

THE ROLE OF EMOTIONS IN HUMAN RESOURCES MANAGEMENT

ROSTOMYAN, A.^{1*} – ROSTOMYAN, A.² – SOHN, S.³

¹ *Faculty of Romance and Germanic Philology, Yerevan State University, Yerevan, Armenia.*

² *Faculty of Physics, Yerevan State University, Yerevan, Armenia.*

³ *Marketing Department, Wilhelm Merton School, Frankfurt, Germany.*

**Corresponding author*

e-mail: annarostom[at]yahoo.com

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Abstract. Business environment increasingly grows complex where human resources become the only sustainable source of competitive advantage for any management, be it top executive or middle sector management. When speaking about personnel management, we chiefly speak about human resources, who are not devoid of emotions. The task of a professional manager is to foster a healthy working atmosphere. Communication here comes to the forefront, which is mainly being treated as a process largely based on the mental world of the speakers, where emotions have a great output and as communication largely relies on the interpretive power of the speaking partners; hence, good and proficient managers ought to give a strong emphasis and attention to the management of emotions, and we all should have to appreciate the irreplaceable role of emotions in interpersonal relations at workplace as well. This actually has a great impact not only on the relations between the manager and employee, but also on the whole team of the managed group and eventually the whole company. The present paper looks for efficient ways for healthy and successful human resources management, by means of providing illustrative examples, case studies and a detailed analysis of them all in all to put a light on the gaps in current management perception.

Keywords: *human resources, recruitment, interaction, management, emotions, emotion regulation*

Introduction

Business environment increasingly grows very complex, where human resources become the only and the most important sustainable source of competitive advantage for any Human Resources Management. In terms of today's capitalized and globalized world, it has become the challenge of each and every Human Resources Manager in any field of our activity to increase turnover and motivation for the qualified employees to stay and work the best way they can for their companies' targets and KPIS (Key Performance Indicators). All these cannot be performed unless the top or middle position manager is well aware of his/her employees' personal and unique abilities, potential, beliefs and desires, needs and expectancies, including their own and their families' health conditions, especially in terms of the current pandemic situation. Though there are professions in our times, which are more automatized as for instance the automotive vehicle industry or purchasing industries, where we can be partially optimized for the professional fields through automation. Yet, we have to state that here we need people to control the machines. People, who have their very own diverse emotions and feelings, will be thoroughly discussed in this paper, though machines themselves are considered to be devoid of them.

In this respect it should be mentioned that there is also a great factor that should by all means be taken into consideration, namely human emotions. The current pandemic situation presupposes Home Office work, which is mostly done in an agile technical manner provided by the managers for their employees to work on their own convenience during these challenging times, but sometimes or very often in this type of management there is an absence of emotion management, neglecting the fact that their employees may have mental problems of isolation, psychological problems of loneliness or fear of getting infected, and the like. Emotion Management is not a new topic, yet only during these years it has become relevant in respect to human resources management, especially in terms of New Work, as here human resources are not seen as instruments, but people endowed with certain emotions, which are very relevant in everyday activities and which actually reinforce the labour output. It is as well noteworthy that in the complex process of workplace interaction we do not only make use of phonological, morphological, grammatical or syntactic communicative rules, but we also take into consideration the social roles of the interlocutors, that is to say much of what we say and a great deal of what we communicate is determined by our social status and relationships. In fact, every act of interpersonal communication, including emotional expression, occurs within a social context. These papers will thorough study of the importance of emotions in successful human resources management, especially in terms of the present times.

Relationships and emotions

Emotions constitute a large part in all of our everyday interactions and interrelations. Whether referred to as relationship level, role relationship, or target characteristics, aspects relevant to targets of an interaction play an important part in any examination of interpersonal phenomena, specifically within the area of emotion as the appropriateness of any emotional display may greatly depend on the target, which is intended to be reached. We may here quote Yule who asserts;

“A linguistic interaction is necessarily a social interaction” (Yule, 1996).

And this very linguistic social interaction is based on our *communicative powers*. In fact, this interaction includes verbal exchanges where the employer should reward the employees for good performance and compliment them on successful milestones, which will eventually increase their relationship bond and will be reflected on the results. This includes instances of successful verbal and non-verbal interaction, where both the employer and employee exchange their thoughts, concerns, feelings, emotions and beliefs. In this respect, it should be mentioned that no doubt the mutually shared emotional background knowledge, the previous emotional experience of the interlocutors, intermingles with the cognitive elements of the mind and finds an implicit way of expression in speech. Thus, the positive or negative predisposition of the interlocutors which comes from their social relationships and past emotional experience (parent – child, grandparent – grandchild, uncle – niece, teacher – student, employer – employee, close friends, old friends, couples, spouses, etc.) enables at least one of the interlocutors (or both of them) to interpret the intended meaning positively or negatively without tracing any explicit verbal elements expressing emotive charge. In this case the emotional attitude is worked out through implicature and logical work on part of the speaker and the interpreter (Paronyan and Rostomyan, 2011b).

