seek out new info reducing health concerns

verywell

THREE STEPS

**COGNITIVE DISSONANCE**

Liars are bad people...

But I just lied.

Study.com



# Emotional Labor

The required expression of certain emotions at work is called **Emotional labor**. It recognizes the fact that it is an effort for employees to maintain the appearances of positive feelings.

Emotional labor has been shown to have both positive and negative effects on employees, depending on a number of factors. The most important factor is how emotional labor is performed.

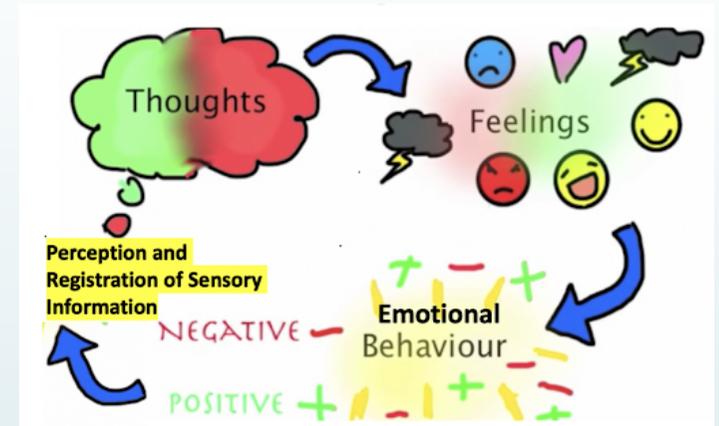
1. Deep acting
  2. Surface acting
- ☒ Job satisfaction
  - ☒ Burnout

Individual and organizational factors:-

1. Women and older workers
2. Gender and personality
3. High level of autonomy and control



# Emotion Regulation



Emotional regulation refers to the effort put by a person to identify his emotion and modify it. For example, when a person who is feeling sad tries to cheer himself, he is engaging in emotional regulation. Emotion regulation is the ability to exert control over one's own emotional state. It may involve behaviors such as rethinking a challenging situation to reduce anger or anxiety, hiding visible signs of sadness or fear, or focusing on reasons to feel happy or calm.





# Applications of Emotions and Moods in the Workplace

Employee Selection

Decision making

Creativity

Motivation

Leadership

Negotiation

Customer service

Job attitudes

Deviant workplace

Enhancing safety and prevention of injury



# VALUES

## INTRODUCTION



Robbins and Judge (2013) describe values as “basic conviction that a specific mode of conduct or end-state of existence is personality or socially preferable to an opposite or converse mode of conduct or end-state of existence.”

Milton Rokeach classified values in to sets: Terminal values and Instrumental values.

Terminal values are “desirable end-states of existence; the goals a person would like to achieve during his her life time.”

Instrumental values are “preferable modes of behavior or means of achieving one's terminal values” (Robins and Judge, 2013)

There are important difference in generational values i.e. values held by individuals belonging to different generation. The most common classification of employees in terms of generations is: Boomers, Xers and Millennials.



# Cross-Cultural Values

Many organizations encounter their greatest cross-cultural challenge when they send employees to work abroad. Serious and expensive problems occur when expatriates return from their assignments early because of poor performance or due to their inability to make adjustment to the new culture.

Geert Hofstede identified five values dimensions on which employees from different national cultures vary:

1. Power distance
2. Uncertainty avoidance
3. Individualism
4. Masculinity
5. Long-term orientation



# ETHICS

Managers constantly face ethical dilemmas. Ethical dilemmas are “situations in which individuals are required to define right and wrong conduct” (Robbins and Judge, 2009).



Some measures that organizations can take to promote ethical behavior among their employees are:

- (1) Role models
- (2) Code of ethics
- (3) Seminars
- (4) Rewards and punishment
- (5) Protective mechanisms





**THANK YOU !!!**



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