# Strategic Managerial Implications of Irritability and Human Relations: Exploring the Role of Gender and Knowledge

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**Abstract:** This study explores the impact of irritability in managerial contexts, a state of heightened sensitivity associated with increased feelings of anger and frustration on human relationships in organizations. The research also investigates how gender and knowledge influence the relationship between irritability and human relations. The study reveals significant consequences of irritability on effective management and group dynamics, necessitating the development of strategic interventions that enhance human relations and minimize the negative effects of irritability on managers. To gather information on the issue of irritability, the study employed a systematic review of relevant academic literature from reputable databases. The objective was to determine how gendered factors and knowledge acquisition affect the occurrence and regulation of irritability, as well as their strategic implications for human relationships and organizations. The review identified the influence of gender-related factors on the perception and expression of irritability among managers, specifically societal expectations, gender roles, and power dynamics. Furthermore, the research showed that knowledge acquisition, sharing, and utilization are critical factors for managing irritability and improving managerial effectiveness in human relations. The implications of the study highlight the need for organizations to foster gender diversity, create inclusive work environments, and adopt knowledge-based interventions to mitigate the impact of irritability on managerial relationships and team dynamics. The study emphasizes the importance of addressing irritability in managerial training and development programs, as well as cultivating an organizational culture that supports emotional intelligence and knowledge sharing. Further research should explore specific strategies and interventions that organizations can use to cope with irritability in different managerial contexts.

**Keywords:** Strategic implications, managerial implications, irritability, human relations, gender, knowledge

## I. Introduction

The strategic implications of irritability and human relations in the managerial context have received considerable empirical attention. Irritability can affect managerial effectiveness, employee relations, and organizational output in the workplace. It can interfere with team dynamics, impede collaboration, and negatively affect employee well-being and productivity (Adams, 2019; Greenwood and Anas, 2021). Employee irritability also has a significant impact on customer satisfaction, moderated by organizational constraints and emotional labor (Grandey et al., 2004; Priesemuth, 2020). Irritability of leaders and followers influences employee work engagement, underscoring the need to manage irritability in the workplace (Breevaart et al., 2014; Priesemuth, 2020). The study aims to examine the role of gender and knowledge in relation to irritability, providing insights into its expression, management, and strategic implications within the domains of management in an organization.

Previous studies have demonstrated the negative effects of irritability on managerial effectiveness and employee relations. Managers who are irritable may have difficulties in establishing positive relationships with their subordinates, resulting in lower trust, engagement, and job satisfaction (Greenwood and Anas, 2021; Priesemuth, 2020). Furthermore, irritability can impair effective communication and decision-making processes, compromising of overall managerial effectiveness (Priesemuth, 2020). Recognizing the importance of understanding irritability and its impact on human relations is vital for organizations that aim to foster positive work environments and enhance managerial performance (Adams, 2019; Greenwood and Anas, 2021). The role of gender and knowledge in relation to irritability in the managerial context is a relatively unexplored area of research. While many studies have investigated irritability and its effects, few have specifically examined how gender and knowledge moderate the relationship between irritability and human relations within managerial roles (Feldberg, 2022; Tabassum and Nayak, 2021; Gneezy et al., 2019). Understanding these moderating factors is essential for developing effective strategies and interventions that are tailored to specific gender and knowledge contexts (Grandey et al., 2004; Breevaart et al., 2014). This study aims to address the aforementioned gap by exploring the unique contribution of gender and knowledge to the expression, management, and strategic implications of irritability. By examining the role of gender, the study seeks to understand how gender-related factors influence the experience, expression, and management of irritability among managers. The examination of knowledge focuses on how knowledge acquisition, sharing, and utilization affect the expression and management of irritability within the managerial context. To achieve these objectives, the literature review methodology is adopted to explore the empirical evidence related to the strategic implications of irritability and human relations, specifically focusing on the role of gender and knowledge of the manager. A comprehensive

review of relevant and current studies published within the past five years will be conducted. The selected studies will be analyzed and synthesized to identify key findings, trends, and gaps in the existing literature.

## II. Conceptualizing Irritability and The Manager

Understanding the features and implications of irritability in the context of the manager requires some conceptualization. The impact of irritability on human relations and the manager's effectiveness underscores the need to manage it within organizations. There are frameworks that offer valuable insights into the underlying mechanisms and dynamics of irritability and human relations, which can be beneficial to organizations. These frameworks help in the development of strategies and interventions to mitigate the negative effects of irritability. Additionally, these frameworks can provide deeper understanding of the factors influencing irritability and its outcomes. By conceptualizing irritability in managerial context, organizations can proactively identify and address the issue and promote positive work environment, effective communication, and support for managers. This can facilitate the development of evidence-based strategies to effectively manage irritability among managers.