Nowadays, much stress is put especially on emotions and their successful management at workplace to avoid burnout, depressions and even much graver mental bipolar disorders, which actually happen very frequently because of digitalization, pandemic and stress and to avoid these we have to be equipped with efficient emotion management techniques and successful communication management strategies.

Emotions in human resources management

All emotions are, in essence, impulses to act, the instant plans for handling life that evolution has instilled in us. The very root of the word emotion is “*motere*”, the Latin verb “to move”, plus the prefix “*e-*” to connote “move away”, suggesting that a tendency to act and motion is implicit in every emotion (Goleman, 1995). Being a motivator, a leader, a listener, a moderator and a presenter, the manager should at the same time take the role of some kind of a guide and at the same time a psychologist processing the information on his employees’ emotions, feelings, beliefs and desires, which will eventually ensure a better understanding of their own selves and will guarantee preservation of interpersonal good and stable relations between them and, as a result, eventually in the whole company. These are always present in human interaction (*Figure 1*).



Figure 1. The basic human resources responsibilities.

The depicted diagram above illustrates the basic needs and responsibilities of a modern good HR manager to have at the forefront of his skills in order to acquire a peacefully organized team, taking into account and dealing with the team members’ special needs and demands, feelings and emotions, beliefs and desires, which are closely interrelated to their very own emotions at hand and, hence, require special emotional training and coaching. Here we should speak about strategic management, which should be the keystone in any kind of management and which can help managers greatly enhance their managerial skills. Let us give the definition of strategic management according to Fred David:

“Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives.” (David, 2001)

The strategic management process is usually based on the belief that organizations should continually monitor internal and external events and trends so that timely changes can be made if required. The rate and magnitude of changes that affect this organization at hand are nowadays increasing dramatically and new modes and methods of management should be designed and effectively implemented. Hence, strategic management process is generally aimed at allowing organizations to adapt successfully to change over the long run. It should be noted that nowadays in terms of New Work the former traditional hierarchical relations, where the manager was on top and the employees were subordinate to the latter, have been substituted by flatter relations, where everybody is interrelated and where, according to the Chinese management, the manager should work not from a separate office on another floor, but together with his/her employees on the same floor of their company building. This actually proposedly builds better employer-employee bonds and creates a better and more trustworthy relationship (Figure 2).

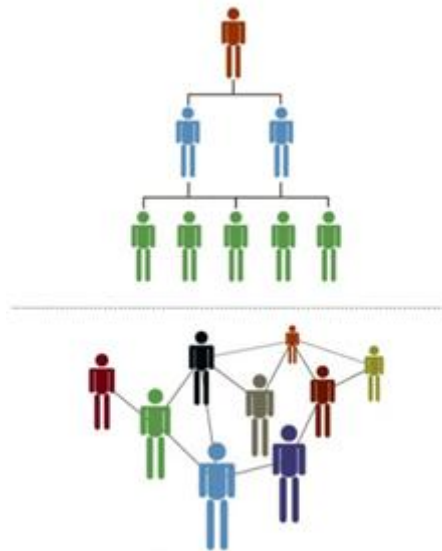


Figure 2. *The employer-employee bonds.*

In terms of today's new conditions of work and interaction again there should be leaders, managers and strategists, who guide the member in this challenging process. In his book "Strategic Management" David (2001) defined *strategists* as doers who help an organization to gather, analyze, implement and organize information. They actually track industry and competitive trends, develop forecasting models and scenario analyses, evaluate corporate and divisional performance, spot emerging market opportunities, identify business threats, and develop creative action plans. This comes to prove that even nowadays in human resources management we have a need of strategists, as strategic planners usually serve in a support or staff role, whose services are for the benefit of the whole management all in all. Usually found in the higher levels of management, they typically have a considerable authority for decision making in the firm. The CEO is the most visible and critical strategic manager. Besides, any manager, who has responsibility for a unit or a division, responsibility for profit and loss outcomes or direct authority over a major piece and sector of the business is a strategic manager (a strategist).

