



Amygdala: Neuronal Tripod in Managerial Choice

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“Our brain works faster and smarter than we could ever really imagine. The prefrontal cortex, amygdala, and the hippocampus are the three main areas of the brain that deal with stress and trauma, activating reactions throughout the body”.

... Antony Goldsmith

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Abstract

The amygdala, a key structure in the brain's limbic system, plays a crucial role in choice-preference processes, including those within business settings. This research article explores how the amygdala influences choice-preference in businesses, along with the concerns and challenges associated with its impact on employee productivity and well-being. Strategies for enhancing employee well-being, productivity, and positive mental health are discussed, along with recommendations and implications for organizational leaders and stakeholders.

Keywords: Emotions, Choice-Preference, Stress, Workplace Conflicts, Employee Well-Being, Neuroscience

“Anxiety happens when a part of the brain, the amygdala, senses trouble. When it senses threat, real or imagined, it surges the body with hormones

(including cortisol, the stress hormone) and adrenaline to make the body strong, fast and powerful. This is the fight or flight response and it has been keeping us alive for thousands of years. It's what strong, healthy brains are meant to do”.

... Antony Goldsmith

I. Introduction

Choice-preference is a fundamental aspect of business operations, encompassing choices related to strategy, resource allocation, risk management, and more. The amygdala, known for its role in processing emotions and triggering the body's stress response, also significantly influences choice-preference processes. However, the impact of amygdala function on business choices and employee well-being is often overlooked. This research article aims to shed light on the interplay between the amygdala, choice-preference in businesses, and strategies for promoting employee productivity and well-being.



The amygdala's roles in more intricate functions, like social interaction, have been investigated in recent human studies. (Gupta et al., in press, Kennedy et al., 2009, Spezio et al., 2007, Tranel and Hyman, 1990), social judgments (e.g., trustworthiness, stereotyping) (Adolphs et al., 1998, Phelps et al., 2000, Winston et al., 2002), and choice-preference (Bechara et al., 1999, Brand et al., 2007, De Martino et al., 2010, Weller et al., 2007). Here, we review work elucidating the role of the amygdala in choice-preference in humans.

Gupta et al. (2011) focused on amygdala and choice-preference. As per the study, amygdala plays an important part in choice-preference by inducing autonomic reactions to affective cues such as rewards and penalties in the form of money. This research has revealed evidence of a relationship between sex and the laterality of amygdala functioning, with men showing larger deficits in choice-preference and social behaviour when unilateral injury to the right amygdala occurs and women appearing to be more negatively impacted when damage to the left amygdala occurs. According to our theory, the amygdala is a component of a habit-like, "impulsive" system that sets off emotional reactions to sudden events.

Amygdala and Business Choice

"The amygdala in the emotional center sees and hears everything that occurs to us instantaneously and is the trigger point for the fight or flight response".

... Daniel Goleman

An important component of the limbic system of the brain, the amygdala is mostly linked to emotional reactions, especially those of fear and pleasure. It may not be immediately evident, but it actually has a big impact on commercial choice-preference.

Emotional Processing: The amygdala processes emotional cues and stimuli, which can influence choice-preference by affecting perceptions of risk, reward, and uncertainty. Emotionally intelligent managers are better able to comprehend and control both their own and others' feelings. Managers with emotional intelligence are better able to handle difficult interpersonal situations, settle disputes, and make choices that take stakeholders' interests and feelings into account. The way that managers view the risks and uncertainties involved in preference choices might be influenced by their emotions. One may become risk averse due to fear or anxiety, whereas risk-

taking behaviour can result from overconfidence. To make wise choices in unpredictable situations, one must comprehend how emotions influence one's sense of risk.

"The amygdala serves as the brain's emotional switchboard, receiving information from the senses and then signaling the rest of the brain and nervous system how to respond."

... Susan Cain

Noble winner Herbert Simon (1967, 1983) sparked a revolution in the research which incorporated cognitive and situational limits in the current normative models of rational choice. He could foresee the crucial attention that was being given to emotions in choice preference. Mr Simon understood that his theory would remain incomplete until the role of emotion was defined in choice preference. The search to determine how emotions affect judgement and choice preference is gaining traction across academy fields from philosophy (Solomon 1993) to neuroscience (e.g., Phelps et al. 2014).

Lerner et al. (2015) examined how choice-preference and emotion play an important role in organization structure and critical analysis in the field of choice preference. According to the research, emotions are strong, predictable and can influence choices in both ways such as positive and negative. The knowledge gained over the previous thirty-five years of studying emotion and choice-preference is arranged and examined. As a result, this study provides the emotion-imbued choice model, a synthesis of scientific models that takes into consideration inputs from both more recent and earlier choice theory.

Integral Emotions and Choices

When doing a field survey, it is helpful to recognize the various emotional states. We begin with intrinsic emotions, which are those that result from the judgement or choice under consideration. These emotions have a significant and consistent influence on choice preference (Damasio 1994, Greene and Haidt 2002). For example a person may decide for a less risky option over a more profitable one if they are worried about the possible consequences of taking a risk. Choice preference is influenced by integral emotions even when they originate from the assessment or option at hand. For you still does the base rate of death from driving a significantly greater than those from flying the same distance people may choose to drive and not to fly because they are terrified of flying (Gigerenzer 2004). Even when the cognitive



facts advise a different course of action, the integral emotions play a remarkable amount of influence (Loewenstein 1996).

Incidental Emotions and Choice

Johnson and Tversky (1983) conducted the first empirical proof of incidental mood effects on risk perception using a valence-grounded approach. This seminal work established a convincing scientific protocol for evaluating incidental emotion effects that would be repeatedly replicated. After reading newspaper articles meant to elicit a good or negative attitude, participants calculated the fatality rates with different possible causes of death such as heart disease. Participants who read sad stories estimated the number of deaths to be lower than those who read good stories. The degree to which the content of the stories and the judgments that followed were comparable did not affect the impact of mood on judgement. Instead, all judgments were largely influenced by the mood.

Emotional Valence and Choice

Not all affective influences on choice-preference and judgement can be explained by valence. Emotions with similar valence, like sadness and anger, are linked to various antecedent appraisals (Bodenhausen et al. 1994b), facial expressions (Ekman 2007), brain hemisphere activation (Harmon-Jones and Sigelman 2001), autonomic responses (Levenson et al. 1990), and central nervous system activity (Phelps et al. 2014). An Annual Review of Psychology article on JDM from 1998, at the latest, pointed out that valence and arousal alone are insufficient to predict JDM outcomes. It appears that emotional experiences cannot be adequately described by even a two-dimensional model. Arousal does not fully convey the differences between anger, sadness, and disgust, which are all types of negative effect. A more thorough strategy is needed. Gupta, S. (2021) stated that the personality of a person influences the choice-preference through her study discussing the neuroticism, extroversion, psychoticism, and lying. Such emotions shape that choice-preference of a person.

