

Role of Emotions in Management Effectiveness and its Effects on Employee Performance

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Abstract

Accomplishment of desired goals through resource and performance management is essential for the success of an organization. Within any viable system, this task is entrusted to the management which negotiates the resources, and keeps the track of progress through its various control mechanisms. The task of management to organize, direct and motivate the human capital to perform at its highest possible level, requires direct, personal involvement by managers making the processes communicative and participative.

The empirical study attempts to diagnose the significance of emotion work as inherent to the role of managers. Emotion work is an important part of all the managerial activity, including but not limited to decision making, decision implementation, resource bargaining and control mechanisms i.e. internal as well as external. However, the emotional form of the processes has been largely neglected. The experience and expression of emotions are more than simply objects and outcomes of these processes; they also shape the context, processes, and consequences.

This study shall serve as a basis for the management to identify the impact of emotions and formulate procedures focused on strengthening workplace positivity.

Field of Research:- Emotions Management, Managerial Effectiveness, Organizational Performance

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Introduction

Human capital plays significant role in bringing value addition to any organization in economic stressful environment. The task of meeting the purpose of an organization is assigned to the management in the form of organizing, motivating, equipping and directing human resource to execute at their optimum and it can be made possible only by the direct immersion of the managers with the workforce (Walker, 1992) as managers hold the empowering role. The concept of right person on the right job with right skill is not sufficient mantra for organizational success. The scholars have long recognized that emotions are critical to organizational survival and performance.

Emotions play a very significant role in shaping cognitive and behavioral mechanisms of human systems (Williams, 2001). The feelings ascend in human relationships developed during work and policies and procedures existing within organization which play a significant part in shaping the behavior of managers while dealing with situations involving emotions (Berman & West, 2008). Managers need to be proficient in understanding the efficacious implication of soft skills in gaining the optimum output. In appropriate administration of soft skills of employees as well as him will lead to greater complication due to disarray of activities.

Managers execute significant emotion work as an integral element of their roles (Clarke Hope-Hailey & Kelliher, 2007). Emotion work is an important part of managerial activity and should be acknowledged and supported by organization. According to Hochschild (1983) 'an integral aspect of management practice involves appreciating the centrality of emotion to rationality and how a focus on emotion contributes to 'seeing things differently' hence, affecting not only managerial judgment but also interpersonal relationships and job performance (Goleman 1995; Huy 1999; Hughes 2005). Managers' responses to their roles produce emotional undercurrents which need to be understood well for the analysis and understanding of organizational mechanisms (Vince, 2006). It is, therefore, imperative that emotional aspect within organizational management is given due importance.

This study will help to restore the noteworthy contribution of emotions in managerial activities whereby 'emotion is routinely subordinated to rationality' (Ten Bos & Willmott, 2001). It investigates how emotion and rationality combine to inform management roles.

In this paper, we therefore contribute to the research on impact of emotions on managerial activities and roles within the organization and their contribution towards enhancing or lowering the organizational performance. The findings have implications for managers who can utilize the knowledge as a frame of reference for increasing the performance of their employees within the organization by handling their emotions positively. The paper adopts a theory elaboration approach to develop our understanding of how tactful emotions management can contribute to the success of managers in increasing the productivity of an organization and the empirical study further informs about the impact of emotions on managerial roles in Pakistani culture specifically.

Theory-Based View:

The study of the contribution of emotions in organizational life has increased tremendously since last several years (Ashforth and Humphrey, 1995; Ashkanasy, Zerbe&Hartel, 2005; Fineman, 1993; Wegge et. al., 2006; Weiss & Cropanzano, 1996). This interest has not remained till employees but has also extended to the analysis of managers (Daniels, 1998, 1999, 2003; Hodgkinson and Sparrow, 2002).

With the passage of time, organizations are apprehending the importance of Emotional Intelligence skills and identifying it as an important part of organization's management viewpoint and resultant success (Zeidner& Matthews, 2004). It was further confirmed by the survey of benchmark practices among major corporations that four out of five companies were working on the promotion of Emotional Intelligence in their organizations (Zeidner& Matthews, 2004).

Leaders, holding high emotional intelligence influence the attitudes, enthusiasm and performance of their team members by implementing emotional labor (Humphrey et al., 2008). Social competencies including socialized power, self-esteem and positiveness were identified by Boyatzis (1982) as projective of manager's success within organization. Similarly, studies done by Leban&Zulauf (2004) and Rosete&Ciarrrochi (2005) confirmed the relationship between emotional intelligence and leadership effectiveness and found the ability of perceiving emotion as a strongest interpreter of leadership success.