In this respect it should be mentioned by all means that though strategists have their own efficient strategic management tools, *communication* is the best strategy. In fact, throughout history communication and information as well as fundamental sources of power and counter-power, of domination and social change have been interconnected. This is because the fundamental battle being fought in society is the battle over the minds of the people. The way people think determines the fate of norms and values on which societies are constructed. According to Castells's theory, power is the structural capacity of a social actor to impose its will over other social actor(s). All institutional systems reflect power relations, as well as the limits to these power relations as negotiated by a historical process of domination and counter-domination (Castells, 2007).

By counter-power Manuel Castells means the capacity of social actors to challenge and eventually change the power relations institutionalized in a society. According to him, in all societies, counter-power exists under different forms and with variable intensity, as one of the few natural laws of society, verified right through history, asserts that wherever domination is, there is resistance to domination, be it political, cultural, economic, psychological, or otherwise (Castells, 2007). Therefore, a professional manager should by all means be able to communicate amicably with the employees so that first of all to create positive disposition towards them, unless there is no extremely and tremendously proper reason to spoil their harmonious relations (Hochschild, 1983; Rostomyan, 2013a; Rostomyan, 2020a). Leadership, in particular, is necessarily linked with the ability of interpretation and processing of information. In fact, in the process of communication far too much is based on the emotional level, i.e. the positive or negative emotions of the speakers and their emotional background knowledge which, as a matter of fact, can frame resultant positive or negative disposition between the interactants.

To understand the most vital issues connected with the personnel communicative relations we first of all need to penetrate into the interesting, as well as challenging field of emotional speech, which can be carried out only after having a precise and accurate understanding of what communication generally and emotional background knowledge in particular are viewing the problem at hand both from the local and the cross-cultural angles.

Communication and emotions

Communication actually is mainly being treated as a process, which is largely based on the mental world of the speakers and embraces a great deal of conscious and subconscious framework. Models to describe this are familiar in linguistics as models of speech acts. Discourse analysts hold that the mental, social and physical realities "get 'activated' by the utterer and the interpreter in their respective choice-making practices, and that is how they become part of language use as elements with which the making of choices is interadaptable." (Verschueren, 1999). It is of common ground that in the process of communication we do not always communicate with each other in an explicit manner and very often a lot of things are mutually understood by the speakers without saying them openly (Searle, 1975, 1970; Levinson, 1983). Much has been said so far about aspects of implicit meaning in pragmatics by many outstanding linguists, such as Searle (1975, 1970), Grice (1975, 1969), Verschueren (1999), Dijk and Kintsch (1977) as well as many others. Research carried out in this field of analysis comes to prove that speakers usually exercise their interpretative power to decode the illocutionary force of

the speech act, to guess the implicature hidden in the message, to grasp the effect of irony or sarcasm in speech, to recognize the clichéd behavioural frames and practice the scenarios stored in the long-term memory in order to decode the strategic involvement of the particular speech event. Undoubtedly, the role of background emotional memory in the process of communicative interaction is of utmost importance. In fact, a skilled manager should be aware of the role of *emotional background knowledge* between the interactants and should seek for ways to implement *emotion management techniques* to avoid *communicative conflict* between the employer and the employees (Rostomyan, 2013a).

This is also a necessary competence of today's managers, as well as an important competence in this digitalized and technical area. Although it is believed that there is less risk that the manager's personal, deeply hidden emotional "conflicts" are not projected onto the employees and the environment. Nonetheless, we witness quite the opposite in our everyday working routine: when the manager is in a bad mood, he or she also leads and manages poorly and in a more aggressive manner. Yet, in case the manager is in a relaxed and positive emotional mood, the managerial skills are exhibited in a positive light of thought. Already with the decision to lead or manage people, an expansion of the competence of emotion management is of enormous effect and can increase the efficiency of the work, as well as facilitate the interpersonal interaction in the whole company altogether. And here especially, the *background emotional memory* of both the managers and the employees has to be taken into consideration. The term '*emotional memory*' was introduced into cognitive linguistics by Murray (1964). This term comes to show how two important aspects of human mind – emotion and memory – are interrelated. Emotional memory forms an essential part of the situational context in terms of the cognitive-pragmatic aspect of discursive behaviour (Ternès and Rostomyan, 2011). It provides a reliable basis for the successful function of the components of background knowledge.

Background knowledge (also called common knowledge, mutual knowledge) refers to various aspects of the communicative context – the physical world or the immediate environment in which communication is maintained, the social world or the social factors of the interlocutors (their age, status, intimacy, etc.) and, finally, the mental world. The aspect of background knowledge that belongs to the mental world contains both rational and emotional elements. Hence, the mental world contains chunks of knowledge of the objective world, which are stored in the memory in the form of scenarios and strategic frames as any perception is almost always a subjective one. Furthermore, the mental world is connected with human psychology and is built out of our former emotional experiences (based on culture, mentality, religion, etc.), as well as our further perception and cogitation of the latter; that is, it depends to a certain extent on the psychological characteristics of the interlocutors – their emotional experiences, socialization, expectations, intentions, and dispositions of the speakers in the process of communication (Paronyan and Rostomyan, 2011a).