Content of Thought and Choice Preference

Anger receives the low marks for pleasure and pleasantness and high marks for control, getting work done and certainty of work. These traits imply that such people can see unfavorable things as foreseeable outcomes and taken plan action to control such outcomes. While where is

characterized by absence of control and absence of assurance which might lead to unfavourable things happening randomly and according to circumstances. People who fear and to see more risk and less opportunity while people prefer who can foresee they prefer to see less risk. These differences in appraisal are specially significant to risk perception. [Kentner and Lerner, 2000, 2001]

Depth of Thought and Choice

While preference choices, emotions have an impact on how deeply information is processed. If emotions play an adaptive role by alerting us to situations that require more attention, then one intriguing school of thought (Schwarz 1990, Schwarz and Bless 1991) suggests that the positive mood indicates safety and a negative mood indicates danger. Many a studies have demonstrated that the positive and negative state of minds are more or less influenced by the cues like authority, power, attractiveness, likeability, confidence of the source. (Bless et al. 1996, Bodenhausen et al. 1994a).

Goal Activation and Choice

Frijda and colleagues (1989) discovered that anger was linked to the need to fight, injure, or overcome someone or something in order to alter the circumstances and move against them. As one might anticipate, being physically and emotionally prepared for combat is evident. Lerner et al. (2013) investigated whether the impact of depression on implicit objectives might heighten impatience in financial choices, perhaps resulting in a narrow-minded concentration on acquiring money right away rather than later, even when the benefits were significantly less substantial in the short term. As expected, median sad-state participants took 13-34% less money right away to avoid having to wait three months for payment as compared to median neutral-state participants across experiments. This effect, once again, defies explanations based on valence: participants who were disgusted showed the same amount of patience as those who were indifferent.

Interpersonal Choice and Emotions

According to research, emotion may play at least three roles in interpersonal choice preference: (a) assisting people in understanding the feelings, intentions, and beliefs of one another; (b) providing incentives or imposing costs on others' behaviour; and (c) eliciting feelings in others that are complementary, reciprocal, or shared (Keltner and Haidt 1999). For instance,



because anger indicates a desire for behavioural change, it can lead to concessions from negotiating partners (Van Kleef et al. 2004a) and more cooperative methods in bargaining games (Van Dijk et al. 2008). (Fischer and Roseman 2007). Contextual factors qualify this impact, including the ethically delicate nature of a negotiation (Dehghani) and the motivation and capacity of interaction partners to process emotional information (Van Kleef et al. 2004b).

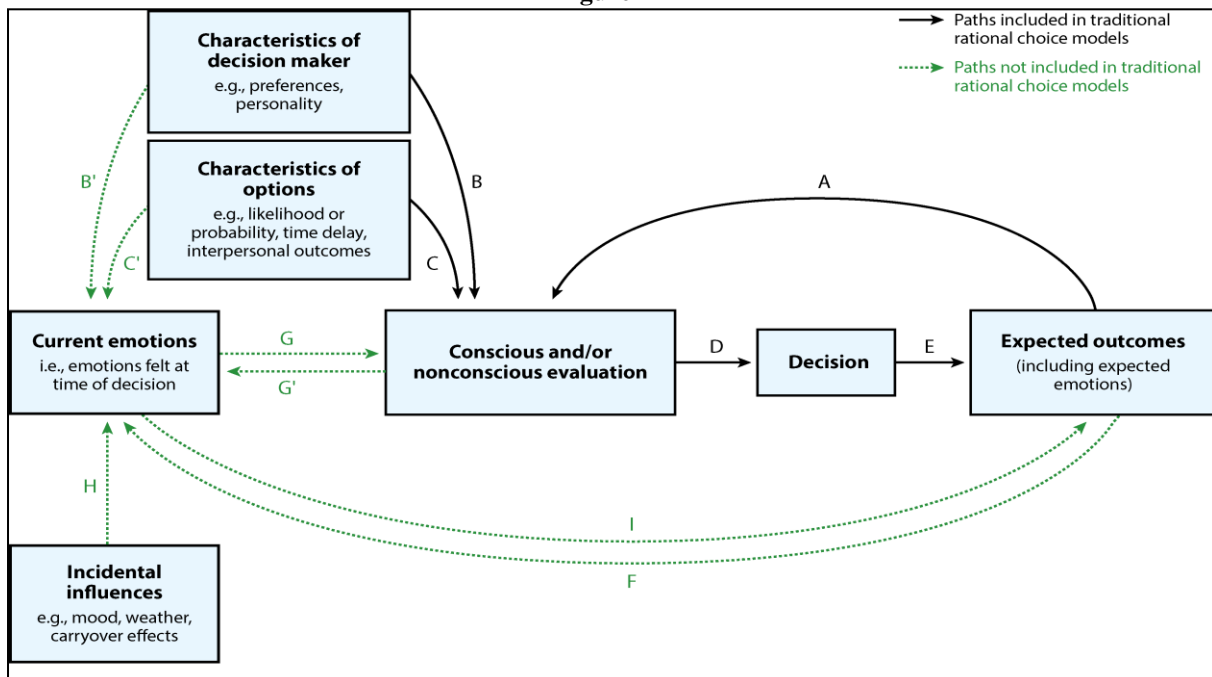
Interpersonal emotions can affect how others behave by conveying information about the emoter's goals, but they can also affect how others behave because they elicit similar or complimentary emotional states in them. When those in positions of authority express their anger, it can provoke both fear (or equivalent rage when people in lower positions do the same; Lelieveld et al. 2012) and a desire for revenge (Wang et al. 2012). Expressing dissatisfaction with a proposal might make a negotiation partner feel guilty and

encourage restitution (Lelieveld et al. 2013). The people who are at the helm of choice preference attempt to influence the emotional communication in order to obtain the strategic information (Andrade and Ho 2007). The emotional expression and emotional communication play an important role and are complementary to each other.

Emotions and Choice Preference under Certain Circumstances

Many approaches to reducing the impact of emotions on judgement in circumstances when those impacts are deemed harmful have been studied. Either (a) minimising the emotional response's magnitude (e.g., by delaying, reevaluating, or inducing a counteracting emotional state) or (b) shielding the judgement or choice-preference process from the emotion (e.g., by crowding out emotion, raising awareness of misattribution, or altering the choice architecture) are the general forms of these strategies.

Figure-1



Source: Lerner J.S. et al. 2015. Annu. Rev. Psychol. 66:799-823

According to choice theory, the choice-maker must weigh the projected benefits of each of the available options in order to determine which is most useful. These outcome utilities are coupled with option features like probabilities and time delays, as well as choice maker characteristics like discount rate and risk aversion. An overall assessment of each alternative is formed by

combining these elements (Figure - 1, lines A, B, and C), and the best choice is selected (Figure - 1, line D).