Andersson (1996) acknowledged managerial unskillfulness as an important factor in incrementing the employee distrust (Cole, Bruch & Vogel, 2006) resulting in low performance. It has been further supported by empirical research that high levels of employee distrust or cynicism escalate the burnout, lower the satisfaction level and job commitment (Johnson & O'Leary-Kelly, 2003). It also affects task performance & organizational citizenship behavior of the employees (Andersson& Bateman, 1997; Brandes, Dharwadkar& Dean, 1999).

The supervisors who are compassionate and respond to employee's demands and needs are comparatively successful in managing employees' emotional behaviors (Humphrey, 2002; Pescosolido, 2002). Thus, the selection of managers with sufficient 'people skills' is not adequate but these skills need to be further developed and enhanced over time for the success of leadership (Berman & West, 2008).

During the process of managing organizational operations for increasing the performance, manager has to identify appropriate set of procedures in emotionally controlled environment so that human capital accepts and willfully contributes to its implementation. Otherwise, the human capital would not be able to unloose controls and adjust their objectives with organizational strategies. Resultantly, gap created in achievement of organizational objective would impact the growth of an organization. Managers are to run organization business with use of intellectual and emotional abilities so that the cohesiveness in organization takes place. The most significant tasks

of the manager at any level include: resource allocation, control, decision making and decision implementation.

Effect of Resource Allocation on Emotions:

Providing the resource is mandatory to support the employees to struggle for enhanced performance (Derek & Stephen, 2002). Judicious allocation of resources and its economic use becomes imperative in any organization due to competitive edge required by any organization. It, therefore, becomes necessary for managers that they must exercise good acumen while administering the resources to different segment of the organization.

Researchers have noticed that negotiators always feel some emotions, and negotiation dynamics can be significantly influenced by affective component (Kumar, 1997; Johansson, Eek, Caprali&Garling, 2010). Research on emotion and negotiation can be roughly divided into two categories: studies of intrapersonal effects (i.e. the influence of a negotiator's felt emotions on his or her own negotiation behavior) and studies of interpersonal effects (i.e. the influence of a negotiator's expressed emotions on his or her counterpart's behavior (Van Kleef, De Dreu&Manstead, 2006). Negotiator's emotions influence not only themselves but also their counterparts (Van Kleef et al., 2006).

Research confirms that negotiation always involves emotions as negotiators sense it and the negotiation process is considerably impacted by emotional element (Kumar, 1997; Johansson, Eek, Caprali&Garling, 2010). Those who are involved in the process of resource allocation, either as resource allocator or as negotiator, their behavior are moderated by emotions integral to the process. Research confirms the impact on intrapersonal effects i.e. the influence of negotiator's felt emotions on his own negotiation behavior and intrapersonal affects i.e. the influence of negotiator's expressed emotions on other employees' behavior(Van Kleef, De Dreu&Manstead, 2006, Van Kleef et al., 2006).

Therefore, in order to increase and maintain the satisfaction level of employees it is important that the bargain of performance objectives and processes must be matched and well-adjusted by a mutual allocation of resources (Hoverstadt& Bowling, 2002) keeping into consideration the role of emotions in resource allocation role. Thus, we hypothesize the following:

H1: Resource Allocation has significant effect on Emotions.

Effect of Control Mechanism Emotions:

The domain of control has been crucial to contemporary management theory and practices (Finemman& Sturdy, 1999) but the emotions involved in this mechanism are most of the time ignored (Abraham, 2004). The process of control is not one sided, nor unbiased, focused on increasing the productivity. Control is functional in contestable environment, molded by different types of entities conflict, collaboration and agreement

to justly doubtful ends (Clegg & Dunkerley, 1980). Performance evaluation is the most important managerial tool to control individual performance in organizations with the motive of increasing performance to its optimum (Zhu & Dowling, 1994).

The analysis of organizational psychology move towards fusing of affect and control (Gabriel, 1998). The practice and manifestation of emotions are more than simply part and results of control; they mold its framework, procedures and results (Abraham, 2004). Therefore, emotional regulation by oneself and by the others is a central unit of organizational control.

Fineman & Sturdy (1999) empirically and theoretically proved in their studies that affect is inherent to control mechanisms both within organization and outside organization, changing the focus from 'control of emotions' to 'emotions of control', thus making it important to understand emotions in terms of social structures of which they are part (Abraham, 2004). Viewed from the prism of social structures, several studies have suggested the relationship between control and emotions.