**Irritability: definition and characteristics**. Irritability is described as a negative affective state that involves heightened reactivity, impatience, anger, frustration expression in challenging situations (Fida et al., 2014). It reflects a low threshold for annoyance or provocation, resulting in adverse emotional reactions and impaired relationships (Leibenluft, 2017) – relationships with the business and other environments. Irritability can be triggered by various factors, such as work-related stress, organizational pressure, and interpersonal conflicts (ibid.). Gherson and Gratton (2022) reported that managers often experience frustration, unhappiness, and overwhelm due to the rapid changes in their job. Managers who are irritable may display behaviors such as impulsive decision-making, reduced ambiguity tolerance, and conflict management difficulties. These behaviors can have negative consequences for managerial performance and human relations in the workplace (Fida et al., 2014). In the same study, Fida et al. (2014) found that irritability moderated the effect of job stressors on CWB within the stressor–emotion model. Employees with high irritability may be more likely to respond aggressively to job stressors through multiple functioning paths.

**Irritability, human relations, and managerial effectiveness**. Irritability can have a significant impact on both human relations and on the effectiveness of a manager (Wijewardena et al., 2019). High levels of irritability among managers have been associated with lower employee morale, motivation, and job satisfaction (Petriglieri, 2020). Irritable managers may struggle to build positive relationships with their subordinates, resulting in trust and communication breakdowns, as well as increased workplace conflicts (Church & Waclawski, 1999). This may lead to lower employee engagement and productivity, affecting the overall performance of the organization (Petriglieri, 2020). Moreover, irritability can impair communication and decision-making processes, and reduce the manager's effectiveness (Wijewardena et al., 2019). A hostile work environment, characterized by increased tension and decreased cooperation among team members may emerge, hindering the smooth functioning of the organization (Church & Waclawski, 1999).

## III. Theoretical Perspectives

Several theoretical perspectives have been used to examine irritability and its relationship with human relations within the context of the manager. This section discusses six key theoretical frameworks: Affective Events Theory, Social Learning Theory, Cognitive Appraisal Theory, Gender Role Theory, Conservation of Resources Theory, and Transactional-Transformational Leadership Theory. The applicability of each framework has been related to the strategic implications of irritability and human relations for managers, especially in terms of their gender and knowledge.

According to the Affective Events Theory (AET), managers' emotional experiences, including irritability, can have a significant impact on their interactions with employees (Cropanzano et al., 2016; Mignonac & Herrbach, 2004; Weiss, Cropanzano, 1996). Irritability can result from certain workplace events and can affect the relationships between managers and subordinates and colleagues. These emotional events, including irritability, can influence various organizational outcomes such as employee satisfaction, turnover, and team dynamics. The emotional climate of the workplace can be affected by the emotional state of the manager and can subsequently impact employee morale, motivation, and overall job satisfaction (Gómez-Gonzále et al., 2020). It is important to understand the causes and effects of irritability on the work environment and to promote positive and healthy workplace relationships. Organizations can implement strategies to effectively manage and regulate emotions to reduce the negative impact of irritability and create a more positive and productive work atmosphere (Cropanzano & Dasborough, 2017; Lyubykh et al., 2020).

According to Social Learning Theory, proposed by Albert Bandura, individuals learn behaviors by observing and imitating others in their social environment (Bandura, 1977; Davis & Luthans, 1980; Lyons & Berge, 2012). In the context of irritability and human relations, managers may learn and display behaviors related to irritability through observation and modeling. They may imitate how their superiors express irritability and influence their own interactions with subordinates and colleagues. This process of observational learning can create a culture of irritability within the organization, affecting employee morale, motivation, and overall interpersonal dynamics (Stajkovic & Luthans, 1998). The significance of positive role modeling and the need to promote

constructive behaviors that foster healthy human relations in the workplace are highlighted by the impact of social learning on managerial behavior (Lyons & Berge, 2012). Organizations can create a positive work culture by encouraging leaders to model respectful and effective communication strategies, ultimately improving employee satisfaction and organizational outcomes.

