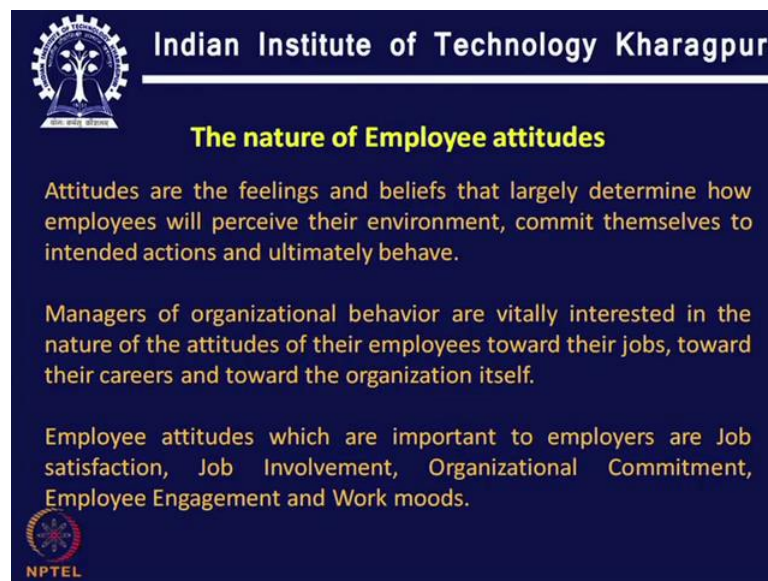


**Organizational Behavior**  
**Prof. Susmita Mukhopadhyay**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 9**  
**Attitudes (Contd.)**

Welcome back, we will continue with the session on attitudes. We in the last lecture we came to know what is attitude? What are the components of attitude? How attitude affects behavior and behavior affects attitude, we came to know about the theory of recent actions. Now in this session, we will try to focus on the attitudes present in the work place, and that was a general discussion about attitudes and here we will try to concentrate upon the attitudes that are present in the work place.

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**The nature of Employee attitudes**

Attitudes are the feelings and beliefs that largely determine how employees will perceive their environment, commit themselves to intended actions and ultimately behave.

Managers of organizational behavior are vitally interested in the nature of the attitudes of their employees toward their jobs, toward their careers and toward the organization itself.

Employee attitudes which are important to employers are Job satisfaction, Job Involvement, Organizational Commitment, Employee Engagement and Work moods.

NPTEL

So, just a brief again about attitudes, it is attitudes helps us to determine or help the organization to determine how employees will perceive their environment, commit themselves to the intended actions, and ultimately behave in the organization. So, because managers are interested about the employees attitude, because they they will come to know then how their employees behave to attitudes towards, what are the attitudes of the employees towards their job, towards their career and to the organization as a whole. The attitudes which are very important employee attitudes which are important to employers are job satisfaction, job involvement, organizational

commitment, employee engagement and work mood which we will discuss in the, in the subsequent lecture and this lecture also.

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**Job satisfaction Definition**

1. Job satisfaction is a set of favourable or unfavourable feelings and emotions with which employees view their work. Job satisfaction is an affective attitude- a feeling of relative like or dislike toward something. Job satisfaction is different from the intellectual response of the employee towards his/her work and the employees; behavioural intentions.
2. Pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.

3. It is an appraisal of the perceived job characteristics, work environment and emotional experiences at work

NPTEL

Job is the first first attitude that will be discussing over here, attitude if the work place that will be discussing over here is job satisfaction. Job satisfaction has been defined as the favorable, unfavorable feelings and emotions with which the employee view their work. Job satisfaction is an effective attitude that is a feeling of relative like or dislike towards something. Job satisfaction is different from the intellectual response of the employee towards his or her work, and the employees behavioral intentions.

So, job satisfaction is either a favorable or unfavorable opinion that you have about the job, and consecutive you have job satisfaction or or when you have a unfavorable feeling it is called job dissatisfaction, so pleasurable it is also defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience and, it is an appraisal of the perceived job characteristics work environment and emotional experiences at work.

So, so if you can see like there is a while you talking of a job satisfaction, individual differences also play a major role in the sense we are talking of appraised is from the appraisal of one's job or job experience and we are talking of the perceived job characteristics. So, perception one's perception of the job characteristics, how one from judgment about some of the job characteristics, these are important factors in

determining the job satisfaction of a particular person and individual differences like the personality perception level of motivation factors which motivate a particular person. All these factors play an important determining role in the job satisfaction of a particular employee. Likewise we can tell about the sources of job satisfaction.

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**Sources of job satisfaction**

Job satisfaction can be viewed as an overall attitude, or it can apply to the various parts of an individual's job.

Important aspects of job satisfaction include

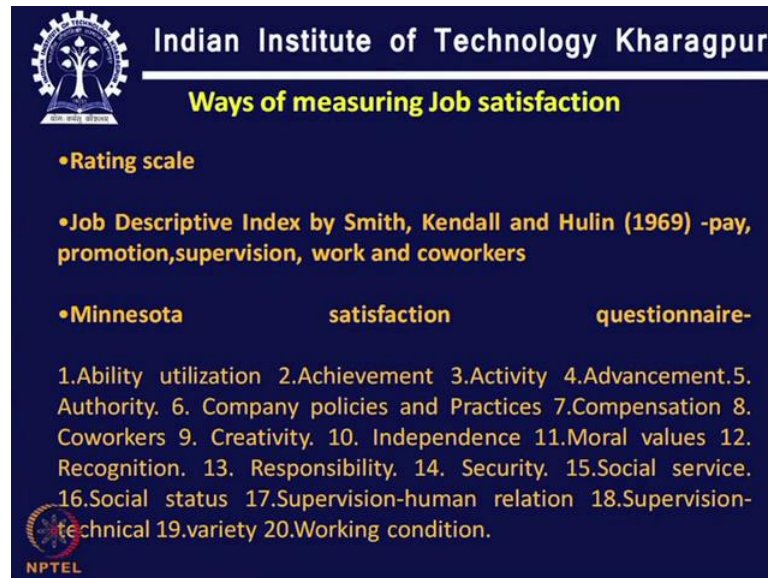
1. Wages
2. Working conditions
3. Nature of work
4. Promotion
5. Supervision
6. Workgroup.

Some of these elements are directly related to job content (the nature of the job) and those which are related to the job context (supervisor, coworkers and organization).