As a matter of fact, the exceptional importance of emotions in human life has already been a crucial subject matter both in linguistics and in some social sciences, such as: neurolinguistics, psycholinguistics, cognitive linguistics, pragmalinguistics, social psychology, cognitive psychology and sociology. The analyses of verbal behaviour which proceeds in the form of negative emotional colouring and results in conflict talk illustrate the major role of the emotional mind (the speakers' emotions, beliefs, desires and wishes, motivations and intentions) in shaping the communicative context. No

doubt, the involvement of the negative emotional attitude of the interlocutors in the process of communication, particularly in the realm of personnel relations, becomes evident in terms of production and interpretation of speech which actually negatively affects the overall labour output and causes consequential tense relations between the interactants (Rostomyan, 2013a, 2013b). Emotional speech codes are different in various countries: something that is typical of the English or Spanish culture may not be acceptable in the German culture, as emotions and their verbal and non-verbal expressions are always culturally bound (Rostomyan, 2013b).

These indicators of the psychological state of the interlocutors predetermine the emotive charge of speech (both explicit and implicit) – convey emotional effect to speech, make an emotional and logical effect on the listener and, at the same time, form basis for the hearer himself to interpret the speech act emotionally. Hence, emotional memory works both for the speaker who encodes certain emotive meaning into his/her speech and the interpreter who decodes the speaker's intended meaning emotively. Thus, we assume that a large part of implicit meaning, which remains unsaid and veiled in the process of interaction, is related to human emotions and feelings. The speakers' past negative or positive emotional experience, which, as it has been given stated by us, is also part of mutually shared background knowledge, determines their choice of language data on a particular occasion of a speech event and consequently is being reflected in his/her verbal and non-verbal behavior. Hence, being components of the interlocutors' mental world, feelings and emotions very often find their outward verbal or non-verbal manifestation in speech, especially when the speakers, while undergoing very strong emotions, do not manage to suppress them or when they want to have an emotive impact on the interlocutors. As a result, it becomes obvious that by means of performing emotionally coloured speech, one stands a better chance of reaching his/her desired positive or negative emotional impact on the listeners (Rostomyan, 2020a, 2020b).

As far as emotional speech performance is concerned, it should be noted that, as a matter of fact, a great deal of research has been done in linguistics to define the elements of speech which give an evaluative impact – words, word-combinations, constructions, speech acts, which are bearers of certain emotional attitude, either positive or negative, and here human resources management, which deals with the management of human resources, which are not devoid of emotions and feelings, comes to the forefront and gains paramount importance.

Expression of emotions in speech

In fact, the problem of emotion and the expression of therein involves a number of important issues: perception, processing and evaluation of emotions and emotional states; *verbal and non-verbal means of expressing emotion*. Facial expressions, together with bodily movements form non-verbal means of communicating the emotional state of the speaker (Rostomyan, 2009). As for the verbalization of emotions, there exist certain function words, called *intensifiers*, which are used to modify or intensify the whole sentence or only part of it, particularly the emotional content (Buzarov, 1998). The analysis of the factual material enabled us to claim that if we want to deal with the problem of the manifestation of emotion in speech, we have to focus on expressive speech acts, since those kinds of speech acts state what the speaker feels (Yule, 1996). It is well known that emotions are grouped into two main groups according to evaluation – *positive emotions* (such as *love, affection, gladness, joy, delight, happiness*, etc.) and

negative emotions (such as *hatred, annoyance, fury, anger, rage, etc.*). Therefore, intensifiers can impart and entail two types of emotion – i.e. positive and negative. Whenever the speakers are overwhelmed with very strong either positive or negative emotions, their emotional disposition is being truly reflected in their speech. This includes cases when the manager is so disappointed about and angry with their employee's work that they by no means tend to control the display of their felt emotions and actually express them in their speech via verbal and non-verbal means of manifesting emotions which, as a result, have in emotive impact on the listener (Rostomyan, 2020b).