Let us suppose that someone who is grieving over the loss of her dog is presented with an inter-temporal option: she can choose to receive \$50 now or \$100 in a month. As previously said, personal traits may influence her choice; for



instance, a high discount rate would make her less likely to select the delayed amount (Figure - 1, line B). As per the ATF, her grief, albeit unrelated to the choice (Figure - 1, line H), will heighten her drive to get immediate gratification, even if it means sacrificing future benefits (Figure 1, line G). But the anticipation of anticipated good things could lessen her melancholy by inspiring hope for the future or enthusiasm about the possibilities.

Risk Assessment: Activation of the amygdala in response to perceived threats or uncertainties may lead to more conservative choice-preference to avoid potential negative outcomes. Managers frequently rely on gut instinct or intuition when preference choices, particularly in circumstances where the available knowledge is vague or insufficient. These instinctive assessments, which are informed by emotional cues and prior experiences, offer insightful information to support analytical reasoning.

Business risk is defined as “the exposure a company or organisation has to factors that will lower its profits or lead it to fail” by Investopedia. A business risk is anything that could make it more difficult for the company to turn a profit or accomplish its objectives. Certain risks may originate from within the company, such as when a leader creates an environment where risk is heightened for the company. The cost of production-related materials, heightened rivalry from other businesses, or modifications to municipal or federal laws could all be considered external risks. A well-thought-out risk management approach can help you negotiate these external risks. Emotions have the power to affect moral judgement by modifying one’s conception of what is right and wrong. While thinking about moral quandaries, managers may feel moral feelings like guilt, shame, or pride. These feelings might affect their choices and behaviour. Managers that possess emotional intelligence are more adept at handling moral dilemmas and reaching choices that are consistent with the principles of the company.

How to Recognize Risks?

Developing a risk management strategy is the first step towards identifying potential risks. An effective risk management plan identifies risks according to priority, evaluates their causes and potential effects on the company, looks at ways to prevent risks and what to do in the event that they materialize, and develops a backup plan in case the

risks materialize. It is not appropriate for professionals in leadership roles to have a “wait and see” approach to risk. When a threat is identified, it is imperative that the issue be resolved right away to prevent it from getting worse. Should it occur, a strategy for handling the challenge ought to be established? Employees should be involved in identifying risks that they observe or may encounter in their department, according to managers. A key component of risk management is methodological training for identifying and managing risks. Developing a list of actions and fixes to address and resolve the risks might be aided by researching possibilities in a specific profession or industry. There are situations where the same risk recurs. Management may benefit from keeping a record of these recurring dangers and their fixes.

Risks that Businesses Face

More threats than others can be posed by certain dangers. Certain prevalent hazards that companies encounter may impede them from accomplishing their financial objectives. Some of the most common business risks are listed below:

- **Market Fluctuations:** Market fluctuations and economic ups and downs have an impact on enterprises. It’s critical to keep up with trends and prepare for a downturn in the economy. It is advised that businesses keep a consistent cash flow and stick to a tight budget.
- **Fraud and Security:** Online businesses are constantly at risk from hacking and data breaches. In today’s commercial world, ransom ware and payment fraud are commonplace concerns. Public trust and reputation are also impacted by this kind of risk. Security threats can be identified with the aid of fraud detection tools, security solutions, and employee and consumer education on these matters.
- **Unexpected Occurrences:** Unexpected occurrences like a natural disaster, power outage, or technological issue can have an effect on a company’s capacity to generate revenue and damage its reputation.

What makes Risk Assessment Important?

Examining carefully what could hurt a company and keep it from achieving its objectives is known as risk assessment. The possibility of harm can be decreased, penalties and legal action can be avoided, and the company’s assets can be safeguarded. Ignoring risk assessment and management can lead to a number of problems, including inability to succeed, significant personnel turnover, lawsuits, disastrous financial losses, theft, a damaged or negative reputation,

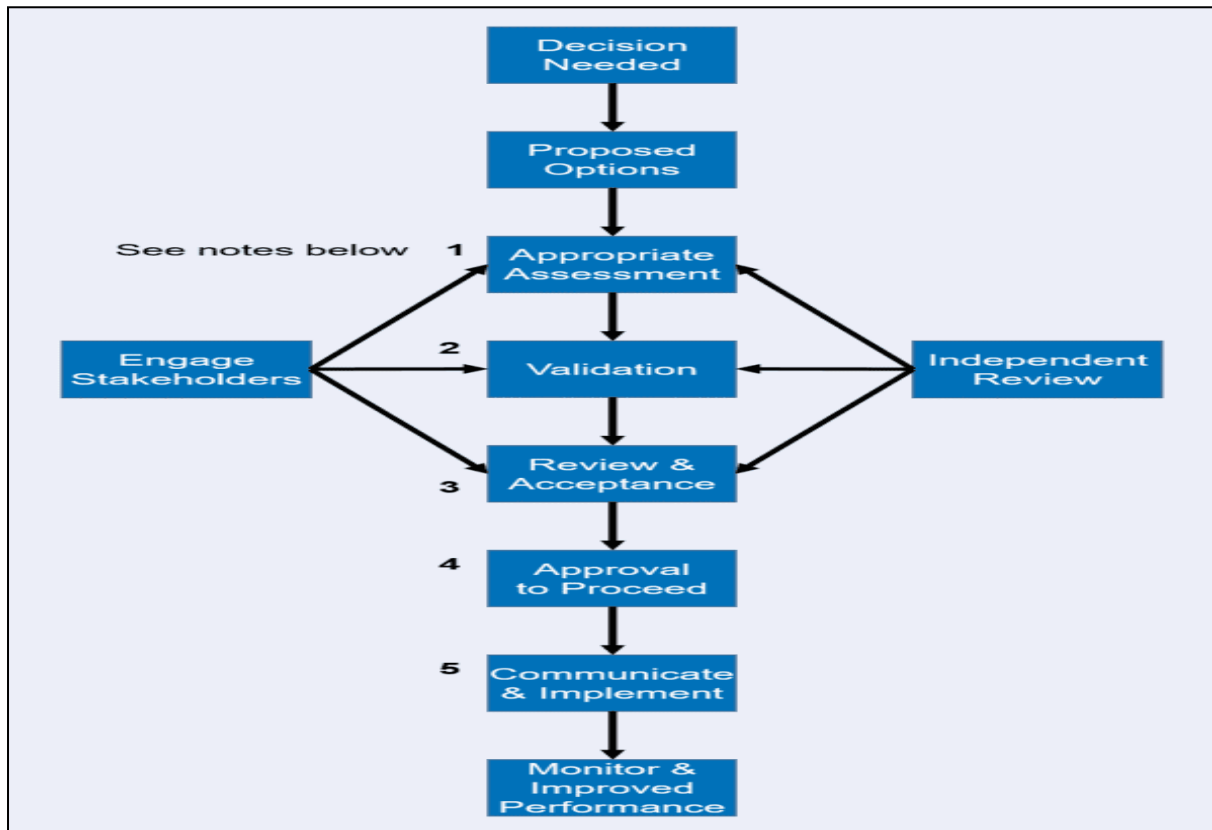


missed chances and defective products. "Operational risk management should be considered more about value-creation than just preference sure a firm has done its due diligence and complied with rules," states AON Risk Solutions. When done correctly, risk assessment and management can lead to more business and prospects".