So, job satisfaction can be viewed as an overall attitude or it can be applied to various parts of an individual's job. So, you can take job satisfaction as a single question as an overall experience. Are you satisfied with your job or which is a generalized job satisfaction that we speak about or or you can talk about job satisfaction with different facets and aspects of the job. So, different aspects of job satisfaction include wages, working conditions, nature of work, promotions, supervision and workgroup some of these are directly related to the job content of the nature of the job and some are related off course to the job context that a supervisor coworkers and organization.

So, with these are again related to the aspects of motivation will find out like, when you talking of job satisfaction and factors related to the job and factors which are contextual factors which are related to the job context maybe you can relate with Herzberg's theory of motivation regarding hygiene factors and motivators and how it leads to satisfaction of employee what motivates and how it leads to satisfaction of employees. So, will consider that theory again while we are discussing motivation.

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**Ways of measuring Job satisfaction**

- Rating scale
- Job Descriptive Index by Smith, Kendall and Hulin (1969) -pay, promotion, supervision, work and coworkers
- Minnesota satisfaction questionnaire-

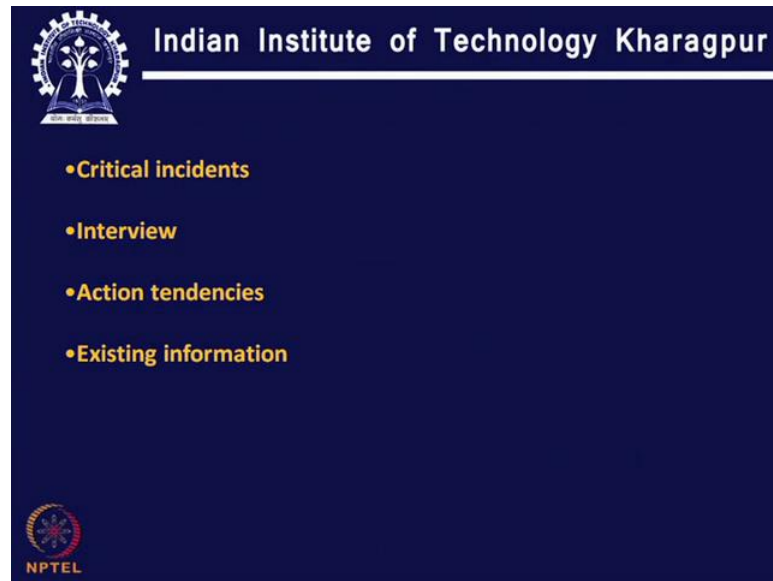
1.Ability utilization 2.Achievement 3.Activity 4.Advancement.5. Authority. 6. Company policies and Practices 7.Compensation 8. Coworkers 9. Creativity. 10. Independence 11.Moral values 12. Recognition. 13. Responsibility. 14. Security. 15.Social service. 16.Social status 17.Supervision-human relation 18.Supervision-technical 19.variety 20.Working condition.

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Ways of measuring job satisfaction. So one one is relating skill which is curling job descriptive index by Smith Kendall and Hulin, where the factors that are considered at promotion, supervision, work and coworkers. We have a next question questionnaire which is called Minnesota satisfaction questionnaire which which deals with twenty different areas like ability, utilization, achievement, activity, advancement in the germ, authority, satisfaction regarding company policies and practices compensation, coworkers creativity, independence, moral values, recognition, responsibility, security social service, social status, supervision human relation, supervision technical, variety in the work, and working condition.

So, this is regarding the whole its satisfaction questionnaire is regarding the whole aspects of this job and the organization on situations contextual factors present type of supervision that you get, the weather you get independence in your job or not, weather you are properly compensated, what are the company agent policies and practices, weather you are given a carrier advancement or not, what is the working condition, what is its level of security that you getting out of doing this job, where a creativity is allowed or not. So focus has been made from different aspects to find out weather you are satisfied with the job or not and what aspect what what (( )) it is more satisfying for you in the job that you are doing.

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Other techniques are critical incident techniques interviews, action tendencies, and exciting information. So, in critical incidents what happened like you are given some critical your acts to reports some critical incidents like which has occurred throughout the day and you have to report like weather it was a satisfying experience for you or not and in interview your interviewed about your experiences in the organization and action tendencies and existing information, also as similarly ways to measure job satisfaction, existing information present in the organization about the stories and information present about the satisfaction of the employees. So, these could be the measures of job satisfaction.

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**Consequences of job satisfaction**

- **Productivity**
- **Reduced turnover, absenteeism, tardiness, presenteeism, job stress and unionization**
- **Improved physical and mental health**
- **Customer satisfaction**

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Consequences of job satisfaction is productivity like reduce turnover, absenteeism, tardiness, presenteeism and job stress that unionization. So, just focus on presenteeism over here this is a behavior where you have are present physically, but mentally you may not be present so this is a behavior like absenteeism means you are away your physically not present in the organization, but presenteeism is a behavior where you are present in the organization, but physically, but mentally you are not the you are absent from the job mentally.

So, that behavior is somewhat more alarming because you cannot just tell like you you are not there you are not there as you are absent employee is present but still he is not there mentally. So, job stress and unionization other factors of job satisfaction or dissatisfaction improved physical and mental healthier also related to job satisfaction. Customer satisfaction is one of the important areas like when when you have a satisfied employee it leads to better employee performance and customer satisfaction.

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**Supervisory action for maintaining satisfaction**

1. Maintain open lines of communication
2. Create a good physical environment
3. Remedy substandard condition.
4. Transfer of discontented employees
5. Change the perception of dissatisfied employees
6. Display concern for employees
7. Give ample recognition
8. Allow for participative management
9. Practice good management
10. Conduct morale building programmes

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What are the supervisory actions for maintaining satisfaction are maintaining open lines of communication, creative good physical environment, remedy for substandard condition transfer of discontented employees, change the perception of dissatisfied employees, display concern for employees give ample recognition, allow for participative management, practice good management conduct moral building programmes, point is six and seven.

That is and point number one that is maintaining open lines of communication displaying concern for employees and given ample recognition are important points. Important ways of giving the message to the employee, that you are important members for us. We we will fill for you and we think about you, these these generates good feeling about the of the employee, about the organization and me lead to job satisfaction.

