

## THE INFLUENCE OF EMOTIONS IN ORGANIZATIONAL DEVELOPMENT

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### ABSTRACT

*Organization development is a deliberately planned, organization-wide effort to increase an organization's effectiveness. Organization improvements are based on a mix of advisory, training and coaching, it makes employees' more effective. The emotions are arise in an organization due to the expectation and the reality. To manage the emotions properly one has to know about the emotions, this is called the emotional intelligence. The way the emotions are managed also depends in the emotional quotient of the individual as well. Emotional quotient is an indicator that how far the individual is emotionally towards the incident. This paper aims to explore the influence of emotions in organizational development and career success, how best to apply motivational tool in the workplace to maximize organisational productivity. How the individual personality effects his emotions, how the emotions affect the individual performance and how to use the emotions in the organizational development as whole.*

**Key Words:** Emotions, Organizational development, Motivational tools.

### INTRODUCTION

Emotions are internal events that coordinate many psychological subsystems including physiological responses, cognitions and conscious awareness. Emotions typically arise in response to a person changing relationships. When a person's relationship to a memory, to his family, or to all of humanity changes, that person's emotions will change as well. Emotions are recognized as one of four fundamental classes of mental operations. These classes include motivation, emotion, cognition and consciousness (carlsmith 1997). Among the triad of motivations, emotion and cognition basic motivations arise in response to internal bodily states and

include drives such as hunger, thirst, need for social contact. Motivations are responsible for directing the organism to carry out simple acts to satisfy survival and reproductive needs. Emotions form the second class of this triad. Emotions appear to have evolved across mammalian species so as to changes in relationships between the individual and the environment for example, anger arises in response to threat or in justice, fear arises in response to danger. Emotions follow no rigid time course but instead respond to external changes in relationships. Moreover each emotion organizes several basic behavioral responses to the relationship. Cognition, the third member of the triad, allows the organism to learn from environment and to solve problems in novel situations. This is often in service to satisfying motives or keeping emotions positive. Cognition includes learning, memory and problem solving. It is ongoing and involves flexible, intentional information processing based on learning and memory.

A greater deal of research addresses how motivations interact with emotions and how emotion interacts with cognition. For example, motives interact with emotion when frustrated needs lead to increased anger and aggression. Emotion interacts with cognition when good moods lead a person to think positively. One would expect that the interaction of emotion and cognition would also give rise to emotional intelligence. It makes sense to distinguish among basic motivation, emotion, and cognition and their interactions. The three areas are integrated in more complex personality functioning however, so we no longer speak of emotional, motivational or cognitive elements separately. Rather, the focus turns to more general personality or social processes, which blend the three. For example, the self-concept entails a blended representation of oneself involving all three areas of modes of processing. (Jhon D, Mayer et al. 2000)

## ORGANIZATIONAL RESPONSIVENESS

In today's high velocity, constantly changing marketplace, organizations need to be extremely responsive. Being responsive means being both fast and flexible. Emotions affect how fast and flexible people are in their responses, and therefore how fast and flexible organizations are in theirs. If people are feeling threatened, stressed out or just plain dispirited, they will resist change. They will cling to outdated behaviors and methods, even when such behaviors and methods are clearly not working.

Employees who feel secure, committed, and passionate, find organizational and marketplace changes energizing. They see these changes as something that adds "spice to life," not something to be feared and resisted. Thus, an organization's ability to respond nimbly in the marketplace is directly related to employee emotions.

## **Productivity**

Emotion is sometimes defined as "energy in motion." When people feel happy and excited, they have far more energy at their disposal than people who are depressed or disinterested. Thus, a spirited workforce has more "fuel" to power their production. On a practical level, the happier an employee is with their work and their company, the more likely they will work hard.

## **Employee Attraction and Retention**

Employee emotions clearly influence an organization's ability to attract and retain employees. The happier employees are, the more likely they will want to stay. If an organization has a reputation for being a fun place to work, a place where employees are treated well, and an organization that inspires pride and passion people will want to work there. Thus, such organizations not only reduce costly turnover, they also benefit from their ability to attract the "best of the best."

## **Intellectual Capital**

In today's knowledge-based, innovation driven economy, the smart will survive. Thus, one of management's most important tasks is to cultivate and engage the intellectual capital of its workforce. The general emotional state of a workforce plays a major role in both the "amount" and "liquidity" of an organization's intellectual capital. Emotions directly affect the "amount" of intellectual capital - how smart and innovative the workforce is - because emotions directly affect intellectual functioning. Research shows that when people are in a negative emotional state, their thinking becomes less flexible, original, and discerning. To put it bluntly, we are "dumbed down" by negative emotions. Also, at the simplest level, when a workforce is dispirited, they don't have the interest or the energy to create, to innovate, or to recognize new opportunities.

Conversely, when people are feeling confident, secure, and passionate about their work, they are more likely to envision new possibilities, generate creative solutions, and make wise decisions. Competing in a knowledge-based and innovation-driven economy requires the sharing of information, knowledge, and expertise throughout the entire organization. The greater the "liquidity" of Intellectual Capital - the more freely it is disseminated and used - the more successful the organization.

Emotions affect this liquidity. Whether or not an individual's Intellectual Capital is liquid i.e. available for use by others - depends upon how safe, valued, and committed they feel. If people feel insecure, they are unlikely to share their knowledge and expertise, for fear of losing their power base. If they don't feel valued or committed,

they will withhold their knowledge and insights as a form of "payback." Either way, the organization loses out when intellectual capital is kept out of circulation. Thus, emotions affect people's intellectual functioning and their willingness to share their knowledge and expertise with others - two essential components of maximizing Intellectual Capital.