As a matter of fact, Hochschild (1983) in his book "The Managed Heart" speaks about "*emotional labour*" that is when professionals have to behave in a certain manner according to their vocations, including economists, lawyers, teachers, etc. This means that these professionals have to manage their emotions according to their profession, which means appropriately handling the outward expression of their felt positive or negative emotions (Rostomyan, 2020a). Thus, according to our professions we have to do our best to manage the expressions of our emotions, and managers should not be an exception, yet it is also noteworthy that sometimes these rules are violated by the interactants. The passage (Example 1) below represents a stretch of discourse where Les (the employer) is furious at Rachel (his employee), who works as a senior lawyer at his firm and who has performed malpractice by not reading properly the procedure of the Court concerning the appropriate delivery of papers and has sent them via mail, which may consequently cause actual harm to their company. The conversation is being made by phone; the employer is so angry that he does not even perform the usual greeting and conversation opening formulae.

Example 1:

A: *'How did you serve the IXP papers?' he barks into the phone as soon as I say hello. Les always skips the pleasantries.*

B: *'What do you mean?'*

A: *'Your mode of service. By mail? By hand?'*

B: *I nailed it to the cottage door, jackass, I think, remembering the antiquated mode of service tested by the New York bar.*

A: *'By mail,' I say, glancing down at my well-worn copy of the New York Rules of Civil Prudence.*

B: *'What? What?' he shouts into the phone. I pull the receiver away from my ear but now I hear his voice in stereo, filling the hall.*

A: *'The papers needed to go by hand! Didn't you bother to read the Court's order?'*

B: *I scan the letter from the judge. Damn, he is right.*

A: *'You're right,' I say solemnly. He hates excuses and I have none anyway. 'I screwed up.'*

B: *'What are you, a goddamn first-year associate?'*

A: *I stare at my desk. He knows full well that I'm a fifth-year.*

(Giffin, 2011)

The negative emotions of the employer are also manifested on the vocal level as well; he shouts on the phone so loudly that Rachel even pulls the receiver away from her ear. He uses a lot of vulgar intensifying expressions in his speech, i.e. *damn, goddamn, etc.* As we know, this type of intensifiers is usually used in familiar

conversation between equals, whereas here the speaker who uses them in his speech is higher in status and thus should try to avoid such expressions while making an act of reproach. In his speech he also uses the vulgar vocative “*jackass*” which deeply offends Rachel. Still, the mistake is so gross that Rachel herself confesses that she was to blame and she has actually performed real malpractice. Of course, it is an undeniable fact that each and every employee who does not act for the benefit of the firm has to be called for response, since it is through understanding our own faults that we can become more successful and proficient professionals. Yet, we do believe that such instances should be solved in a more diplomatic way. For instance, the same conversation should be made not on the phone but while face-to-face conversation, or the same things could be said by the employer again in a strict tone, but without using so many offensive expressions. This would, indeed, fit into the seriousness of the situation; as a result, giving both of them a better chance to proceed and learn to avoid a similar situation in future as there has been made a real gross mistake and in case of visualizing each other while conversing will give the employer a better chance of reaching his desired impact on the employee making the latter realize the significance of their conversation and make her understand that this kind of mistake should by all means be avoided in the future, since not following his instructions may cost Rachel her job. Besides, in her stream of consciousness speech Rachel uses the intensifying adverb “*full*” to denote her disappointment and regret.

It is our firm belief that the same impact cannot be reached in case of phone conversation since in case of face-to-face communication the speaker who wants to make an act of reproach, besides using verbal means of conveying information and emotions, may also apply non-verbal means, i.e. *facial expressions, eye contact, bodily movements*, etc. The fact is that after this conversation the tense emotions that they both have felt during the conversation will be shaped in their *emotional background memory* and will later on hinder the process of their mutual understanding, since they have already been negatively disposed towards each other. In case the manager or the employee is such a skilled person who is able to control the display of those very negative emotions and manifest them in a polite manner, he or she will actually stand a better chance of both reaching his/her desired result and preserving the harmonious relations with the personnel who are, as a matter of fact, one of the most important part of each and every organization. One should think twice before using any words as those very words, if not appropriately used, may have negative impact on the people who will consequently begin to feel certain negative emotions which may consequently harm the harmonious working atmosphere. The extract (Example 2) below represents an illustration of imparting positive emotions on the part of the employer. Here, as he is not influenced by external stimuli causing negative emotions, he gives instructions to his employee in a more accurate manner, even making a compliment concerning the roses on the latters table.

Example 2:

A: ‘*Well, make sure you check case law in other jurisdictions too,*’ he says. ‘*We need to anticipate all of their arguments.*’

B: ‘*Yup,*’ I say.

A: *No, duh.*

B: *As he turns to leave, he says over his shoulder, ‘Nice roses.’*

A: I am stunned. Les and I do not make small talk, and he has never commented on anything other than my work, not even a 'how was your weekend?' on a Monday morning, or a 'cold enough out there for you?' when we ride the elevator together on a snowy day.