Management practices are shifting the focus from external mode of control to internal mode of controls, i.e. self-management (Fuchs, 2007). In seven studies undertaken, a high correlation has been found between emotional intelligence and self-monitoring (Schutte et al. 2001, Scott-Lad & Chan, 2004). Therefore, in contemporary management where the internal controls are found more promising in increasing performance, the managers need to comprehend the role of emotions inherent to these mechanisms, in order to gain the maximum output.

Today, affect dominated rules are the techniques used by managers and followed by human capital by them, thus, becoming the 'engineers of their souls' (Rose, 1990). Managers can utilize the soft skills in managing the emotions of his own and employees while engaging into performance control activity and handle the emotions of human resource competitively to increase their satisfaction resulting in enhanced employee productivity. From the existing literature review, we hypothesize the following:

H2: Control Mechanism has significant effect on Emotions.

Effect of Decision Making on Emotions:

Management is viewed as 'taking decisions' which are practiced by others in organizational structure (Paucar-Caceres, 2009). The traditional approach of organizational processes is 'a rationally ordered, appropriately structured, and emotion free life spaces, where the right decisions are made for organization for the right reasons by the right people, in a reliable and predictable manner' (Kersten, 2001). It is evident that humans are irrational decision makers (Dawes, 1998; Kahneman, 2003; Johansson, Eek, Caprali & Garling, 2010).

Emotions are an integral part of everyday managerial life and do affect the decisions of managers (Delgado-Garci'a, Fuente-Sabate & Quevedo-Puente, 2009). His feelings, whether positive or negative, do influence the judgment and decision processes having

moderating effects on decision biases (Forgas, 1995; Forgas & George, 2001; Isen, 2000; Weiss & Cropanzano, 1996). Forgas (1995) suggested, “. . . being in a good mood should lead to judges paying closer attention to positive information, better learning such details, making more positive interpretations of ambiguous information, and having a better memory for such details later”.

Experimental and survey studies on practicing managers and MBA students have evidenced the impact of their effects on selective perception (Daniels, 1998), the choice of an information processing strategy (Elsbach & Barr, 1999; Staw & Barsade, 1993) and risk-taking propensity (Mittal & Ross, 1998; Moreno, Kida & Smith, 2002) individuals' decision taking risks (Isen & Geva, 1987; Isen & Patrick, 1983; Johnson & Tversky, 1983; Mano, 1992, 1994). 'Upper echelons' research (Hambrick & Mason, 1984) has shown that managers' psychological characteristics influence their strategic choices, which in turn are reflected in firm outcomes (Bantel & Jackson, 1989; Gupta & Govindarajan, 1984; Herrman & Datta, 2005).

Decision made without consideration of all these factors would not carry acclamation of individual and organizational setting; hence, it is important we must not lose the site of emotional ability and realism. Any divergence of realism and emotional stability is likely to impair effectiveness of decisions. Therefore, we hypothesize the following:

H3: Decision Making has significant effect on Emotions.

Effect of Decision Implementation on Emotions:

Managers' assurance to decision has been admitted as a major judge of its implementation success (Holahan, Aronson, Jurkat, & Schoorman, 2004; Klein et al., 2001). Managers' role as institutional executives, their active engagement in implementation reduces the feeling of uncertainty associated with the new course of action, thus, legitimizing it (Baer & Frese, 2003; Scott, 1995). Emotions are not only confined to decision making but also involved in its implementation process. After the decision is made, the emotions impact the delay or speed in the implementation of the alternative selected (Andersson, 2006).

AET (Weiss & Cropanzano, 1996) and the affect infusion model (Forgas, 1995) suggest that emotional reactions persuade cognition mechanism that directly predict implementation effectiveness (Davis, 1989; Liu & Perrewé, 2005). Likewise, cognitive appraisal theory also confirms the relationship of cognition and emotion systems by suggesting that employees cognitively evaluate the implementation situation first and then develop emotional reactions towards it (Bhattacharjee, 2001; Compeau et al., 1999).

Supporting institutional theory (Scott, 1995), the analysis done by Dholakia and Bagozzi (2002) demonstrated that employees' cognitions and emotions are fundamental instruments that intervene the effects of organizational contexts on the actual implementation of the innovation related decisions. Therefore, the researchers in the domain of emotions have suggested that both should be reflected as give-and-take

procedures as both are intertwined and attached constituents of human behavior (Lazarus, 1991; Lewis et al., 1984). Therefore, in order, to completely comprehend the employees' openness to decision, it is important to take into consideration their emotions (Bartunek, Rousseau, Rudolph, & DePalma, 2006).

