

## Role of Emotions in Managerial Activities & its Effect on Performance

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*Emotions have been progressively acknowledged and reported as a vital element of social organizations, and an increasing number of researchers and practitioners have been engaged in exploring and understanding the role of emotions in several organizational contexts. However, the investigations related to the utilizations of emotions by the managers while performing their roles and responsibilities within the organization are rather marginal. The empirical study attempts to measure a manager's tendency to rely upon emotions in performing the main activities under his jurisdiction. The main tasks performed by managers despite of their functional areas and the level of position held, namely, resource allocation, performance evaluation, decision-making and decision implementation have been chosen for assessing the manager's propensity for utilizing their emotional instead of logical approach while the execution of their duties. Subsequently, the effect of these emotionally informed activities have been inspected on the managerial performance. The survey conducted, using self-administered questionnaire, generated response from 276 managers working at levels within private and public sector of Pakistan. The findings supported the effective utilization of emotions by the managers while executing their regular activities. However, no significant influence of these emotionally drive tasks was found on the performance of the manager. The study serves as a basis for the management to identify the manifestation of emotions in all its activities and formulate strategy focused on strengthening workplace positivity.*

**Field of Research:** Managerial Tasks, Emotions, Decision Making, Decision Implementation, Performance Evaluation, Resource Allocation.

### 1. 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 performance.

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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, 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 his soft skills in gaining the optimum output. An inappropriate employment of soft skills may lead to greater complications resulting into disarray of activities.

Emotion work is an important part of managerial activity and should be acknowledged by the practitioners as well as researchers. Managers execute significant emotion work as an integral element of the tasks assigned to them (Clarke Hope-Hailey & Kelliher, 2007). Emotions hold a dominant position in the manager's perusal of his responsibilities, making it imperative to the management approach. The current study helps to restore the contribution of emotions in managerial activities whereby 'emotion is routinely subordinated to rationality' (TenBos & Willmott, 2001). It investigates how manager's felt emotions inform the managerial tasks of resource allocation, performance evaluation, decision-making and decision-implementation.

This research contributes to the field of emotional implication on management functions and overall performance. The empirical 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 regulating their own emotions for generating positive departmental or organizational outcomes. Lastly, this type of investigation in the geographical boundaries of Pakistan is fairly new of its kind which gives a chance of analyzing the intense contribution of emotions in management functions in an extremely emotional society.

The paper adopts a theory elaboration approach to develop the understanding of how emotions contribute to the managerial functions leading to study framework and hypotheses development. Later, the study undertakes the empirical investigation in the corporate sector of Pakistan. The research approach details on the study method, measures and the participants. Results of the hypotheses tested are given and the discussion is made; subsequently followed by the conclusion with direction for the future research.

## 2. Conceptual Premises & Hypothesis Development

The study of the contribution of emotions in organizational life has increased tremendously since last several years (Ashforth and Humphrey, 1995; Ashkanasy, Zerbe & Hartel, 2002; 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 & Sparrow, 2002), identifying it as an important part of organization's management and the resultant success (Zeidner & Matthews, 2004).

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Andersson (1996) acknowledged managerial ineptness as an important factor in incrementing the employee distrust (Cole, Bruch & Vogel, 2006) escalating the burnout, and lowering the levels of satisfaction, and commitment to organization (Johnson & O'Leary-Kelly, 2003). It also effects on task performance & citizenship behavior of the employees (Andersson & Bateman, 1997; Brandes, Dharwadkar & Dean, 1999).

During the process of managing organizational operations for increasing the employees' performance, manager has to adopt appropriate set of procedures acceptable to human capital who willfully contributes to its implementation. Otherwise, they won't be able to adjust their objectives with organizational strategies, hampering its performance and viability. The most significant tasks entrusted to the manager are: resource allocation, performance monitoring or evaluation, decision making and decision implementation.

### 2.1 Emotions & Resource Allocation

Providing the resource is mandatory to support the employees to struggle for enhanced performance (Derek & Stephen, 2002). In order to increase and maintain the satisfaction level of employee's performance 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). 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 affirmed that resource allocation dynamics can be significantly influenced by attitude (Corrigan et al., 2004) and affect (Kumar, 1997; Johansson, Eek, Caprali & Garling, 2010) of the policy makers. The managers felt emotions may influence on his or her allocation decision. Keeping into consideration the influence of emotions in managerial task of resource allocation, we hypothesize the following:

*H1: Emotions play a significant role in management task of resource allocation.*

### 2.2 Emotions & Performance Evaluation

The domain of performance management has been crucial to contemporary management theory and practices (Fineman & Sturdy, 1999) due to its critical linkages with selection, compensation, training and other employment practices (Ferris et al., 2008). However, the contribution of emotions in this mechanism is most of the time ignored (Abraham, 2004). Performance evaluation is the most important managerial tool to control individual performance focused on increasing the productivity (Zhu & Dowling, 1994).