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Responses to job dissatisfaction could be in like if you get before responses. So, job satisfaction and job dissatisfaction are taken to be to separate continue and when factors responses to job satisfaction could be in to like it depends on two things like weather weather. It is a response could be either destructive in nature or could be constructive in nature, it could be active or passive in nature. So, where in it is passive and destructive what you do, is you start neglecting your job so silently what you do you neglect your job, when it is passive, but constructive in nature you do not harm in major mission of the organization, but your passive. Then what you do you show general loyalty, but there is no passion in the work that you are doing if if it is passive.

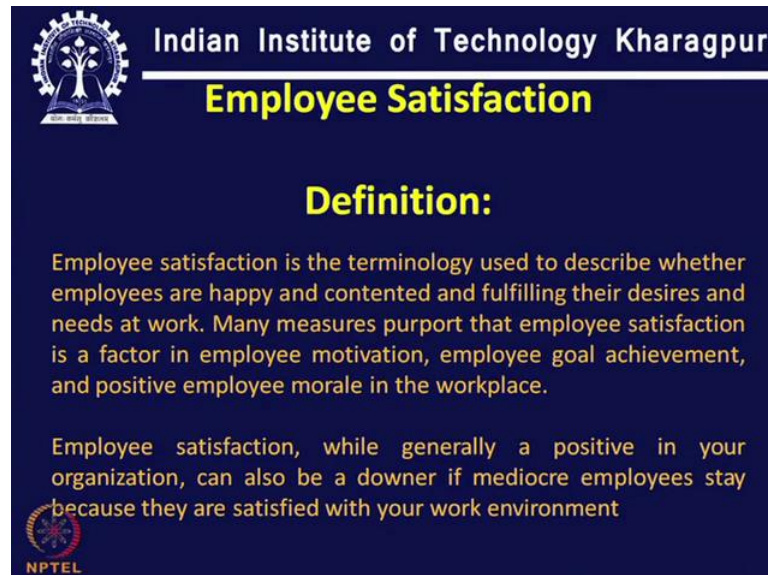
If sorry if its active and if it is destructive in nature and then what you do you exit and this is a sometimes, if a competent worker is leaving the organization on home like organization depended much for its performance or the organization has invested much in training development of that employees. This exit is a major loss for the company in terms of the human resource that is that is been lost. So, that active and distractive is the way of showing you job dissatisfaction is exit.

Constructive and active in nature is your voice voice you dissatisfaction and try to find out ways of him solving the issues which leads to job dissatisfaction. So, you do not exit, but you try to voice you make others known about your dissatisfaction and the reasons



for it and you try to find out a solution for solving in that is a constructive, then active way of showing your dissatisfaction.

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## Employee Satisfaction

**Definition:**

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.

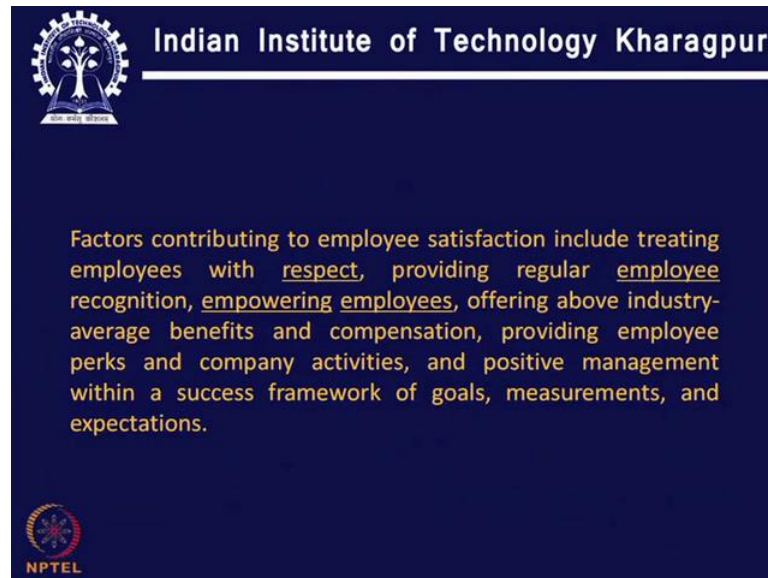
Employee satisfaction, while generally a positive in your organization, can also be a downer if mediocre employees stay because they are satisfied with your work environment

NPTEL

Employee satisfaction is a broader term with which denotes a general satisfaction of the employees with the organization. Employee satisfaction is a terminology which is use to describe weather employees are happy and contended and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is one of the factors in employee motivation, employee goal achievement and positive employee morale in the workplace.

Employee satisfaction (( )) it is while while it is very good for the organization again it could be like somewhat somewhat danger if the mediocre employees, who are not performing well stay back in the organization because they they stay because they are satisfied with their work environment. So, (( )) employee satisfaction that way does not mean like it will always lead to better organizational performance. You have to find out who are these employees who are better satisfied with my organization, are they better performers also.

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Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations.

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Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry average benefits and compensation, providing employee perks and company activities and a positive management within success framework of goals measurements and expectations. Out of these the three points which were highlighted treating employees with respect, providing regular employee recognition and empowering employees are more important because offering above industry average benefits and compensation and providing perks and company activities may not be possible for all types of organizations. But what is definitely possible is providing treating employees with respect and somewhat recognizing them. Not not even with some even not with monetary benefits, just good words gestures these are important for generating employee satisfaction.

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Employee satisfaction is often measured by anonymous employee satisfaction surveys administered periodically that gauge employee satisfaction in areas such as:


- management,
- understanding of mission and vision,
- empowerment,
- teamwork,
- communication, and
- coworker interaction.

The facets of employee satisfaction measured vary from company to company.

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So, employee satisfaction is generally measured through questioners to study the employee satisfaction with areas like management, then understanding of mission and vision of the organization, empowerment, teamwork communication and coworker interaction. The facets may vary from company to company. So, as you can see the fesses of job satisfaction is somewhat considered in reverse around the job itself, but while you talking a fesses of employee satisfaction it reveals around the whole practices of the organization the mission, vision, the way the empowerment is done. The team or communication different organizational processes and designed factors and also (( )) and practices. So, employee satisfaction is more general term about satisfaction the organization and job satisfaction is (( )) to the itself.

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Job involvement is an attitude toward the work role and its context.

Conceptual definitions of job involvement have been of two basic types (see, e.g., Lodahl and Kejner, 1965; Rabinowitz and Hall, 1977).

One regards it as reflecting the degree to which a person's sense of esteem is affected by job performance.