Preference choices based on risks

The process of preference choices involves having to decide between several options or whether to take a certain action. The options available are frequently limited by goals and constraints related to social, technological, business, safety, and environmental aspects. Preference the "best" choice necessitates knowing these numerous requirements and objectives, their relative importance and how to evaluate your selections.

Figure - 2
Standard Process for Choice Preference



Source: <https://risktec.tuv.com/knowledge-bank/risk-based-choice-preference/>

Figure - 2 shows a standard choice-preference process framework. How significant the change is determines how much and how formally it is assessed, documented, reviewed, consulted and approved.

As per points shown in Figure - 2, the detail of following points is:

- Point No. 1. - Various factors, such as legal mandates, internal evaluations, audit conclusions, learning from significant events, etc., may necessitate changes.

- Point No. 2. - Depending on how big the change is, different documentation and assessment requirements will apply. This will cover a range of evaluation methods, from experience-based to more through numerical.

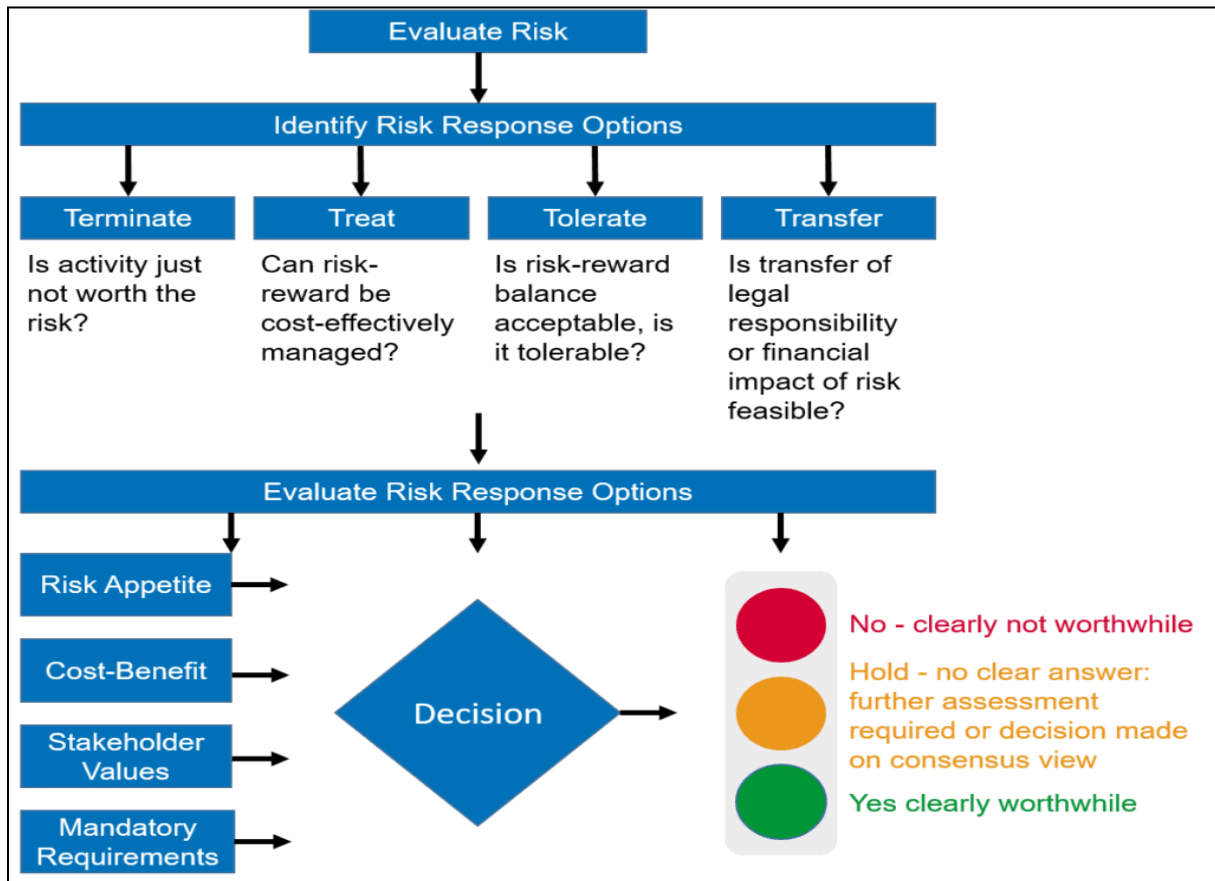
- Point No. 3. - The significance of the suggested modification will determine how thorough the assessment is. Internal and independent reviews as well as the participation of regulatory organizations will all fall within this category.



• Point No. 4. - Depending on how important the suggested change is, the approving body will decide.

• Point No. 5. - Effective change implementation is perhaps the most important stage because risk reduction does not happen until after this.

Figure - 3
Risk Based Process for Choice Preference



Source: <https://risktec.tuv.com/knowledge-bank/risk-based-choice-preference/>

As per Figure-3, available options will be determined by utilising one or more of the risk response techniques known as the “4Ts”: Terminate Treat, Tolerate, and Transfer. A well-thought-out risk response portfolio will contain strategies for stabilisation and recovery to guarantee company continuity as well as efficient reputation management, in addition to lowering the probability that a risk may materialize. Using hedging strategies or getting insurance could also help lower the likelihood of suffering a financial loss. The risk response choices must then be assessed, taking into account the advantages, disadvantages, and opinions of pertinent parties. While risk solutions that are not cost-effective that is, where the cost of the control outweighs any risk reduction would typically be rejected, there can be

requirements that must be met. The study of Karunathilake, et al., 2020 attempted to present frequently used mathematical tools and give an overview of risk management and related choice preference principles. Professionals engaged in a wide range of applications, including process management, community development, product creation, and health and safety, can benefit from the compiled information.

Social Influence

The amygdala also plays a role in social choice-preference, such as trust-building, collaboration, and negotiation, which are essential for effective business relationships. Choice-preference procedures and results may be impacted by managers’ emotional moods. According to



research, although depressive moods may cause people to make more cautious or conservative choices, happy moods can foster creativity, openness to new ideas, and risk-taking behaviour. Managers may better control their emotions and maximize performance by acknowledging the impact of mood on choice-preference. In administrative teams, group choice-preference processes heavily rely on emotions. Feelings like excitement, annoyance, or disagreement can mould the dynamics of group interactions and impact ideation, choice-preference, and reaching a consensus. Good leaders create an atmosphere that encourages productive collaboration by being sensitive to the emotional state of their teams.