(Giffin, 2011)

In the abovementioned passage Les, the employer, does not very strictly give commands to his employee explaining the work to be done in an accurate way, and he even performs an act of complimenting the employee by noticing flowers on the table, i.e. *Nice roses*, which, as a matter of fact, may serve as a stimulus for Rachel to think that her boss is not a monster after all and may praise her work in case she manages to succeed in doing everything according to the predefined procedure of the Court as they are both lawyers. As the author explains, Rachel is stunned and positively amazed by this very fact because they have never exchanged a couple of words not concerning work. Thus, as Les has never done something like this before, now, as a matter of fact, it attracts Rachel's attention more, even if it is only a very short comment bearing positive overtones and is done without looking at her, in a shy way or like in a rush (Rostomyan, 2020a). This truly reminds us of Henry Ford, one of the greatest managers, who always tried to be in close contact with his employees remembering their family issues even if it's only a very small beginning along the way of reaching a healthy and productive working atmosphere. We do believe that acting in this way in regard to your employees can also be considered to be one of the pledges of one's flourishing business. Another interesting example is Napoleon Bonaparte who remembered his soldiers by name and surname giving them the ground to be sure that their commander and leader cares for each and every one of them. Thus, we come to think that in case managers praise their employees whenever deserved or sometimes communicate with them concerning different topics, they will consequently change their interpersonal relations for the better (Rostomyan, 2020b).

Case study

To find out the relevance of emotions in human resources management, we have conducted a survey in two big corporations in the field of Banking and Automotive industry, where the interviewed people were asked to answer questions regarding the importance of emotions at workplace (*Figure 3*).

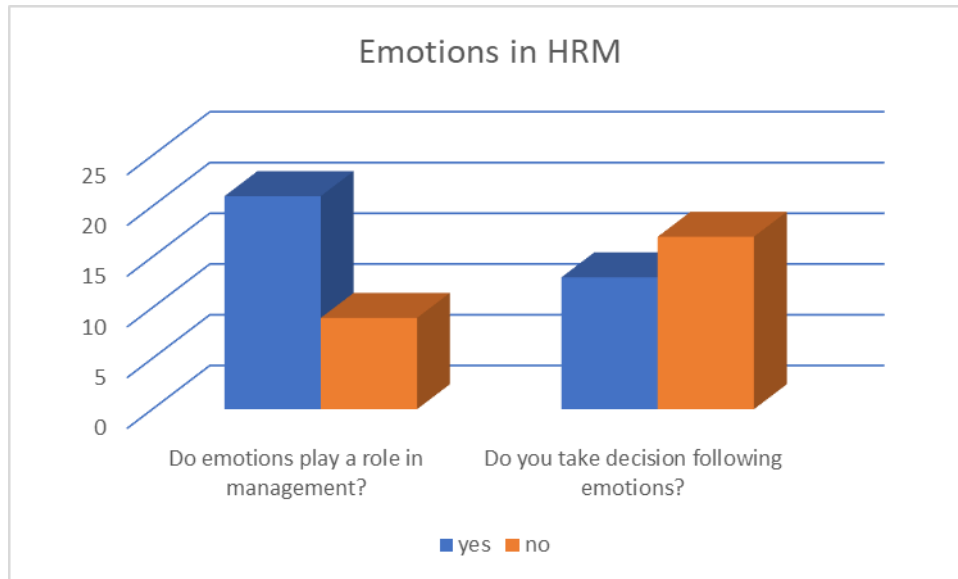


Figure 3. The relevance of emotions in human resources management.

The results come to prove that the vast majority of the interviewed are aware of the importance of emotions in management, especially in human resources management. Though they are more inclined to think that when taking decisions, they are mostly influenced by their reason, there were people who thought that emotions are also important in taking decisions. The findings of *Affective Neuroscience* as well as *Cognitive Psychology* and philosophy of emotions are very crucial for us to understand the linguistic mechanism of explication of emotions through verbal tokens. Thus, our brief theoretical survey enables us to conclude that a person's emotions (both conscious and subconscious) are evaluated (that is, assessed, judged) as *positive* and *negative* and become part of his/her background knowledge stored in the rational brain. As a result, any information which is able to be processed in the brain evokes certain emotions which may, accordingly, have a great impact on one's behaviour. Consequently, in certain cases one's verbal behaviour depends on the evaluation made on the spot, due to certain parameters of the communicative situation. Furthermore, as we have given stated, sometimes emotions can be guided by rational mind due to background knowledge – cultural, ethnic, social, historical information stored in one's memory. Moreover, when making judgements on situations, evaluating events and individuals surrounding them, human beings are often guided by previous experience. Therefore, it should be stressed that a person's previous emotional experience can also determine his/her present emotional state and, accordingly, become verbalized in the process of communication.