The other views it as the centrality of work and the job context to the individual's self-image.



Job involvement is the next concept of that you are discussing. Job involvement is an attitude towards the work role and its context conceptual definition job involvement have been of two basic types .One regard it as reflecting the degree to reach person's sense of esteem is affected by job performance the other dell's views it as the centrality of the work and the job context to the individual's self image.

So, its its both way like how the job that you are doing, its its affecting yourself esteem weather it is below or below your esteem or it is boosting your self esteem or not, and the second is how it helps in defining how how much central the work work and the job context is in in defining yourself image. So both the ways there is definition of job it it will show job involvement. If the work is like you define your identity to some extend, but the job that you are doing that also shows to some extend the job involvement and also the job you are doing. The other way like how it is affecting your esteem needs both ways, it can lead to job involvement.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Indian Institute of Technology Kharagpur' is at the top right. The main heading is 'Organizational Commitment' in yellow. Below it is a definition: 'Organizational commitment or employee loyalty is the degree to which an employee identifies with the organization and wants to continue actively participating in it. It is a measure of the employee's willingness to remain with the firm in the future.' Underneath is the sub-heading 'Types of organizational commitment' followed by 'Continuance commitment' in yellow. The definition for continuance commitment is: '-the need to stay with the organization based on the costs of leaving or a sense that available comparable alternatives are limited'. The NPTEL logo is in the bottom left corner.

Organizational commitment or employee loyalty is the degree to which an employee identifies with organization and wants to continue actively participating in it .It is a measure of the employee's willingness to remain with the firm in the future. So, if you see like if your progressing as a in a skill job satisfaction is is is a satisfaction with the job itself. Next we can talk of job involvement like I am not only satisfied with the job, but I tried I tried to see the job as a part of my own self and then try to identify with it and daemon talking of organizational commitment, the it it is a broader aspect in where we find like we are not only involved in the job that we are doing, but we are also committed a loyal to the organization and employee identifies with the organization and want to continue to actively participate in it. It is an employee's willingness to remain in the firm in the future. Types of organizational commitment could be number one.

Which is continues commitment, it is the need to staying the organization based on the cost of living or a sense that available comparable alternatives are limited. So continues commitment here is what happens is like you continue with the organization because you the options for you to go somewhere else is very less and there is a cost of leaving and you you know like you are not competent enough to get job elsewhere. So, what you do is you drag yourself to the organization and you continue over there so it is out of that deficiency need that you have like you you will not get job elsewhere, continue with the organization.

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**Normative commitment**  
–the desire to stay with an organization based on a sense of duty, loyalty or moral obligation.

**Affective commitment**  
–the emotional attachment a person feels for the organization because they see their goals and values to be congruent with that of the organization.

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Normative commitment is a desire to stay with the organization based on a sense of duty loyalty or moral obligation. So, you will stay with the organization because you feel like it is your responsibility to do. So if will obliged to do so and like, it is your moral obligation or as a part of you loyalty you stay back effective commitment is the emotional commitment, emotional attachment that a person feels where the job because they see their goals and values to be congruent with that of the organization.

This part of commitment is actually which is desirable for the growth of both the employee, and the organization the emotional attachment with the organization and the matching of the goals and values of the organization and that of the individual employee. This is very much essential for better performance and effectiveness of the organization because employees can like identify with the organizational goal, and do not feel deprived like the organization is trying to get its own goal achieved and is not careful it is not paying heed to the employees growth needs. So, when this alignment is there and a affective commitment is there then organization performance is better.

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The slide features the IIT Kharagpur logo in the top left corner and the text "Indian Institute of Technology Kharagpur" in the top right. The main title is "Factors that inhibit employee commitment are:" in yellow. Below it, five bullet points are listed in orange: "Excessive blaming", "Insincere gratitude", "Failure to follow through", "Inconsistencies and incongruities", and "Inflated egos and bullying". The NPTEL logo is in the bottom left corner.

Indian Institute of Technology Kharagpur

**Factors that inhibit employee commitment are:**

- Excessive blaming
- Insincere gratitude
- Failure to follow through
- Inconsistencies and incongruities
- Inflated egos and bullying

NPTEL

Factors that inhibit employee commitment are excessive blaming when insincere attitude failure to follow through inconsistencies and incongruities included egos and bullying. So, if there is an excessive blaming of the employees when if there are inconsistencies and incongruities in the feedback given now over here praised for certain things, next movement your like scolded first doing the same thing one person is being rewarded for certain things the other person is not rewarded for doing the particular thing.

When practices varying within the organization then then it may inhibit employee commitment like bullying also and both gloated egos like, I am the best performer and I know better than the others and (( )) these type of things may lead to loss of employee commitment, I am a like I am superior for these organization, I am much better than what this organization deserves, that, that, that the sort of employee that this organization deserves will lead to laze of employee commitment.

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## Factors that stimulate employee commitment are:

- Clarity of rules and policies
- Investments in employees (training)
- Respect and appreciation for efforts
- Employee participation and autonomy
- Making employees feel valued.

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Factors that in stimulate employee commitment are clarity of rules and policies investment in employees, that is training respect and appreciation for efforts employee participation and autonomy, making employees feel valued so these are important factors which stimulate commitment. So, making employees feels valued is very important, but again it it has to be like you have to put a check on that that it does not lead to inflated egos of the employees proper procedures for making people valued. Then respect and appreciation for efforts putting efforts in their investments in employee training. So, these are important factors that may stimulate commitment.

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## What is employee engagement?

- A psychological state in which **employees feel a vested interest in the company's success** and are both willing and motivated to perform to levels that **exceed the stated job requirements**.
- Engagement fosters and **drives discretionary behavior**, eliciting employees' highest productivity, their best ideas and their genuine commitment to the success of the organization.

• [www.eu.gov.hk/.../cmps\\_20081211b\\_Employee\\_Engagement-What\\_Managers\\_Need\\_To\\_Know.ppt](http://www.eu.gov.hk/.../cmps_20081211b_Employee_Engagement-What_Managers_Need_To_Know.ppt)

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Next next we move onto very important attitude where like now, till now what what we have come through is job satisfaction, employee satisfaction, job involvement, organizational commitment. These are like somewhere that there is a like employees do, what they are asked to do by the organization, which where there there is a simultaneous simultaneous use of like effective commitment. Then your job involvement and all both this things come together and people people feel avested interest in the company's success and are willing to act to a level which exceeds the job requirement steet goes beyond goes goes on extra mile, beyond passionate enough to go beyond and takes gussed interest in doing something extra. Then the that exceeds the stated job requirements, then that is called employee engagement. It is a discretionary behavior voluntary taken by the employees without being forced by someone to do it us to in do something which cellist its highest productivity of the employees.