The study of Schobel et al., 2016 examined about how social factors affect people's choices in a scenario where choices must be made sequentially. Authors were used an information cascade paradigm in the first experimental investigation to show how people deduce information from other people's judgements and use that information to their own choice-preference. To find out how much weight people attach to social information vs. private, individual information, used a cognitive modelling technique. In contrast to the normative Bayesian explanation, the suggested social influence model demonstrates that individuals prioritise their own private knowledge over social information. In the second study, they integrated Study 1's abstract choice problem into a scenario involving medical judgement then looked at whether people also respect the authority of others when they are in a medical crisis.

Instead of examining sociological and psychological aspects, modern economics has generally stayed away from them and concentrated on certain behavioural presumptions where expectations are established using mathematical algorithms. Modern economics has generally avoided analysing psychological and sociological aspects in favour of narrow behavioural presumptions where expectations are established based on mathematical formulas. The study of Baddeley, M., 2010 combines concepts from the social and behavioural sciences to argue that the behavioural approach used in most economic analyses is too strict and binary, ignoring sociological and psychological factors and classifying behaviour as either rational or not. A strategy that focuses on the interplay of several choice-preference systems can more effectively

capture the interaction of cognitive and emotional elements that may be reflected in behaviour. An interdisciplinary approach that takes concepts from several fields is necessary to comprehend the mechanisms influencing economic and financial choice-preference.

Psychology Broadening Behavioural Assumptions

Personality and psychological qualities operate as moderators of cognitive factors (Borghans et al. 2008). It is challenging to pinpoint the exact cause of herding behaviour, however there is evidence that those with lesser cognitive abilities are more risk averse. If herding behaviour is a reaction to risk, cognitive elements may be involved (Dohmen et al. 2007). Additionally, Baddeley et al. (2007) discovered that rapid thinking is linked to contrarian behaviour, or deviating from the herd rather than following it. Personality traits and other psychological factors may also predispose individuals to specific moods; experimental evidence suggests a connection between the tendency to herd and psychological traits associated with sociability, such as extraversion, conformity, and risk aversion (Baddeley et al. 2007).

Extreme emotions negatively affect trading performance, while positive trading performance is not significantly correlated with specific personality traits, according to Lo et al. (2005), who distinguished between the effects of personality and mood on financial choice-preference. They come to the conclusion that anyone can become a successful trader if they have the necessary education and experience. In what psychological concepts may this be explained? There is evidence that weather-induced mood swings might impact financial trading patterns, indicating that exogenous influences can influence mood to some extent instead of individual differences. (Hirshleifer and Shumway 2003; Kamstra et al. 2003). These variables might have an impact on everyone, therefore typical behaviours that are thought to be herding may actually just be a common reaction to an environment that is governed by exogenous variables.

Social Factors Affecting Choice Preference

In order to better understand the impact of social influence on risky choice-preference, a mixed-study design was used in this study, where participants were asked to choose hypothetically between smaller, more certain rewards and larger,

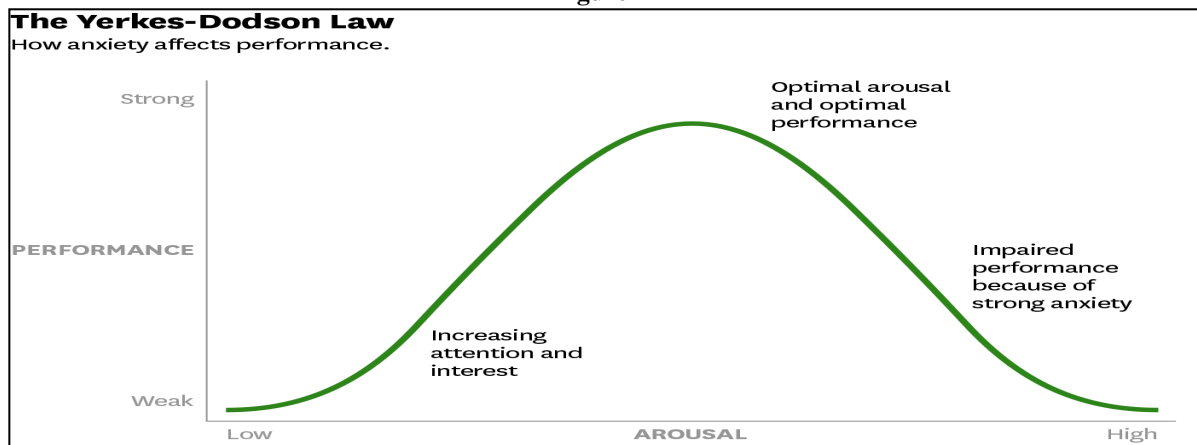


riskier ones. The risky-choice task was completed by participants in three blocks: (1) the pre-exposure block, in which choices were made in the absence of any social information; (2) the exposure block, in which participants watched a social other's choice following each trial; and (3) the post-exposure block, in which participants made choices in the absence of any social information once more. Furthermore, throughout the exposure block, the social other's preferences were experimentally changed to reflect the preferences of either a risk-tolerant or risk-averse choice-maker. (Patel, K., 2023)

Stress Response

Chronic stress and amygdala hyperactivity can impair choice-preference abilities, leading to impulsivity, cognitive biases, and decreased performance in business contexts. Emotional Contagion refers to the ways in which the feelings of managers can permeate the ranks of their subordinates. When managers display positive emotions, team members can become more motivated, engaged, and committed; conversely, negative emotions can cause stress, demotivation, or disengagement. It is important for managers to be aware of how their emotional displays affect the culture and performance of their organizations.

Figure -4



Source: <https://hbr.org/2016/04/are-you-too-stressed-to-be-productive-or-not-stressed-enough>

As per Figure - 4, The Yerkes-Dodson law states that performance only slightly improves with physiological or mental excitation (stress). When stress levels become too high, performance suffers. The curve's form changes according to how difficult and familiar the task is. Research has shown that different tasks require varying arousal levels in order to perform at their best. For instance, you may execute activities requiring stamina or tenacity better with higher degrees of arousal to generate and improve motivation; in contrast, difficult or unfamiliar tasks require lower levels of arousal to allow concentration.

It's certainly helpful to be aware of the level of stress you are currently under at work, given the link between stress and performance. Take this exam, if you're wondering (it's based on the widely used Perceived Stress Scale, developed by Sheldon Cohen, Tom Kamarck, and Robin Mermelstein). Whether we have an executive position with high demands or the burden of

commuting every day, or we have babies who won't stop crying or worries about our health failing, stress is an irreversible part of life. Regardless of our age, gender, social standing, level of money, occupation, or the era in which we live, it has always existed and always will. Strain on one's emotions, mental faculties, and physical state is referred to as stress. Both one's bodily and mental health is at risk, as well as one's quality of life. A person's resources and the requirements of their surroundings do not match well together. Stress at work has become a widespread issue that is virtually universally accepted. It is primarily associated with an imbalance between the demands of work and home life. It is also known as an unfavorable response to pressure at work. The relationship between stress and strain is positively correlated, as has been demonstrated.