Research states that emotions are thoroughly knitted to action inclination, in turn, impacting the motivation and resultant behavior of the human capital (Frijda, 1986; Lazarus, 1991). Emotions have been identified as predictors of decision acceptance and its implementation success. If employees hold positive emotions regarding the decision, they have favorable inclination towards it and ready to implement it due to the increased motivation (Butt & Choi, 2006). Similarly, employees with negative affect may not be ready to expend sufficient energy and show no coordination with co-workers to implement the decision (Dholakia and Bagozzi, 2002). Thus, emotional reactions bear significant direct implications for decision implementation, leading to the following hypothesis:

H4: Decision Implementation has significant impact on Emotions.

Effect of Emotions on Managerial Performance:

Zeidner & Matthews (2004) trace the roots of emotional intelligence in organizational settings to classical management theory and identify that many of the strategies used in early assessment centers evaluated non-cognitive abilities akin to Emotional Intelligence (e.g. social awareness, understanding others, communication etc.) as these abilities were found to be predictive of successful performance in managerial positions in many corporations. Several research studies confirm that manager's behavior can provoke affective responses (Humphrey, 2002; Pescosolido, 2002).

More than three decades of psychological assessment research has confirmed the significance of taking social and emotional capabilities into deliberation when attempting to envisage job-related efficiency (Boyatzis, 1982). Kotter (1982) identified number of personal characteristics discriminating more from less successful general managers, including social-emotional competencies as optimism, communication and relationship skills and need for achievement. The executives who have poorer emotional control apparently fail to show performance on their seats despite of their intellectual and technical abilities. Research proposed different kinds of intelligences significant for managers including emotional intelligence (Cartwright & Pappas, 2008).

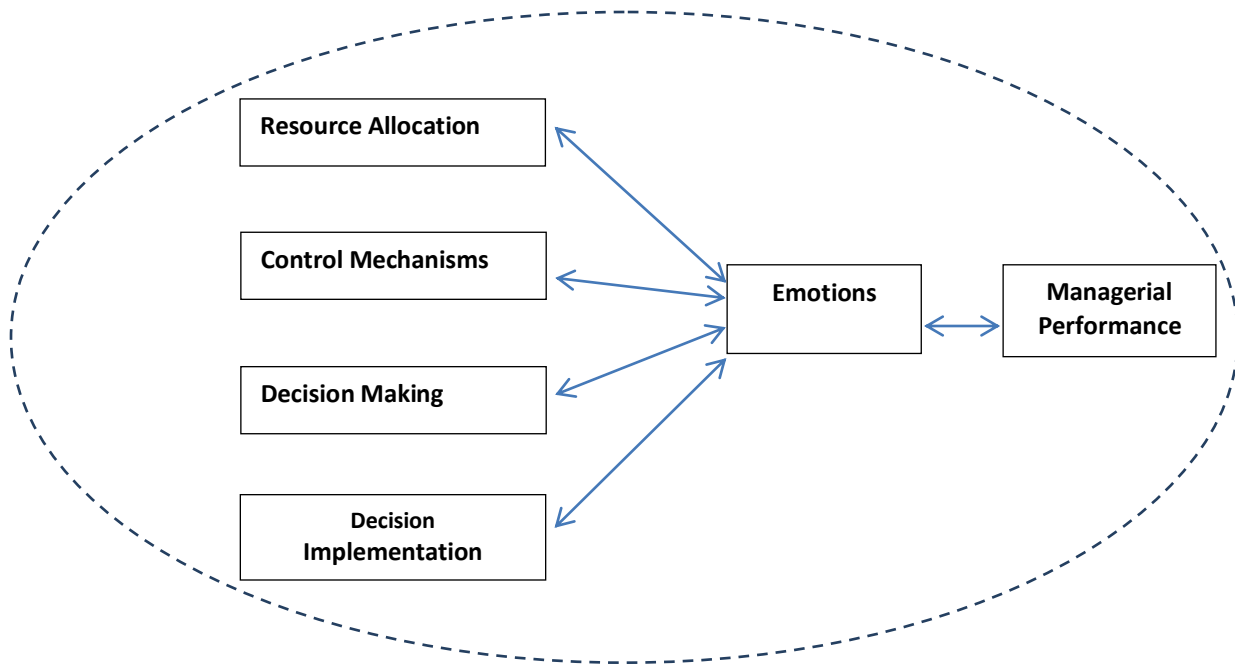
Our existing literature analysis leads to the development of theoretical framework (*figure 1*) which identifies four distinctive managerial activities i.e. resource allocation, control, decision making and its implementation, inherent to managerial roles and the impact of emotions on them.