Their best ideas and genuine commitment to the success of the organization because you are not forced to do these things, it you do it out of your own, you do it voluntarily because your passionate about the job or the organization and you love to do that where the organization. So, these psychological state where employees feel a vested interest for the company's success and do something extra beyond what is stated in the job requirement is known as employee engagement.

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## Engagement Model

- **Satisfied**
- Satisfied employees perform their jobs and are satisfied with the terms and conditions of employment. However, they tend not to go “above and beyond” in their efforts.

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So, if you can see the progression satisfied employees performs their jobs under satisfied with the terms and conditions of employment. However they tend not to go above and beyond in their efforts of employment.

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The slide features the IIT Kharagpur logo in the top left corner, which includes a tree and the motto 'WISDOM BETTER KNOWLEDGE'. The text 'Indian Institute of Technology Kharagpur' is displayed in the top right. The main content is a bulleted list with the word 'Motivated' in bold. A small URL and a reference to a presentation slide are provided at the bottom, along with the NPTEL logo.

**Indian Institute of Technology Kharagpur**

- **Motivated**
- In addition to sharing some of the attributes of satisfied employees, motivated workers contribute energetically and are highly focused individual contributors to the organization.

• [www.eu.gov.hk/.../cmps\\_20081211b\\_Employee\\_Engagement-What\\_Managers\\_Need\\_to\\_Know.ppt](http://www.eu.gov.hk/.../cmps_20081211b_Employee_Engagement-What_Managers_Need_to_Know.ppt)

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Motivated in employees in addition to sharing some of the attributes of satisfied employees. Motivated workers contribute energetically and their highly focused individual contributors to the organization. So, they are motivated to do certain things they are energized performers and they contribute to the contribute to the organization goal.

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## Committed

Committed employees have thoroughly internalized the values and behaviors represented by the earlier stages of the engagement model, but have also forged a strong identification with the organization.

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**NPTEL**

Committed employees have thoroughly internalized the values and behaviors represented by the earlier stages of the engagement model, but also have forged a strong identification with the organization. So, this is very important in the committed employees there is a sense of organizational identification where the employees identify with the organization. It starts becoming the organization starts become, becoming a part of the employees own self and they get the identify with the organization. There is (( )) gets defined by the organizations organization. So, that is committed.

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## Engagement Model

### Advocate

- They freely contribute discretionary effort – a willingness to go the extra distance in executing projects and their regular duties. They see a mutuality of interest between his or her values and aspirations and those of the organization

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**NPTEL**

When you talking of engagement model the last stage which is the advocate stage they freely contribute discretionary effort of willingness to go that extra distance in executing projects and regular duties they feel a mutuality of interest between his or her values and aspirations and those of the organizations. So when I can identify myself myself with the organizational self and we find there is a match map of values and aspirations in the organizations aspirations and we voluntarily take some effort to give something extra to the organization. Though nobody has forced us to do anything that that stage is called the mutual cases stager of the engagement module.

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**Driver of employee engagement**

1. Sense of personal accomplishment
2. Benefits
3. Career opportunity
4. Sufficient channels for communication
5. Confidence in senior management
6. Training and development opportunities

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NPTEL

Drivers of employee engagement are of course a sense of personal accomplishment, benefits, career opportunities provided by the organization. Sufficient channels for communication confidence in senior management training and development opportunities. So, the first one is the sense of personal accomplishment is a very important like having a meaningful job is very important, where where we know like what we can contribute like, how how can contribute in giving shape to that particular job and so that we get a proper feedback of what is happening. So, which gives us a sense of personal fulfillment and accomplishment that is a meaningful job is very much one of the important factors for employee engagement. The benefits that the organization provide is also very important then which having sufficient channels of communication.

Where we encourage upward communication horizontal communication so that we discuss with each and find out solutions to the problems. These are very important factors were employee engagement confidence in the senior management's ability expertise their decision making power. These are also important factors of employee engagement. Also having training and development opportunities are very important so that we can grow we can develop our competencies for solving certain issues at hand.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Indian Institute of Technology Kharagpur' is at the top, followed by the main heading 'Drivers of engagement vary by Industry'. A bulleted list of industries is provided: High technology, Retail, Financial services, Professional services, and Civil Service. At the bottom, there is a URL and the NPTEL logo.

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**Drivers of engagement vary by Industry**

- High technology
- Retail
- Financial services
- Professional services
- Civil Service

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NPTEL

Drivers of engagement vary by the nature of the industry which is like high technology retail financial services, professional services, civil service or all these different industries have their own goals, missions and accordingly like performance standards and all these will determine what factors are necessary for better performance of the organization and the employee and accordingly the drivers for engagement will vary. Because different aspects different different resources are required to perform job and the nature of job in this with different industries also vary. Each job has its own personality pattern and it ask for different competencies from its employees and as a result the drivers of engagement may vary from in the from industry to industry.

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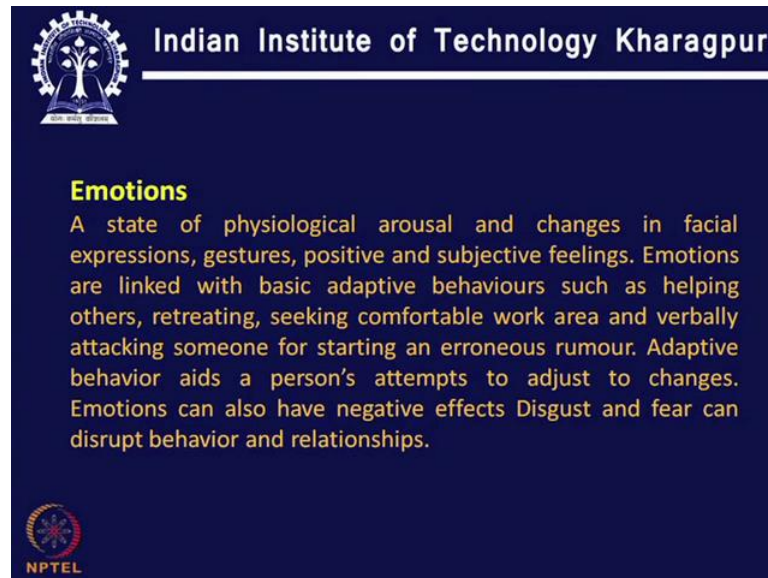


The slide features the IIT Kharagpur logo in the top left corner. The title 'Indian Institute of Technology Kharagpur' is at the top. The main heading is 'Organizational Context' in yellow. Below it is a bulleted list: 'Growth', 'Privatisation', 'Restructuring/downsizing', 'Merger and integration', and 'Employee demographics'. The word 'Country' is centered below the list. At the bottom left is the NPTEL logo and a URL: 'www.iitkharagpur.edu.in/~cms\_20081211b\_Employee\_Engagement-What\_Managers\_Need\_to\_Know.ppt'.