The practice and manifestation of emotions are more than simply part and results of control mechanisms employed to manage performance; they mold its framework, procedures and results (Abraham, 2004). Fineman & Sturdy (1999) empirically and

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theoretically proved in their studies that affect is inherent to control mechanisms, changing the focus from 'control of emotions' to 'emotions of control' (Abraham, 2004). Several studies support a significant relationship between emotions and performance ratings (Wayne & Ferris, 1990). The way we feel towards people holds influence on how we evaluate their performance. Another proposition given by the researchers is that we give more attention to those for whom we hold positive feelings, resulting in more observational opportunities (Antonioni & Park, 2001). Therefore, the following hypothesis has been suggested:

*H2: Emotions play a significant role in management task of performance evaluation.*

### **2.3 Emotions & Decision-Making:**

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 have evidenced the impact of their feelings 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). Likewise, 'upper echelons' research (Hambrick & Mason, 1984) stated 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). Decisions made without consideration of all these factors would not carry acclamation of organizational social setting; hence, we hypothesize the following:

*H3: Emotions play a significant role in management task of decision making.*

### **2.4 Emotions & Decision-Implementation**

Manager needs to adhere to the decision made, by implementing it. His assurance to decision has been admitted as a major judge of its implementation success (Holahan, Aronson, Jurkat, & Schoorman, 2004; Klein et al., 2001). Managers' engagement in

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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 are involved in the implementation of the alternative selected (Anderson, 2006).

Affective Events Theory (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 & Perrewe, 2005). Likewise, cognitive appraisal theory also confirms the relationship of cognition and emotion systems by suggesting that people 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 cognitions and emotions are fundamental instruments that intervene the effects of organizational contexts on the actual implementation of the innovation related decisions. The nagging feeling of stress, due to incapability of removing the constraints for decision implementation, is automatic and involuntary triggering guilt, disgust and anger. Likewise, emotions such as empathy and love help to get social support grounded on reciprocity suggesting that, emotions can be used to win cooperation and long-term commitment from other people (Pfister & Bolun, 2008). Thus, manager's emotions bear significant position in decision implementation process, leading to the following hypothesis:

*H4: Emotions play a significant role in management task of decision implementation.*

### 2.5 Emotions & Managerial Performance

Research proposed different kinds of intelligences significant to manager's on-job effectiveness, including emotional intelligence (Cartwright & Pappas, 2008). 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. Kotter (1982) identified number of personal characteristics discriminating more from less successful general managers, including social-emotional competencies as optimism, communication and relationship skills. The executives who had poorer emotional control apparently failed to show performance on their seats despite of their intellectual and technical abilities. Thus, hypothesized:

*H5: Emotionally driven managerial task of resource allocation has a significant impact on managerial performance.*

*H6: Emotionally driven managerial task of performance evaluation has a significant impact on managerial performance.*

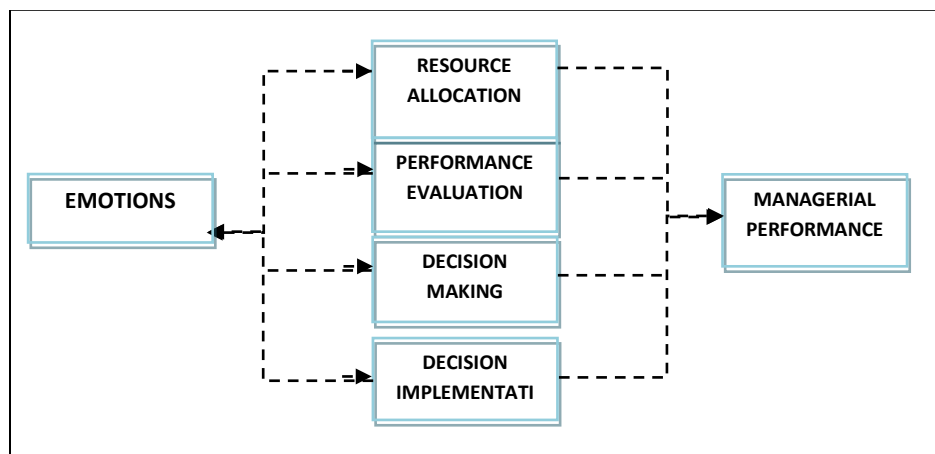
*H7: Emotionally driven managerial task of decision making has a significant impact on managerial performance.*

*H7: Emotionally driven managerial task of decision implementation has a significant impact on managerial performance.*

### 3. Theoretical Framework

Our existing literature analysis leads to the development of theoretical framework (figure 1) which attempts to measure the manager's tendency of relying upon his emotions in performing his tasks. The four distinctive managerial tasks identified for the investigation are resource allocation, performance evaluation, decision making and decision implementation. The study further measures the impact of emotionally driven managerial activities on managerial performance w.r.t. the daily work efficiency.