H5: Emotions have significant impact on Managerial Performance.

Theoretical Framework:

The framework enables us to develop a deeper understanding of how manager can develop the ability of knowledgeably comprehending the impact of emotions and utilize it in engaging and compelling it within his context of operations. The specific goal is to understand how manager's in increasing performance, can benefit by managing the emotions of themselves and others.

Figure 1: Effect of Emotions on Managerial Performance



Methodology:

The impact of resource allocation, control mechanism, decision making and decision implementation in eliciting emotions shall be analyzed on managerial performance. For the analysis, major private organizations in Islamabad have been selected for survey. The sample size was 320 including managers of all the three tiers i.e. upper, middle and lower level. Instrument was developed which covers each aspect comprehensively. Likert scale was used in the questionnaire giving five options as Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree.

Prior co-ordination was established with the respective entities Human Resource and Marketing departments for dispensing the questionnaires among their segment. Sample group was given confidence as regards to the confidentiality of the input provided by them which facilitated to get fair and free opinion. 276 questionnaires were received back from the respondents and analyzed using statistical techniques.

Upon receipt of the questionnaire, necessary scrutiny was done and data was transferred into the SPSS which facilitated to get the tables of the results. Regression analysis was applied which provided vivid picture to analyze the data.

Results:

Table 1: Means, Reliability Estimate and Correlations of Variables

Variables	M	SD	1	2	3	4	5
Resource Allocation	4.13	0.82	.70				
Control Mechanism	3.19	1.01	.09	.71			
Decision Making	3.42	0.72	.23*	.17	.96		
Decision Implementation	4.89	0.93	.22*	.05	.64**	.89	
Emotions on Managerial Performance	4.09	0.50	.03	.01	.15*	.11	.17

*p<0.05

**p<0.01

Correlation metric was used to study the hypothesis. Hypothesis 1 that resource allocation has impact on emotions indicated that due attention to emotions in managing the task is positively correlated. Hypothesis 2 i.e. emotions have impact on control mechanisms also reflected correlation positively. Hypothesis 3, decision making having impact on emotions, results correlate with emotional stability. Similar results revealed while testing the fourth hypothesis i.e. decision implementation impacts emotions. They result of the study proved positive linkage with managerial performance, i.e. hypothesis 5, once emotions are paid due regard.

Discussion/Managerial Implications:

Provision of resources plays crucial role in discharge of the function in the organization in particular, competitiveness scenario (Derek & Stephen, 2002). In resource constraints society, its judicious utilization is essential to maintain compatibility, henceforth; it calls upon good administrative skill by the managers. Stakeholder's emotional stability would facilitate in allocation and its utilization compatibility. In this study, resource allocation as hypothesis and its effects on emotion as a moderating factor and subsequently on managerial performance has inflicted significant affects.

Employees internal control mechanisms influence the performance, it therefore becomes necessary for the mangers to manage emotions elicited in internal control procedures implementation. This study, proved positive effects on the managerial performance with suitably and control of emotions.

Decision making is the hall mark for the managers to decide upon various organizational affairs(Delgado-Garci'a, Fuente-Sabate&Quevedo-Puente, 2009). In execution of this function, emotionally stable managerial acumen would prove influencing positivity. All decisions would be taken on merit instead of lured with the feelings. This study aimed to extract as to how stable managerial ability would provide confidence to the employees. Results of this study also supported this management practices, providing positive findings.

Decision implementation reflects final outcome of the management practices. Processes needs to be corrected whenever, it is felt necessary. Fourth hypothesis of decision implementation demonstrate positive outcome if emotions are managed effectively (Lazarus, 1991).

Finally, emotions and its four factors effects on managerial performance were evaluated. Results proved that adequately controlled and managed emotions would facilitate in discharge of organizational functions.

Aforesaid variables have also been supported with other studies; therefore, it is imperative for management to accord due attentions of employees emotions

Conclusion & Recommendations:

The results of the study confirm the significant role of emotions in shaping the behavior of managers pertaining to their roles and activities within the organization. The empirical findings consolidate further the theoretical base that emotions cannot be separated from cognitive processes of the manager while performing the functions pertaining to resource allocation, control mechanisms, decision making & decision implementation.

By adopting the soft skills for managing the emotions resultant of organizational activity, managers can enable the optimum utilization of human capital for increasing organizational performance without involving further economic resources.

The researchers need to further investigate how emotions impact managerial roles pertaining to different cultures to assess if the results can be generalized or stand different in different cultures.

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