As we have already stated, emotions can also be imparted through non-verbal markers, such as gross bodily movements, postures, gestures, facial expressions, etc. Actually, neither emotions, nor their expressions are concepts universally embraced by psychologists. The term "expression" implies the existence of something that is being expressed. Some psychologists state that it is their true belief that there is not really any specific organic state and any exact description of it that corresponds to our naive ideas about human emotions or feelings. Other psychologists claim that the behaviours of humans referenced by the term "expression" are part of an organized emotional response, and thus, the term "expression" may truly capture the role of those very emotional behaviours' less adequately than a reference to it as an aspect of the

emotional reaction. However, some other psychologists claim that facial expressions have primarily a communicative function and convey something about intentions, implications or internal states, and hence they find the connotation of the term “expression” useful (Rostomyan, 2013b).

As for facial expressions, academic research shows that people categorize emotion faces in a similar way across cultures, that similar facial expressions tend to occur in response to particular emotion eliciting events or occasions, and that people produce simulations of emotion faces that are characteristic of each specific emotion in particular. Although there may be slight cultural differences, the general patterns of expressing emotions and simulating them on our faces are rather the same. Despite some unsettled theoretical discussions and implications of these findings, a consensus view is that in diverse studies of human emotions and the actual verbal and non-verbal means of communicating the latter, it is often useful and important to know what exact facial expressions correspond to each specific emotion and to know the basic cultural differences so that not to leave some ground for misunderstandings. For instance, it is very important to know that although almost in all the European and Asian cultures one generally nods to confirm a statement and shakes the head to deny a statement, yet in the some other culture like the Bulgarian culture it is quite the opposite: one shakes the head to imply the answer “Yes” and nods to imply the answer “No”. Thus, in case the speakers are not aware of the cultural subtle differences this may cause actual misunderstanding (Rostomyan, 2020a).

Goleman (1995) claims that the argument for there being a handful of core emotions hinges to some extent on the discovery by Paul Ekman at the University of California at San Francisco that specific facial expressions: i.e. fear, anger, sadness, enjoyment are recognized by people in cultures around the world, including preliterate people presumably untainted by exposure to cinema or television – suggesting their universality. Ekman proved that facial photos portraying expressions with technical precision to people in cultures as remote as the Fore of New Guinea, an isolated Stone Age tribe in the remote highlands, and found out that people everywhere recognized the same basic emotions. This universality of the basic facial expressions of emotions was probably first noted by Darwin, who saw it as evidence the forces of evolution had stamped these signals in our central nervous system (Ekman, 2004; Rostomyan, 2013b). When speaking about human resources management, we have to bear in mind that the expression of anger is prohibited because of the demands of the profession and because of social competence, not to spoil the harmonious workflow of the workplace interrelations both on the verbal and non-verbal levels. In the Example 3, presented below we can observe a case of encoding negative emotions via non-verbal means of communication and in this way performing an indirect act of reproach: *caught Scott’s eye*. In everyday life, as a matter of fact, sometimes even merely an eye contact may be sufficient to decode the intended positive or negative emotion.

Example 3

Dan Ford caught Scott’s eye; his ex-senior partner’s expression asked a silent question: You gave up your career for a murderer? (Gimenez, 2007)

In the aforementioned passage Dan Ford, the former partner of Scott, who is a lawyer and who, notwithstanding a number of obstacles which ruin his career, has decided to defend an Afro-American woman who most probably is a murderer. Dan’s eye contact

with Scott bears the implicit meaning of an indirect act of reproach, naturally evoking negative emotive impact on him. Of course, as far as eye contact is concerned the problem should be viewed from an intercultural or multicultural perspective as well. For instance, in contrast to facial expressions and mimics, an eye contact bears a different meaning in different cultures; e.g. a long-lasting eye contact is not “allowed” in the Western European countries, but if one doesn’t use this at all while face-to-face communicating with somebody, it may seem, that the speaker has something to hide or that he/she is way too shy. In contrast to this stands the Asian culture, especially the Japanese and the Chinese, where eye-contact is considered to be an indicator of an intimate relationship with the counterpart (Rostomyan, 2020a).