Concerns and Challenges:

Emotional Bias: The amygdala's influence on choice-preference can introduce emotional biases that may undermine rationality and objectivity, leading to suboptimal business outcomes. Creating significant ties with people we trust at work or with family and friends is just one of the numerous circumstances in which emotions play a crucial role. For CEOs, choosing to lead with their heart or mind can become a self-made choice. Preference a purposeful effort is crucial. Recognise when strong emotions come up and determine what kind of part they should play. Acquiring perspective-gaining tools can improve your choice-preference and help you move control from instinctive emotions to more deliberate processes that produce more logical conclusions. Emotions are strong, ubiquitous, predictable, and can influence choices in positive or negative ways. Important patterns emerge in the underlying mechanisms via which emotions impact choice-preference across a range of choice kinds. Emotional consequences are therefore neither epiphenomenal nor random. The interconnections between the cognitive and motivational processes that are sparked by each emotion and the default mechanisms that underpin any particular judgement or choice ultimately determine whether a particular emotion enhances or degrades a particular judgement or choice.

Stress and Burnout: High levels of stress and amygdala activation among employees can contribute to burnout, absenteeism, and decreased job satisfaction, impacting overall organizational performance. Burnout is striking at never before seen levels in organizations throughout the globe and this is costing them a lot of money in the form of discreet resignations, decreased innovation and even skyrocketing medical expenses. An increase in the overall workload is often quickly blamed by many. However, the task itself has not increased as much as the needs of collaboration in the work, according to our research. A complicated and frequently harmful cycle exists between stress and productivity. Staff productivity usually decreases as stress levels grow.

Functions of Stress

Stress functions as follows:

- **Decreased Focus and Concentration:** Workers who are under a lot of stress find it harder to focus on their work. They are more likely to get sidetracked, commit more mistakes and struggle to finish tasks quickly.

- **Reduced Motivation:** Those who experience high amounts of stress have lower motivation. Overwhelmed or nervous workers are less likely to feel passionate about what they do, which lowers their level of involvement and dedication to their jobs.
- **Presenteeism and Absenteeism:** Prolonged stress is linked to a rise in presenteeism, or when workers show up for work but are not productive and absenteeism, or when workers take more sick days. Both the volume and quality of work produced are impacted by this.
- **Poor Choice-preference:** Stress affects cognitive function, which makes it challenging for workers to decide on a course of action. This may result in expensive errors and bad choices that hurt the bottom line of the company.
- **Increased Health Problems:** Extended stress exposure can lead to a variety of health problems, including physical illness, anxiety and depression. These health issues make it harder for workers to give their best effort.
- **Burnout:** Employee burnout can result from ongoing stress and cause them to completely stop caring about their work. This is a serious issue that affects the company and the employee.

Techniques for Reducing Stress

In order to mitigate the negative impact of stress on worker productivity, establishments can utilize the subsequent tactics:

- **Encourage a Well-Being Culture:** Workplace cultures that place a high priority on employee well-being are encouraged. This entails encouraging work-life balance, providing services for mental health and stressing the value of stress reduction.
- **Provide Stress Management Materials:** Employees should have easy access to stress management materials. This can entail having access to workshops on stress management, counseling services and mindfulness training.
- **Flexible Work Arrangements:** Offer employees flexible work arrangements to assist them better manage their work-life balance. Examples of this include remote work choices and flexible hours.
- **Communication:** Open and transparent communication should be maintained between management and staff. Employees should be encouraged to discuss workplace pressures and to share their concerns.



- **Training for Managers and Supervisors:** Managers and supervisors should receive training so they can identify stress indicators in their teams and offer resources and assistance when necessary. Employee stress levels can be considerably impacted by effective leadership.
- **Encourage Physical Activity:** Exercise and physical activity are great ways to decompress. To encourage employees to stay active and manage stress, several businesses provide gyms or fitness programmes.
- **Time Management:** Train staff in time management and organization so they may more effectively handle their tasks and deadlines.
- **Respect for Boundaries:** Promote the idea that employees should not be expected to answer work-related emails or calls while they are on their own time.

Workplace Conflict: Conflicts inside an organisation are not always harmful, although they are widespread. Organisations can handle disputes in a way that produces beneficial results by putting the proper policies in place. (Adeoye and Hope, 2020). Differences in amygdala reactivity among employees may contribute to interpersonal conflicts and communication breakdowns, hindering collaboration and teamwork. There are numerous possible reasons for workplace stress, and each individual may experience stress for different reasons. Respect and dignity for each person as an individual and as a worker are the cornerstones of a good workplace culture and working relationships.

The study of Castellini et al., 2023 examines problems with work conflicts and negative health effects in 1493 employees who sought hospital care for stress and harassment at work during a three-year period, covered working conditions, sources of conflict and negative acts suffered and the consequent impact on health status was followed when examining the subjects. All occupational sectors reported a high number of critical situations, with some differences based on gender and job level. Higher qualified levels reported more stressful circumstances in terms of interpersonal conflicts and increased interference in the home-work interface while lower qualified levels reported more exposure to severe personal adversities aimed at their progressive expulsion or resignation, with a consequent higher risk of chronic adjustment disorders. Threats to an

individual's existential well-being can take many different forms, and they can also affect an organization's ability to function, maintain cohesiveness, and project a positive public image. (Castellini et al., 2023)

Valdes (2023) The main objective of the study was to perform a comprehensive literature review that will look into the most frequent reasons why cultural differences lead to conflict at work and some interventions that may be used to address, manage, prevent, and resolve them. Workplace conflict can be caused by a variety of reasons, such as communication style, workload, and job satisfaction. However, employers must be conscious of the possible repercussions and take action to resolve disputes when they occur, regardless of the reason. The impact of personnel turnover on organisational productivity is covered by Wynen et al. (2019). Insufficient personnel cause the company's goals and objectives to be missed. Due to their excessive workloads and exhaustion, the small workforce may get burned out and unable to meet the goals. Workplace disputes are not a new concept. These are inevitable from time to time, particularly in a workforce that is varied. Divergences in values and beliefs as well as communication issues are often the root causes of workplace conflicts, though there are other causes as well. According to Elia et al. (2019), individuals have a tendency to cling tightly to their values and views. In today's organisations, workplace conflict is a typical occurrence. While some conflict is inevitable and can have positive effects, excessive conflict can be damaging to the effectiveness of the organisation (David, 2019).

Causes of Workplace Conflicts

Cultural differences are frequently the cause of conflict in the workplace. Communication issues are the most frequent source of conflict in the workplace. When people from various cultures speak in different ways, communication issues may occur. People from various cultural backgrounds, for instance, could speak, write, and use body language differently (Rakhra, 2018). Communication problems are among the interventions that can be used to address, manage, prevent, and resolve conflict in the workplace.