Organizational context like the growth of the growth phase that the organization is in the privatization of the organization restructuring, downsizing, mergers and integration employee demographics. All these will lead to a specific organizational culture a climate to a which which can be with it with there is a trust, weather there is co operation, weather there is open communication and not, whether a particular culture is given importance or not. How diversity is looked in all these organizations, will depend on the these organizational context and these factors will again affect the engagement employee engagement process. Also it may vary from country to country based on a national values, which are there. Covered the different attitudes like the which are more important for the work place like the job satisfaction, job involvement, organization commitment, employee engagement.

Next, we are going to discuss in the next upcoming chapter is about emotions in the work place and working modes and also work modes and we will discuss in details about the emotional intelligence the factors of emotional intelligence, the values what are values, how it is different from attitude, what are the different types of values like personal values and organizational values societal values etcetera. How they develop and how they are interrelated with the attitudes and then we will discuss certain questions based on all that things that we have learned in attitudes.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title 'Emotions' is written in yellow. The main text is in white and defines emotions as a state of physiological arousal and changes in facial expressions, gestures, and subjective feelings. It lists adaptive behaviors such as helping others, retreating, seeking comfortable work areas, and verbally attacking someone for starting a rumour. It also notes that emotions can have negative effects like disgust and fear that can disrupt behavior and relationships.

After discussing employee engagement we will continue with emotions and we will get to know like what are the emotions primary emotions, secondary emotions? And what are the importance of emotions in the work place. Emotions are are state of physiological arousal and changes in facial expressions, gestures, positive and subjective feelings emotions are binged basic adaptive behaviors such as helping others, recruiting, seeking comfortable work area and verbally attacking someone for starting and erroneous rumor.

Adaptive behavior helps a person in adjust to changes, emotions can also have negative effects like disgusted fear can disrupt behavior and relationships. So, due to all these reasons emotions in the work place thing study emotions that people show in the work place is an important area of organizational behavior today. In the earlier years we where not much concerned about the ways people express their emotions or or have to make the organization suitable place.

Where people can express their emotions would positive and negative that that was not a much of the concern, but as as organizations are becoming more employee oriented more importance more importance is given to the employees there well being so these emotions in the work place is finding a major major part in the obey literature and research also and also it is become a major issue for the practitioners. How to like deals with emotions in the work place.


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**Primary Emotions**  
There are eight primary emotions : fear, surprise, sadness, joy, disgust, anger, anticipation and acceptance. These eight primary emotions can vary in intensity. The mildest forms of emotions are called moods. A mood is a low-intensity, long lasting emotional state. Moods act as subtle emotional factors that effect day –to-day behavior. Emotions generally last for short time frames, such as minutes or hours. Moods often last for longer time periods such as hours or days.

**Secondary emotions**  
Emotions such as aggression, love, awe, remorse, contempt, optimism and disappointment are secondary emotions.

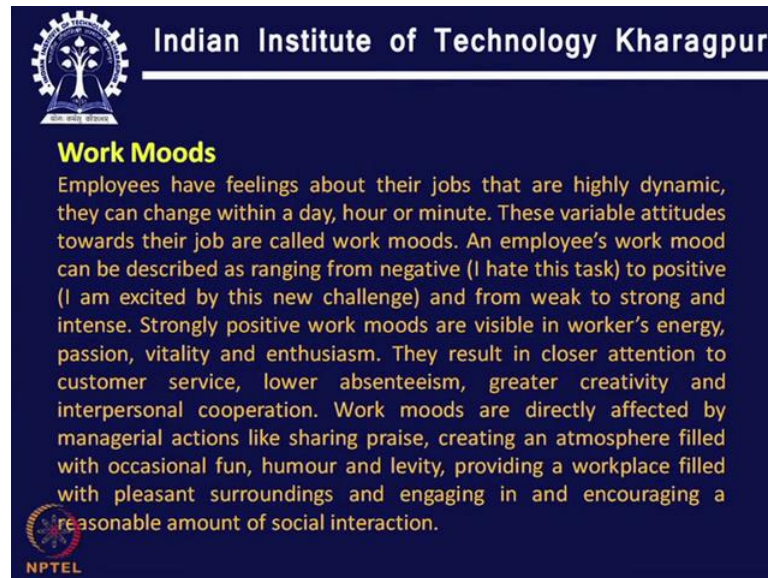


There are like eight primary emotions that people face in like fear, surprise, sadness, joy, disgust and anger, anticipation and acceptance. These primary emotions can vary in intensity the mildest form of emotions are called moods. A mood is a low intensity, but it is long lasting in nature emotional state. Moods act as subtle emotional factors that effect day to day behavior, emotions last for short time frames such as minutes or hours, moods often last for longer time periods such as hours or days. So, we have to be careful about generating a positive mood. The environment should be design in such a way like it helps in nurturing or generating positive moods work moods, because if the duration for which moods last are much longer than emotions which could be like for only for certain minutes work for hours.

But when it gets prolonged it becomes, but the intensity it its low in intensity, but the feeling remains for a longer period of time then it is called moods. Secondary emotions are emotions such as aggression love, awe, remorse, contempt optimism, disappointment these are called secondary emotions. These are called secondary emotions because it generates from the combination of two or more primary emotions.



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The slide features the IIT Kharagpur logo in the top left corner and the text "Indian Institute of Technology Kharagpur" in the top right. The title "Work Moods" is centered in yellow. The main text is in white and discusses the dynamic nature of work moods and their impact on employee behavior. The NPTEL logo is in the bottom left corner.