As a matter of fact, ruled by certain positive or negative emotions, speakers use both verbal means of expressing emotions, i.e. language units (words, phrases, structures, speech acts) and non-verbal means of expressing emotions, i.e. facial expressions displaying diverse emotions, gross bodily movements, different gestures, etc. carrying positive or negative implications and, in doing so, they get involved in contradictory types of interaction. In this respect the relationship of the speakers is of utmost importance as well. Besides, it should be mentioned that face-to-face communication greatly differs from on-line communication or phone communication, since talking without seeing each other may cause actual misunderstanding or the feel of need to express something in a more intensive and expressive way. In case of face-to-face communication, actually, both sides may express their thoughts and feelings in a very implicit manner simultaneously influencing one another. In case they display negative emotions, they consequently get involved in conflict talk, quarrel, argumentation, etc. In case they reveal the presence of positive emotions, their interlocutors come to think that there is a positive predisposition between them and thus no actual conflict communication results. Obviously, the positive/negative emotional attitude of the speaker towards the parameters of the linguistic situation is related to his/her evaluative competence, former emotional experiences and emotional background memory, as well as his/her perceptions of similar situations which bring to self-fulfilling prophecy, and therefore, have a vital cognitive significance. Thus, we assume that the analysis of the linguistic mechanisms of verbalization of emotions, which has become quite urgent today, should be carried out on the basis of cognitive evaluation of emotivity (Rostomyan, 2020b, 2013b).

Today, within each and every company communication is not only made in real life, but also on the Internet and/or virtual area. As a matter of fact, there is a common assumption that face-to-face communication is more persuasive, much clearer which makes a relationship much stronger as during face-to-face one is much more calculable than during on-line communication, since while vis-à-vis conversing with your social partners one stands a better chance of having the desired emotive impact on the listeners via using non-verbal means of communication as well, that is body language which fits to the words used by the speaker supplying the counterpart with extra information about the latter's emotional states and eventually having an emotive impact on the listener, whereas in the process of network communication there is a potential lack of showing one's emotions on the vocal and non-verbal level, namely voice modulations, facial expressions, bodily gestures, etc. Of course, one can make use of diverse emoticons for email, instant messages, social blogs and mobile phones to express positive or negative emotions, but there is always a problem on the part of the receiver to decode whether a particular smiley was meant to be sincere and to show the exact emotion that the sender

of the message was fostering at the moment of displaying it, or whether it was used just as a means of emotion management for the sake of preserving harmonious social interpersonal relations. Indeed, it is a very difficult task for each and every one of us to grasp the real speaker meaning – whether while face-to-face or on-line communication, as we are always being influenced by our previous emotional experience which is embodied in our mental world as emotional background knowledge (Ternès and Rostomyan, 2011).

It should be noted that each of the organizations' policies, induction procedures, performance management programs and procedures, training and operational manuals display the company's ability to educate, support and monitor the team's performance in compliance with the manager's goals and their capability. In case the manager is able to evaluate and reevaluate his/her personal relations with the staff members and their interpersonal emotions and manages to control the display of over-negative emotions in the heat of the emotional moment, trying to express those very emotions in a more diplomatic way, he/she will actually manage to have a successful team (Rostomyan and Rostomyan, 2018; Rostomyan, 2020b).

Conclusion

We firmly believe that for every manager it should be a part of his/her profession to control the body language together with the speech, in addition checking the verbal and non-verbal behaviour of the employees as this means of language is often a more honest one than the content that people encode at the moment of speech production. Thus, having a clear-cut idea about when, where, why and how to appropriately to manage the expression of emotions via verbal and non-verbal means of communication, as well as having clear and well-defined systems, policies and procedures, including regular feedback and performance appraisals, managers will enable the working team to meet the company's, as well as their very own expectations and developments.

In conclusion, our firm belief is that it is the task of each and every successful manager to link the top to the bottom of the organizational staff members and to foster a healthy working atmosphere which will offer and ensure encouragement, motivation, promotion and productivity. For this very reason, managers of any level should bear in mind to be approachable for his employees and try to arrange as many meetings as possible struggling to face-to-face build a stronger relationship with trust and plain messages, giving the employees the ability to share their thoughts, ideas, needs and worries, feelings and emotions, together trying to find the best solutions for the benefit of a mutual goal.

Actually, there is much more going on beneath the surface than one could imagine, and in case managers bear in mind the importance and vitality of human emotions, realize that they are dealing with *human* resources and not merely working machines, which are devoid of emotions, they will stand a better chance of avoiding conflicts at workplace, which will consequently create a calm and pleasant working atmosphere and, thus, eventually ensure better labour results and prosperity of the company.

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Conflict of interest

The authors hereby confirm that there is no conflict of interest involved with any parties in this research.

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