When people work towards various goals or have different ideas about accomplishing those goals, conflict can arise from conflicting plans and purposes (Stephens et al., 2020). Lastly, when employees have divergent personalities that clash



or hold disparate values and ideas, personal differences can lead to conflict. Conflict can also arise from organisational issues like reorganizations or policy changes, since workers may believe that their jobs are in difficulty or that they are being forced to work more for less money (Adeoye and Hope, 2020).

The impact of employee turnover on morale within the workforce and recruitment expenses is covered by Kuhn and Yu (2021). For certain organizations that have had a high employee turnover rate, the costs associated with hiring new employees can be prohibitive. Turnover suggests that the organization needs to pay recruitment agencies, hire and train new hires, and provide them greater remuneration. Furthermore, turnovers might demoralise the remaining employees and encourage more turnovers. Among the most prevalent ones are cultural differences that need to be understood or acknowledged, such as differing expectations or standards of behaviour, dress code, and work ethic, as well as distinct values and ideas about work, time management, and communication (Aguinis et al., 2022). The topic of organisational conflict is covered by Di Stasio et al. (2021) in relation to employee discrimination based on religion. Christians, Muslims, Hindus, and Pagans are just a few of the religious groups that may be represented in diverse workplaces. Regarding this, discriminating against the minority religion in terms of employment opportunities and duties assigned to them may result in opposition, which in turn may cause conflict and resistance. In 2020, Hebl et al. Talk about the impact of job discrimination on cross-cultural conflicts.

Conflict at work might also give rise to safety issues. Nearly half of all employees involved in a workplace disagreement reported feeling less safe at work as a result of the conflict, according to a National Institute for Occupational Safety and Health study. Conflict at work is a significant problem that may have far-reaching effects. Businesses need to be aware of the risks and take action to stop disputes before they get out of hand (Kuhn, 2021). According to Middlemiss (2018), employees' perceptions of what constitutes business casual, smart casual, or office casual may not align with the organization's definition at the main level. Employees can also be puzzled by the disparate dress code requirements for men and women. People can question if discrimination could occur from rules or limitations that only apply to one gender. The authors have suggested two crucial solutions for these disputes: properly

updating the standards or dress code, clarifying the terminology, and providing applicable examples of acceptable dressing within the workplace.

Impact of Conflicts on Productivity

Organizations typically try to guide the workers to connect and collaborate. Normally, individuals having different priorities, work styles, aspirations and motivations work together but the disputes can certainly arise leading to negative effect. The negative effects can be verbal abuse, disobedience, hostility, bully or maybe physical disputes resulting from clashes of ego. Such environment may become toxic, stressful, less productive.

The most significant and pressing issue in the workplace these days is employee productivity, which is a very normal and natural component of this global competition with its disparities in culture, beliefs, and ethics. The various reasons for conflict can be different family backgrounds, educational backgrounds, working styles of the individuals working for the common commercial objective. The majority of people suggest that the best course of action is to remove conflict-causing individuals from the same team. However, this is the biggest mistake that organisations typically do because it can lead to misunderstandings, poor communication, and inaccurate perceptions. (Prashar, B. and Sharma, R., 2020)

Conflict may cause employees to lose trust in their company, which could hinder or halt the implementation of a project. This could have detrimental effects. The end result will thus be a decline in service quality, unsatisfied customers, and missed delivery deadlines for goods and services. According to Kelly (2012), corporate leaders should be willing to consider systematic solutions while also acknowledging the existence of organisational tensions. It is important to support organisations that are flexible and able to effectively handle the volatility of contemporary business. The most modern functional perspective views organisational conflict as a constructive and productive force.

As is known a toxic workplace always has a very negative impression on the employees productivity and people move in the direction of depression, insomnia, headache, increased absenteeism, social dysfunction and health issues like blood pressure, diabetes or hemorrhages. According to Odunayo Oluwarotimi, Akintokunbo, Chika Ebere, and Eke John (2020) although conflict has historically been viewed as negative, it may actually be beneficial when handled well, which makes conflict



management an excellent feature of any workplace. A workplace free from violence, resentment, and rudeness can be achieved through conflict management, which also helps to prevent the company and employees from suffering financial, psychological, or bodily losses.

Sources of Stress

Typical sources of stress at work include the following:

- **Heavy Workload:** Having a lot of work to do in a short amount of time can be very stressful. Presently majority of workers experience workplace stress, with high workloads being a major factor.
- **Tight Deadlines:** If you have a lot on your plate already, working under pressure can lead to stress and strain.
- **Lack of Control:** Stress can be greatly increased by the perception that you have little control over your surroundings or place of employment. This may be especially relevant if you require further input into choices that impact your job responsibilities or working environment.
- **Unclear Expectations:** It can be stressful and unsettling to not know what is expected of you at work.
- **Lack of Support:** If you feel like you are working alone, feeling unsupported by your managers or coworkers can be a big cause of stress.
- **Conflicting Demands:** Juggling conflicting demands, such obligations to your family and your job, can be difficult.
- **Uncomfortable Working conditions:** Stress at work can be exacerbated by elements like loud noises, dim lighting, or uncomfortably high temperatures.
- **Job Insecurity:** It can be stressful and unsettling to not know if you will have a job in the future.
- **Ineffective Communication:** Confusing or unclear communication can lead to tension and confusion.
- **Harassment:** Being the target of harassment or discrimination at work may be extremely stressful.

Stress's and Employee Productivity

Employee productivity is strongly impacted by stress, and there are both positive and negative effects. Positively, a moderate amount of stress can boost concentration, spark originality, encourage flexibility, and build teamwork, which can result in increased output and creative problem-solving. On the other hand, high levels of stress because

problems with work-life balance diminish motivation, impair performance, and raise absenteeism and employee turnover. Organisations may maximize staff productivity by implementing measures to maximize stress's good effects while reducing its negative effects by knowing the intricate dynamics of stress. Employee productivity may be adversely impacted by rising stress levels at work. The following negative effects must be recognized by organizations, and they must act proactively to reduce stress and create a work climate that supports long-term productivity and employee well-being.

These are some negative effects of stress on employee productivity:

- Reduces Quality and Performance
- Diminishes Engagement and Motivation
- Increasing Health Problems
- Harmful effects on Work-Life Harmony
- Boosts Employee Retention
- Reduces Energy Levels
- Decrease in the capacity of preference choices
- Reduces Innovation and Creativity
- Ineffective Time Management
- Increases Burnout Risk

How to Reduce Stress?

Flexible work schedules, work-from-home policies, and childcare options are all part of flexible working arrangements. These arrangements can benefit workers from many cultural backgrounds by lowering stress and raising satisfaction (Aguinis et al., 2022).