**Figure 1: Theoretical Framework - Influence of Emotions on Managerial Activities & Performance**



### 4. Research Design

#### 4.1 Survey Method

A survey was conducted using self-administered questionnaire to collect the data for empirical investigation.

#### 4.2 Measures

The instrument developed as well as adapted covered the scales covering four distinct functions performed by manager i.e. resource allocation, performance evaluation, decision making and decision implementation, and the overall performance of the unit (department or organization) under the command of manager. The questionnaire was divided into three sections:

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First section included demographic details like age, gender, experience and the level at which they are performing.

Second section was based on perceptual questions to determine the use of feelings vs. logic while performing the tasks related to distinct managerial functions selected in the study. Four items, adapted from EBDMS scale developed by Barchard (2001), were used to measure the influence of feelings in decision-making process, e.g. 'I listen to my heart rather than my brain when making decisions'. Likewise, four, three and two items were used to assess the role of emotions or feelings in performance evaluation, decision implementation and resource allocation process, respectively. All of the items were measured at five-point likert scale ranging from 1 (Never) to 5 (Always).

Third section included the self-perceptual question to determine the performance of the manager in terms of daily task efficiency. The item was measured on five point likert scale ranging from 1 (Worse) to 5 (Much Better).

### 4.3 Sample & Data Collection

Three hundred & twenty (320) managers performing at different levels (i.e. first-line, mid-level, higher level) within the organizations were selected at random from both private and public sector in Islamabad, the capital city of Pakistan. Prior co-ordination was established with the human resource departments for dispensing the questionnaires to the unit/department/region managers. Sample group was given confidence as regards to the confidentiality of the input provided by them which facilitated to get fair and free opinion. The follow-ups on the regular interval of one week helped to resolve the queries (if any) of the respondents and facilitated the completion of the questionnaire. The average time consumed in the collection of filled questionnaires was three weeks.

### 4.4 Response Rate

The respondents from sixty nine different organizations participated in the survey which helped to include a diverse range of behaviors across the industries and economy sectors suitable for generalizing results. 276 questionnaires were received back from the respondents. The initial scrutiny helped to remove the questionnaires not suitable for statistical procedure. After the data screening 233 data sets were left for statistical analysis. Occasional missing values sets were handled by the mean values. Table 1 depicts the demographic characteristics of the sample. The statistics computed shows a good representation of both male and female employees from all age groups. However, the respondents with work experience higher than 10 years were relatively less. Likewise, the participation of high-level managers & top management in the survey was relatively low in comparison to first-line and mid-level managers.

## 5. Data Analysis & Results

The negative items were reverse coded using data transform technique. The mean and standard deviations of the variables were computed (given in table 2) before starting the statistical analysis.

The unidimensionality of each construct in the proposed model was checked using exploratory factor analysis (results shown in table 3). The factor analysis using principal component analysis was conducted for all the scales one by one used to measure the construct. Items with factor loading less than the cut-off value of .40 were removed (1 item from decision making scale; 2 items from performance evaluation scale; one item from decision implementation scale). Factor analysis was run again and all the items in the study scales scored higher than the cut-off value of 0.40 and the first eigen-value of

**Table 1: Demographic Statistics of Respondents**

<b>Variables</b>	<b>Frequency %</b>
<i>Gender</i>	
Male	59.7
Female	40.3
<i>Age</i>	
18-25	27.5
26-35	32.2
36-45	21.9
46 & Above	18.5
<i>Experience</i>	
<3	28.8
4-9	36.9
10-14	16.7
15 & Above	17.6
<i>Managerial Level</i>	
First-Line	40.8
Mid-Level	34.8
High-Level	12.0
Owner/CEO	12.4



**Table 2: Descriptive Details of the Study Variables**

Variable Items	Mean	SD
RA1*	2.36	1.381
RA2	2.52	1.578
PE1	3.25	1.291
PE2	2.92	1.501
PE3*	2.70	1.463
PE4	2.39	1.322
DM1	2.99	1.461
DM2*	1.79	1.091
DM3*	2.02	1.167
DM4*	3.05	1.189
DI1	2.90	1.334
DI2*	3.30	1.337
DI3	3.45	1.345
MP1	4.08	1.012
MP2	3.83	.998
MP3	3.96	1.127
MP4	3.67	1.220
MP5	3.68	1.342

all the scales was greater than one and second value was lower than one thus, confirming the unidimensionality of the study scales.

