



EMOTIONAL CULTURE

**How to improve the
emotional culture of
your workplace**

**How to manage
negative emotions
at the workplace**

PERSPECTIVES

from the team



A new Perspective

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We have been considering since long to initiate an HR digest, which may add value to knowledge in the field of Human Resource Management. This is the first edition in that direction. The theme of this issue is "Emotional Culture at the Workplace".

We have endeavoured our best to be precise and specific. It will be really helpful if our valuable learned readers could give an honest feedback to enable us to improve upon the content of this HR Digest.

Please feel free to write to us at damodar.raai@rippleslearning.com.

DR. DAMODAR RAI
EDITOR-IN-CHIEF



6 tips for improved emotional culture

by: **Dr. Damodar Rai**



A strong emotional culture at workplace is very vital to the growth and well-being of organisation. If emotional culture at workplace is not properly maintained, employees hide and suppress their emotions. This may lead to uncomfortable and unproductive situations. Similarly, if employees do not have proper control over their emotions, it may lead to wild behaviour.

Hence, expression of emotions in a respectful, dignified, professional manner by employees, is a must to build a strong work-culture in a healthy organisation.

Paul Eckman (1970) identified six basic emotions of happiness, sadness, disgust, fear, surprise and anger. He expanded it further and added things as pride, shame, embarrassment and excitement.

Cambridge dictionary defines the Culture as the way of life of particular people, especially as shown in their ordinary behaviour and habits and their attitudes towards each other.

Triandis (1997) defines the Emotional Culture as shared sets of beliefs, attitudes, norms, values and behaviour organised around a central theme and found among speakers of one geographical region.



Numerous researchers have emphasized that a balanced work – life approach is must for any organisation to traverse forward on the path of progress. However, please remember that when dealing with people, we are not dealing with creatures of logic but creatures of emotions. A variety of emotions may be experienced at work place. Some examples are:

- excitement from breaking a barrier on achieving a super goal,
- frustration after a deal not being clinched,
- anger after an inappropriate behaviour from a colleague etc.

Below are given six tips to improve the emotional cultural of your organisation:

1) Provide a supportive work – environment

A supportive work environment must be provided to nurture creativity and innovation by employees. Creative employees will contribute maximum, if they are given enough time to play. Identify such creative employees.

Remember nurturing creativity will develop a strong work- life balance in the organisation.

2) Treat employees with sensitivity

The employees should be treated well. This gives them sense of pride and purpose in the company for achieving their goals. Trustworthiness, honesty and transparency must be rewarded by the employers.

3) Keep appropriate space for honesty, transparency and well-being of employees

Trustworthiness, honesty and transparency must be rewarded by the employers.

4) Listen intently to enhance emotional culture at workplace

You must listen intently to the feedback, thoughts and concerns of the employees and redress it promptly.

5) Encourage openness

A cordial work – environment must be built, where employees are free to express their views.

6) Develop a professional balanced work-life culture

Employees must be trained / guided to express their emotions in a respectful, professional manner.

Triands (1997) defines the Emotional Culture as shared sets of beliefs, attitudes, norms, values and behaviour organised around a central theme and found among speakers of one geographical region.

how to enhance the level of positive emotions at the workplace

by: Animesh Rai



Positive emotions at workplace play a very significant role in the growth and development of an organisation.

Some of the positive emotions at workplace may be categorised as level of being comfortable, satisfied, enthusiastic, energetic and happy .

It is to be noted, that positive emotions may be expressed to different levels by individual contributors and managers. In an organisation, individual contributors may tend to feel comfortable more often than the managers. This may be due to managers being stressed out on account of multi roles.





On the other hand, managers may feel more energetic, happy and enthusiastic than the individuals in the team. This may be on account of their role as a coach or facilitator in the team.

Below are given tips to enhance the levels of comfort, satisfaction and enthusiasm at workplace:

1) To enhance comfort level

It has been observed that following ways may increase the comfort level of your organisation members.

- Frequent meeting with managers and employees to facilitate one to one connectivity.
- Encourage team spirit .If the success is achieved, let it belong to team. On the other hand, if failure is there, the manager should tell that it is his failure, rather than ascribing it to the team.
- Evolve strategies for employees being heard and understood.
- Managers must act as coaches, not as boss.

2) To enhance level of satisfaction

It has been found by researchers that accomplishing a task, which has a great impact on the team, makes the employees much more satisfied. Also the task or project must be challenging enough to invite great effort .Here are few tips to enhance the level of satisfaction at workplace.