## **CUSTOMER SERVICE**

The connection between emotional state and customer service is obvious. If service workers are angry, demoralized, or just plain disinterested, no amount of training will offset the service climate their emotional state creates.

### **Emotions and Motivation**

Emotions play an integral role in motivation. Individual differences in emotional tendencies interact with organizational events and social interactions to yield emotional reactions that importantly shape an individual's goals and the persistence of effort in the face of obstacles. The impudence of emotional reactions to organizational events, such as downsizing, may seriously weaken personal commitment to organizationally desired goals and, in turn, job performance. Emotional processes are also implicated in the accomplishment of complex and longer-term goals. Individual differences in the regulation of different emotions, such as anger and boredom, play a central role in the effective pursuit of goals that involve the regulation of different emotions, such as anger and boredom, play a central role in the effective pursuit of goals that involve sustained attention effort. In organizational contexts, such individual differences may be particularly important in the prediction of training outcomes and performance in jobs that involve substantial differences may be particularly important in the prediction of training outcomes and performance in jobs that involve substantiation and expression of emotions. Theories of cognitive appraisal, for example, posit the critical importance of appraisals of personal significance for the elicitation of emotional responses.

A challenge leader's face is how to effectively motivate their people and keep personal performance standards high, work assignments stimulating, and directional efforts on course. Leaders need to have several techniques at their fingertips to maintain momentum while moving positively forward. Leaders make concentrated efforts to motivate employees by encouraging them to develop and grow in their work. Emotional resistance is eliminated when the right motivational techniques are used consistently.

Three vital motivational tools that work effectively in most situations are reassuring, challenging and empathizing. When leaders apply these motivational tools they have better success in improving employee performance, stimulating workplace creativity and reducing individual anxiety. In order to offer greater tangible benefits to employees and have them produce effective outcomes leaders can motivate by reassuring, challenging and empathizing. These motivational techniques make individuals feel better about their personal worth, challenge them to participate fully, and align tasks and goals with individual needs and desires.

### **Motivational Reassuring**

This motivational technique is effective for helping employees cope with workplace stress and challenges. The key is to motivate by using specific positive actions and verbal support.

- Leaders focus on motivating by “cheerleading” employees onward in a supportive role. The main goal is to build commitment through influencing them to participate fully. This reduces worry and stress that they will not be able to perform properly or to the leader’s expectations. This is accomplished in part through suggesting ways to make tasks and assignments easier and offering shortcuts to eliminate frustrations.
- Leaders find a good motivational technique is to let employees know that a certain amount of stress is beneficial because it helps optimize productivity. With that in mind, they disclose all details of what is going to happen to each person involved in a task, project or outcome as much as is predictable. Encouraging employees in their efforts as they move one small step at a time is essential. Positive statements about small successful accomplishments work well to overcome personal insecurity.
- Another good motivational technique is to help employees recharge physically and emotionally. This can be accomplished by easing up on their workload occasionally, or by offering “perks” when and where a leader feels it is appropriate. The idea is to move the individual’s energy level away from work so renewed bursts of energy can take place.

### **Motivational Challenging**

Motivational challenging works effectively to reduce complacency. Challenging allows employees to be less focused on their own personal wants and problems and more focused on the priorities of the workplace. Motivational techniques need to be focused on the following:

- Overcoming an employee's insecurity level in a positive manner is a challenge for many leaders. This can best be accomplished by creating both positive and negative outcomes directly related to individual performance. Leaders find linking performance targets to bonuses or to other intrinsic rewards works well.
- Effective leaders know that challenging employees sometimes requires motivating by applying "tough love." They motivate by not allowing themselves to shelter the people under their direction from reality. One technique to keep employees motivated is to engineer a crisis by allowing employee apathy to lead to a fall, rather than protecting them from negative consequences. Experience can become one of the most powerful motivators.
- One powerful motivator to challenge employees and get them more involved is through the sharing of information on situations, new procedures and changes that are occurring in the workplace. Leaders understand not sharing important information regarding decisions and changes hinders employees and forces them to function in a negative, reactive state. A leader's goal is to maintain a proactive workplace climate.

### **Motivational Empathy**

This technique is based upon listening to an employee's side of an issue, sharing viewpoints, and providing positive interaction. Leaders must first understand how employees feel. Motivational empathy techniques are effective to build commitment. Leaders align goals and objectives with specific needs and concerns.

- Listening is a very effective way to motivate. No disputing views or perceptions build higher levels of encouragement. There are times when leading people means walking or working alongside them while saying nothing. Listening allows time to observe and develop strategies to help increase confidence and productivity. To motivate effectively, it is important not to overwhelm employees with a leader's personal power, control and confidence. Listening does this.
- Sharing quality time with employees is essential to motivate effectively. This includes personal interaction time in order to discuss and share feelings that are important to the employee. Leaders also find it motivational to share their personal feelings. Taking quality time to exhibit kindness, openness, compassion and genuine concern holds more power to motivate than many other techniques combined.

### **CONCLUSION**

The emotions are the major drive for the learning of the individual in the organization, which would in turn affect the overall performance of the organization. An organization for individual development using methods are performance management processes and training programs. Organizational leaders must gain the confidence and trust of the people under them in order to motivate, leaders would like to totally understand their staff. This

involves gaining an understanding of their perspectives on problems, fears, beliefs and workplace situations. Leaders can then develop strategies to motivate in a positive way to overcome resistance that then develops a sense of trust and security within their followers. Motivational technique is using to employees recharge physically and emotionally, its lead to organizational development. Numbers of members have started savings only after joining the groups while majority of the members have no savings in the pre-SHG era. After joining the groups most of the members solved their problems alone.

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