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**Work Moods**

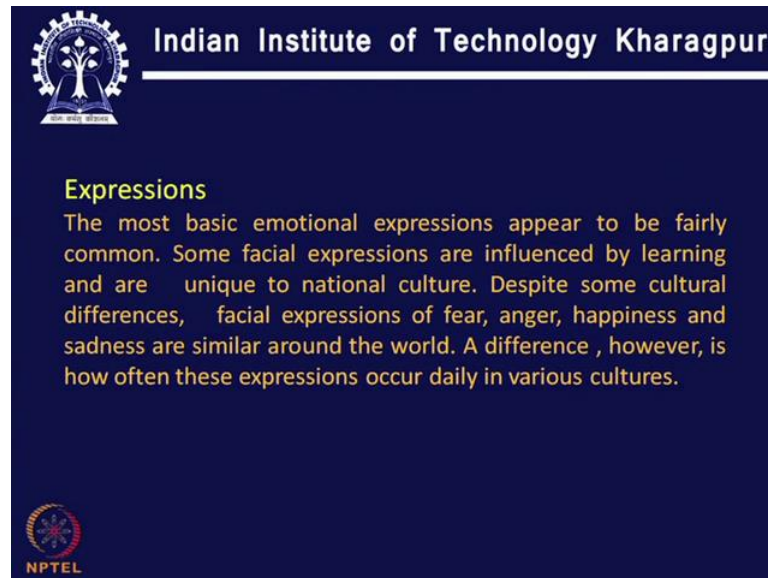
Employees have feelings about their jobs that are highly dynamic, they can change within a day, hour or minute. These variable attitudes towards their job are called work moods. An employee's work mood can be described as ranging from negative (I hate this task) to positive (I am excited by this new challenge) and from weak to strong and intense. Strongly positive work moods are visible in worker's energy, passion, vitality and enthusiasm. They result in closer attention to customer service, lower absenteeism, greater creativity and interpersonal cooperation. Work moods are directly affected by managerial actions like sharing praise, creating an atmosphere filled with occasional fun, humour and levity, providing a workplace filled with pleasant surroundings and engaging in and encouraging a reasonable amount of social interaction.

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Work moods are feelings that the employees have about their jobs that are highly dynamic they can change within a day hour or minute. These variable attitudes towards their job are called work moods. An employees work mood towards there can be described as ranging from negative, I hate this task to positive, I am excited to take this new challenge and from very weak to strong and intense. Strongly positive work moods are visible in the passion the energy that the employee takes and vitality and the enthusiasm with which that person does the job, they lead to closer attention to customer service lower absenteeism, greater creativity and better interpersonal co operation .

Work moods are directly affected by like the managerial practices like sharing praise, creating an atmosphere field with occasional fun and humor in the work place and providing a work place filled with pleasant surroundings and engaging in and encouraging a reasonable amount of social interaction, were people can talk in informal ways, share their feelings, weather a fun elements present there is less of formality. All all these helps in generating a positive work mood and a positive work mood where leads to unless stressing the mind and it can lead to better creativity and co operation and better work performance.

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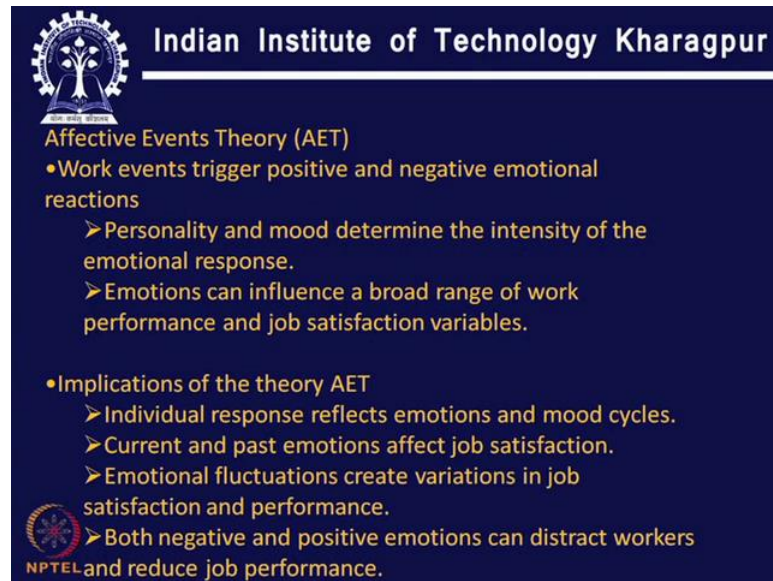
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**Expressions**

The most basic emotional expressions appear to be fairly common. Some facial expressions are influenced by learning and are unique to national culture. Despite some cultural differences, facial expressions of fear, anger, happiness and sadness are similar around the world. A difference, however, is how often these expressions occur daily in various cultures.

A expression of emotions are fairly common. Some facial expressions are influenced by learning and are unique to the national culture, despite some cultural differences facial expressions of fear anger happiness and sadness are similar around the world a differences. However, how often these expressions occur in various culture, so this culture place. Of course a part in expression of emotions and while we have to know about this culture specific expression of emotions, the intensity with which the emotion is expressed, how it is expressed, how how frequently it is expressed these may vary from culture to culture and we have to be conscious about these factors because when when we are doing businesses in different countries. If you have to adapt to the culture of that place, we need to know about the expression of emotions particular emotions in those countries. Otherwise the organization may send a very wrong message to the country and its people about the respect that they have about that country and its people which may in turn affect the business of the organization.