Kaiser-Meyer-Olkin was measured for assessing sampling adequacy. All the scales were significant at the p-value<0.05 determining the adequacy of study sample size.

**Table 3: Unidimensionality Check of the Scales**

IV	Kaiser-Meyer-Olkin	Initial Eigen value	% of Variance
RA	p<.01**	1.182	59.120
PE	p<.001***	1.211	60.545
DM	p< .001***	1.690	56.350
DI	p< .05*	1.107	55.337
MP	p<.001***	1.775	61.089

The hypotheses were tested using the SPSS program. The descriptive statistics was computed to determine the utilization of emotions or feelings by the managers while performing their routine activities inherent to their work (table 4). It was identified that 72.74% managers used their feelings instead of the facts for allocating the resources to

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work units or workers while the rest (27.26%) made this judgment on the basis of factual data (*H1, accepted*). Likewise, 67.81% of the managers made use of their emotions or feelings while evaluating the performance of their employees, in comparison, to 32.19%, who based their evaluations on facts instead of feelings towards the employees (*H2, accepted*). The study further determined that 59.51% managers based their decisions on emotions instead of facts; whereas 40.49% relied on logic for decision making purposes (*H3, accepted*). Similarly, 87.34% managers reported the utilization of their emotional intelligence for making the implementation of decisions possible where as 12.66% reported to stay emotionally aloof while implementing the decisions (*H4, accepted*).

**Table 4: Hypotheses Result 1-4**

Hypotheses	Using Facts %	Using Emotions %	Total %	Accepted/ Rejected
<b>H1</b>	27.26	72.74	100	Accepted
<b>H2</b>	32.19	67.81	100	Accepted
<b>H3</b>	40.49	59.51	100	Accepted
<b>H4</b>	12.66	87.34	100	Accepted

The linear regression analysis was conducted to test the impact of emotionally driven managerial tasks on his performance w.r.t. to daily task efficiency (table 5). The findings did not support the relationship between the emotionally driven managerial activities and his performance. Therefore, hypothesis 5, 6, 7, & 8 were rejected stating no association between the management tasks of resource allocation, performance evaluation, decision making and its implementation informed by manager's emotions and his daily performance efficiency.

**Table 5: Hypotheses Result 5-8**

Hypotheses	R	R Square	Unstandardized Coefficients		Standardized Coefficient	Sig	Accepted/ Rejected
			B	B	Beta		
<b>H5</b>	.104	.011	.106	.066	.104	.112	Rejected
H6	.060	.004	-.060	.066	-.060	.365	Rejected
H7	.040	.002	-.041	.067	-.040	.539	Rejected
H8	.041	.002	.041	.067	.041	.538	Rejected

## 6. Discussion/Managerial Implications

Decision making is the hall mark for the managers to decide upon various organizational affairs (Delgado-Garcia e. al., 2009). This study aimed to extract as to how managers use their emotions for performing the main activities of resource

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allocation, performance evaluation, decision making and decision implementation inherent to the position held by them.

The study confirmed that managers used their emotions while performing the significant managerial tasks. The task reported with the higher utilization of the managerial emotions was decision implementation followed by resource allocation, performance evaluation and decision making respectively.

Managers emotionally handled the decision implementation task, which reflects the final outcome of the management practices, to its utmost. Their judgment for allocating resources was also well-informed by the emotional intelligence. Likewise, they made the effective utilization of the emotional cues to assess the performance of their employees which could help to comprehend the situationally constrained performance ratings of the employees. Similarly, the decisions made by the managers were also informed by their emotions instead of logic

Finally, the effect of these emotionally driven managerial activities on managerial performance was evaluated and the results proved that there was no association between the two. This finding calls for the need of future investigation to determine the factors which neutralized the impact of emotionally charged managerial functions on their performance.

## 7. Conclusion

The effective utilization of the emotions by the organizational members in their routine activities has been acclaimed by researchers since the understanding of workplace as emotional arenas. However, its usage by the managers in their daily activities has not been investigated substantially. The present study fills the existing gap in the literature by investigating the use of emotions versus logic in managerial tasks of resource allocation, performance evaluation, decision making and its implementation and its effect on his overall performance.

The results found an evidence of the effective usage of emotional intelligence by the managers while performing their main activities in the public and private sector of developing country. However, the influence of emotionally informed activities on his overall performance was not very significant. The managerial performance was gauged only on the basis of daily operational efficiency which gave a restricted view of performance, which was a limitation of the study. The future study needs to be conducted by taking into consideration the diverse range of extrinsic and intrinsic factors to measure the overall managerial performance. They also 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. However, it is hoped that the study will have implications for academicians as well as practitioners.

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