- Good performance must be recognized.
- Make the task much more challenging, so that employees are totally engaged in accomplishing it.
- Integrate the employees with vision, mission and goals of the organization.

3) To enhance level of enthusiasm

Some tips are as follows:

- Create opportunities for employees to learn from each other.
- Increase intra and inter-collaboration among teams.
- Assign the work, based on the competency and strength of employees.

QUICK CHECK

HOW HR WILL DETERMINE IF THEIR ORGANISATION POSSESSES A STRONG EMOTIONAL CULTURE

by: **Dr. Damodar Rai**



Human resource professionals are often besieged with the problem of managing and creating a strong emotional culture at workplace.

A strong emotional culture at workplace is very essential for overall health and productivity of any organisation.

Below are six reflective questions, which should be asked by HR professional from the members of their organisation, to know if strong emotional culture is prevailing in the organisation or not. The responses to these questions would be the following:

- **Always**
- **Frequently**
- **Rarely**
- **Never**
- **Not Aware**

1) Do organisation members feel that they can have honest, open communications with each other?

2) Do all level of employees feel comfortable, while expressing their opinion?

3) Do employees know that they should express their emotions in a respectful, professional manner for a balanced work-life situation?

4) Are the managers aware of the importance of emotional culture at workplace and how it is to be managed?

5) Has a situation arisen, when a member could not control his emotions and it led to an uncomfortable situation in the organisation?

6) Are employees skilled at managing their own emotions?

In questions 1,2,3,4 and 6, if your answer is "always" or "frequently", there is no need to worry and you should continue the good practices in the organisation.

However in all the above (questions 1,2,3,4 and 6), if the responses are "rarely" or "never", this is an area of major concern. The situation is alarming and it must be redressed immediately.

In question 5, if the answers are "rarely" or "never", it speaks well of the organisation. On the contrary, if the response is "always" or "frequently", this is an alarming situation





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managing negative emotions @ work

by: Dr. Damodar Rai

Human Resource Management professionals must be sensitive and always alert to the negative emotions at workplace. The negative emotions at workplace if not addressed in time quickly, may multiply and spread like a wild virus and play havoc on the organisations, employees and their teams .In view of this, Human Resource Department must have plans to identify ,analyse and address the negative emotions promptly.

Researchers have categorised negative emotions in the workplace in different ways.

However, the different states through which employees may pass in the organisation are frustrated, stressed, anxious, annoyed, bored, disinterested, dissatisfied, gloomy, miserable, sad, tired, uncomfortable, unhappy, upset and angry.

It is not possible in a short article like this one to share the methodology to be adopted for addressing all the above mentioned negative emotions. However, we will discuss a few of the above here.This, in turn, may help HR professionals to evolve their own strategies for tackling others negative emotions at workplace.



When emotional culture is positive, people flourish and the business improves.

1. ANXIETY

Anxiety may emanate from any of the following situations. The ways are also suggested to eliminate the anxieties.

- An employee may be asked to do a job, but they don't know the step by step methodology to execute it. Certain organisations do not undertake prior job training. It is assumed that the employee knows everything. Proper coaching and prior-execution may be helpful in such cases.
- Hiding the real truth from the employees, about the financial condition of the company, may make them anxious. Keep them always in the loop with the timely interactions, communications and transparency.
- The employee may also feel anxious due to envying the accomplishments and rewards given to fellow co-workers. The key in dealing with such situations is to analyse it and make sure that the mechanism for such rewards is fair and transparent.

2. FRUSTRATION

Certain situations that lead to frustration and how to manage them are given below.

- Feeling that the career path of an employee is almost blocked and there is no future growth, may lead to frustration. A proper succession planning and or orientation training to switch to more satisfying jobs may solve the problem.
- No sharing of information by the colleagues, may be the other reason. Building of coherent teams, fostering of openness and cordiality among the employees, may be the remedy to this.

IT'S IMPORTANT TO MANAGE NEGATIVE EMOTIONS

TO ENHANCE EMOTIONAL CULTURE

3. STRESS

Certain situations that lead to stress and how to get out of them are given below.

Too much work is given to some employees may make them stressed. Equitable job distribution may be the solution to this problem. If some employees are much more skilled than the others, and there is no option left except giving them more work, keep them in good humour and give awards, incentives, etc. A feeling of undue interference and lack of support in the project work of employees may make them stressed. The remedy may be an impartial behaviour of the manager as well as strong communication between the manager and the employee.



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