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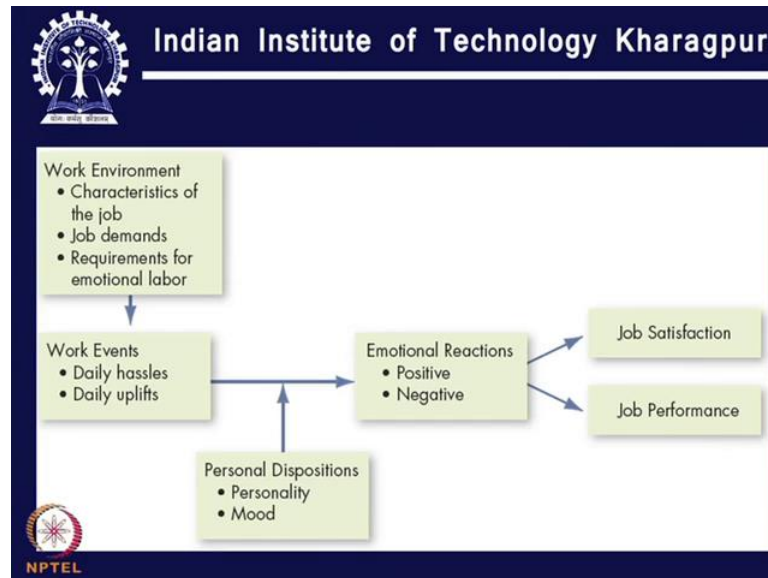
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**Affective Events Theory (AET)**

- Work events trigger positive and negative emotional reactions
  - Personality and mood determine the intensity of the emotional response.
  - Emotions can influence a broad range of work performance and job satisfaction variables.
- Implications of the theory AET
  - Individual response reflects emotions and mood cycles.
  - Current and past emotions affect job satisfaction.
  - Emotional fluctuations create variations in job satisfaction and performance.
  - Both negative and positive emotions can distract workers and reduce job performance.


Affective events theory as in to (( )) it tells about work events which trigger positive and negative emotional reactions. Personality and mood determine the intensity of the emotional response, emotions can influence a broad range of work performance and job satisfaction variables. Implications of the theories that individual response reflects emotions and mood cycles current and past emotions affect job satisfaction, emotional fluctuations create variations in job satisfaction and performance. Both, negative and positive emotions scan distract worker and reduce job performance. So, it is like both negative and positive emotions too much of both the thing are like it may distracting for the workers and emotional fluctuations can create off course differences in performance and the current and past emotions they affect job satisfaction.

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So, you can see like the work environment in which is like the characteristics of the job, the demands of the job requirements for emotional labour. All these lead to certain work events like daily hassles and daily uplifts in the job which will lead to emotional reactions, which are positive or negative in nature and this is again defined by the personality factors predispositions like the personality. Personal predispositions like the personality of the individual and their mood. So, how what is your mood will help what is your personality and your related mood will define how you interpret the work events and what reactions emotional reactions you develop towards it, weather it is positive or negative. The emotional reactions that you develop for your job will have an effect on the job satisfaction and the job performance.

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### Emotional Labour

Managing emotions for compensations is called emotional labour, In organizations emotional labour may involve enhancing, faking or suppressing emotions to modify the emotional expression.

The rules or norms regarding expectations about emotional expression may be acquired by observing colleagues or they may be stated in selection and training manual.



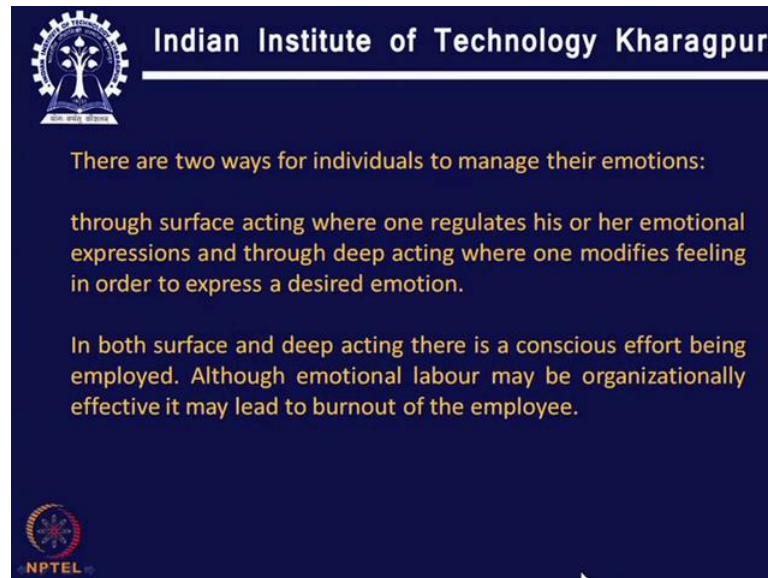
So, managing emotions for compensations is called emotional labour. So, it may happen in organizations that you have to enhance fake or suppressive emotions to modify the emotion emotional expression. So, what are the nouns regarding in you you can be you can occur it from enduring a socialization processes by asking your colleagues or they me stated and in training in selection manual. So, emotional labour is one of the very crucial issues of managing emotions in the work place because you have to manage your emotions for your there were certain jobs like, the jobs of receptionist, airhostess and others.

If you are in a like you help providing services like you air counselor or you are doctor or or you are a nurse, what is required that the pleasant mood, pleasant emotion is one of the primary factors what is required as a part of your job, but it is not true that every day you as a person will be having the similar moods or or a similar emotions. There could be happenings in your life which may lead to very opposite emotions in your take from your family life, you can have those opposite emotions, but when you are come to the workplace.

You have to like suppress those emotions and behave in a very different way appear jolient being appear in a pleasant mode, which main lead to emotional labour and emotional stress stress which which could be a very stress full factor for you. So, how to do it like, how to do this switch on and switch off because it is required a as a part of

your job. Require steady and you can also learn this by the curious learning by observing your colleagues around you and that is why we come to know tell like emotions really play under important part in your in organizations in how you provide your services, how you deal with your customers and ultimately how a person performs in the organization, leading to organizational performance.

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There are two ways for individuals to manage their emotions:

through surface acting where one regulates his or her emotional expressions and through deep acting where one modifies feeling in order to express a desired emotion.

In both surface and deep acting there is a conscious effort being employed. Although emotional labour may be organizationally effective it may lead to burnout of the employee.

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So, there are two ways for individuals to manage their emotions through surface acting where one regulates his or her emotional expression and through deep acting where one modifies feelings in order to express a desired emotion, in both like deep and surface acting there is a conscious effort being employed, although emotional labour may be organizationally effective one word of caution is that it may lead to burn out of the employees. So, what the organization should be careful about is to find out a way for release of emotions, so that though in the work situation you you require to may be act in opposite way than the true emotion that you are running through throughout that day.

Maybe there is a someplace someone to confide upon to share your genuine emotions and release your pent up emotions that there within you, because day in and day out if you have to do this emotionally work and play with your emotions change with your emotions and the deep and the or the surface structure. If you go on doing this continuously day after day it may lead to burn out of the employees and that employee may become less productive in nature. We will continue with emotional intelligence

values in the work place values from the Indian concept in the letter discussion to be followed.

Thank you.