Organisations can use a variety of tactics to help staff members manage workplace stress, including:

- **Encourage Work-Life Balance:** To assist employees in achieving a good work-life balance, organizations should encourage them to take breaks, take use of vacation time and unplug from work when not in use.
- **Offer Support Resources:** To assist workers in managing stress, organizations can give them access to resources like counseling, employee assistance programmes or wellness campaigns.
- **Implement Flexible Work Arrangements:** Employers can help employees achieve a better balance between their work and personal duties by offering flexible work arrangements, such as telecommuting or flexible schedules which can reduce stress.
- **Provide Stress Management Training:** Organisations can assist staff members in growing their ability to manage stress by providing stress



management training, such as time management techniques or mindfulness exercises.

Diversity in Culture

Promoting open communication is one suggestion for developing inclusive policies that handle organisational conflict well. Workers ought to feel free to voice their opinions, worries, and disagreements (Elia et al., 2019). Business organizations must foster an atmosphere that values and welcomes dissenting opinions. If conflict generates fresh concepts and answers, it can be beneficial (Keshet and Popper-Giveon, 2018). Companies must promote teamwork among staff members in order to generate innovative solutions to difficulties. When handling disagreement, workers should be aware of what is expected of them (Rakhra, 2018). Lastly, companies need to make sure that their policy spells out the repercussions for breaking the rules.

Mental Health Issues: Chronic stress and amygdala deregulation are linked to mental health disorders such as anxiety, depression, and substance abuse, posing challenges for employee well-being and organizational culture. Such employees have thus been forced to deal with the pressure brought on by COVID 19 pandemic. (Adam and Alarifi, 2021). Chen et al. (2022) aimed to focus on the mechanisms and solutions to alleviate the impact of work stress, mental health and employee performance. It examined the relationship between work stress, mental health and employee performance and analyzed the moderating role of servant leadership in the relationship between work stress and mental health. This study was based on primary data and sample for this study consisted of 450 employees. The study used a 7-point Likert scale for measuring the variables; Cronbach's alpha was used for reliability and validity of data and statistical methods such as F-test and Regression analysis were used. It has been observed that servant leadership provides a friendly environment to mitigate negative effects of work stress on employees working in small and medium-sized enterprises.

Enhancing Employee Productivity and Well-being:

Improving worker productivity and wellbeing is essential to fostering a pleasant workplace culture and achieving corporate success. Here are some strategies to help you accomplish this:

- **Stress Management Programs:** Implementing stress management initiatives, such

as mindfulness training, resilience workshops, and employee assistance programs, to help employees regulate amygdala activation and cope with workplace stressors.

- **Promoting Psychological Safety:** Creating a supportive and happy work environment so that the people feel safe to express themselves, seek help when needed and take calculated risks.

- **Work-Life Balance:** Encouraging work-life balance through flexible scheduling, telecommuting options, and clear boundaries between work and personal life to prevent chronic stress and promote employee well-being.

- **Training in Emotional Intelligence:** Providing training in emotional intelligence skills, such as self-awareness, self-regulation, empathy, and interpersonal communication, to help employees navigate interpersonal dynamics and make more informed choices.

- **Cultivating a Positive Organizational Culture:** Cultivating a culture of appreciation, recognition, support where the happiness quotient and well-being of the employees is prioritised.

- **Provide benefits and perks to employees:** Provide attractive benefit packages that include retirement plans, health insurance, and other perks. To assist employees' physical and mental well-being, think about providing extra benefits like gym memberships, wellness initiatives, or flexible spending accounts.

- **Promote Regular Breaks and Time Off:** Motivate employees to take regular breaks during workday to get well and revive. Encourage them to make the most of their vacation time and days off in order to prevent burnout and preserve their general wellbeing.

- **Establish a Comfortable Work Environment:** Make sure the environment at work is relaxing, secure and productive. Provide comfortable seating, sufficient lighting and enough ventilation. Establish areas set aside for rest and socialising.

- **Keep your physical well-being in mind:** Prioritise taking care of yourself and be careful not to overlook important details like your diet, blood pressure or cholesterol.

- **Engage in Daily Mindfulness Practices:** To reduce stress and increase focus, clarity, creativity, and flexibility, it is essential to engage in a daily mindfulness practice. To feel the advantages, take five long, calm, deep breaths; it only takes sixty seconds. At the end of each day, determine what has to be worked on tomorrow.



This is the first step in increasing productivity. You will be prepared if you do that.

- **Concentrate on One Work at a Time:** When employees' responsibilities grow, there's a prevalent misconception that they can achieve more in the same amount of time by multitasking. This is untrue. Studies have indicated that multitasking leads to a considerable drop in productivity. This is not how our minds are wired, and it leads to more stress and less productivity. One should concentrate on one job at a time for more productivity and less stress.

By implementing these strategies, businesses can create a very productive and well being focused workplace results in a happier, healthier, engaged, inspired and more involved workers.

II. Recommendations and Implications

Stakeholders and organisational leaders are vital in determining an organization's culture, rules, and procedures. The following recommendations and implications are provided for them to think about:

- **Investment in Employee Well-being:** Prioritize investments in programs and initiatives aimed at promoting employee well-being, recognizing that a healthy workforce is essential for sustained business success.

- **Leadership Development:** Provide leadership training to equip managers with the skills and knowledge needed to support employee mental health, foster a positive work environment, and make informed choices that consider both business objectives and employee welfare.

- **Regular Assessment and Feedback:** Regular assessment and feedback is very much required for the mental well-being and employee satisfaction so that the company can work on the improvement and well being initiatives for the employees of the organisation.

- **Open Communication Channels:** Foster open and transparent communication channels between employees and leadership, encouraging feedback, dialogue, and collaboration in addressing concerns related to choice-preference, productivity, and well-being.

- **Celebrate Achievements:** At least recognise and honour achievements, express gratitude for the efforts and commitment of teams and employees, as well as for their contributions. Rewarding accomplishments raises spirits, creates a feeling of community and supports constructive actions and results.

By these recommendations, organizational leaders and stakeholders may establish a supportive, wide-

ranging and productive work environment that benefits both employees as well as business organization.

III. Conclusion

The amygdala's role in choice-preference processes within business contexts highlights the interconnectedness of neuroscience, psychology, and organizational behavior. By understanding and addressing the concerns and challenges associated with amygdala function, businesses can implement strategies to enhance employee productivity, well-being, and positive mental health. Organizational leaders and stakeholders play a pivotal role in promoting a culture of support, resilience, and psychological safety, ultimately fostering a thriving workplace environment conducive to both individual flourishing and organizational success.

So, we can say that emotions influence perceptions, choices, and actions at the individual, interpersonal, and organizational levels, contributing to a complex role for emotions in management choice-preference. In the end, emotionally intelligent managers improve organizational outcomes and choice-preference effectiveness by being skilled at identifying and controlling both their own and others' emotions.

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