Cognitive Appraisal Theory implies that individuals evaluate events and their emotional responses based on their cognitive appraisals. In the context of irritability and human relations, managers' emotional reactions and subsequent behavior are influenced by their cognitive appraisals of events and interactions (Lazarus & Folkman, 1984). If a manager evaluates a subordinate's mistake as a personal insult, they may respond with irritability, which can harm their human relations. The way managers appraise and perceive situations can affect their emotional responses, potentially resulting in strained relationships and diminished managerial effectiveness. The cognitive appraisal processes related to irritability offer insights into how managers' interpretations and evaluations of events can influence their emotional reactions and subsequent behavior, highlighting the importance of effective emotion regulation and cognitive reframing in fostering positive human relations (Pahng & Kang, 2023; Isbell et al., 2020).

The Conservation of Resources (COR) theory can be used to further examine irritability within the context of a manager. This theory suggests that irritability may occur when managers feel their personal or professional resources are threatened or depleted. Such resources may include time, authority, or competence (Hobfoll, 1989). Irritability can be a response to protect these resources, but it can also have negative effects on the leader-follower relationship. It can strain interactions, reduce trust, and lower employee well-being. It is important to recognize and address the resource concerns of managers to reduce irritability and maintain positive workplace dynamics (Halbesleben, 2014). Providing resource support, such as training, delegating responsibilities, or offering sufficient time for self-care, can help managers manage their resources effectively, fostering a healthier work environment and reducing irritability (Tiwari et al., 2022).

The impact of different leadership behaviors on the leader-follower relationship and the organizational climate is examined within the Transactional-Transformational Leadership theory, a widely studied framework (Bass, 1985). The expression of irritability by managers and its consequences is one specific aspect explored within this theory. According to Cropanzano et al. (2017), the leader-follower relationship can be harmed by the expression of irritability, as it erodes trust and respect and creates a negative emotional atmosphere. This behavior may be considered transactional, disregarding the emotional needs of followers and focusing on task-oriented exchanges. On the other hand, transformational leadership promotes a positive work environment by emphasizing inspiration, motivation, and individual development. The importance of leaders' emotional intelligence and the need for them to exhibit supportive and constructive behaviors that foster trust, employee engagement, and a positive climate are highlighted by the study of irritability within this context (Wang 2011).

Gender Role Theory implies that societal expectations and norms surrounding gender shape individuals' behavior and the roles they adopt. In the context of irritability and human relations, these gender roles can influence how irritability is expressed and handled by male and female managers. Societal expectations may result in different perceptions and consequences for male and female managers who display irritability (Eagly, 1987). Male managers expressing irritability may align with traditional gender role expectations and be perceived as assertive or authoritative. However, female managers displaying irritability might face negative evaluations, as their behavior may deviate from societal expectations of nurturing and emotional support (Feldberg, 2022). These gendered perceptions of irritability can affect the perceived effectiveness of male and female managers and the dynamics of their human relations. Creating more equitable work environments that allow all managers to express and manage their emotions effectively, regardless of their gender, can be achieved by recognizing and challenging these gender biases (Stoker et al., 2012; Tabassum & Nayak, 2021).

## IV. Irritability and Human Relations: Gender

The manifestation, expression, and consequences of how gender influences the relationship between irritability and human relations among managers are valuable research insights. How irritability is exhibited and managed differs by gender, influenced by societal expectations, gender roles, power dynamics, and their effects on managerial relationships and team dynamics. Understanding these dynamics is essential for organizations to foster positive human relations in the workplace, promote equitable leadership practices, and develop effective strategies for managing irritability.

**Gender differences and irritability among managers**. Empirical research has examined how gender influences the way irritability is exhibited and managed among managers It has shed light on gender differences in the manifestation and expression of irritability. Studies have found that male managers are more likely to display irritability in outward ways, such as aggression or assertiveness, while female managers are more likely to display irritability in subtle ways, such as internalizing it (Ammerman & Groysberg, 2021; Tabassum & Nayak, 2021). In line with the Gender Roles Theory, these findings can be linked to societal expectations and gender norms that encourage men to be assertive and dominant in leadership roles, while women are often expected to be nurturing and accommodating (Tabassum & Nayak, 2021). Understanding these gender differences in the manifestation of irritability is

crucial for organizations to address potential conflicts and promote effective human relations strategies (Ammerman & Groysberg, 2021; Mangerini et al., 2020).

**Societal expectations and gender roles**. Empirical studies have examined how irritability in managerial positions is influenced by societal expectations and gender roles. Societal expectations of gender roles can affect how managers express and experience irritability (Tabassum & Nayak, 2021; Bullough et al., 2019). For example, male managers may exhibit more dominant and aggressive behaviors to conform to traditional masculine norms, which can cause irritability (Bullough et al., 2019). On the other hand, female managers may encounter challenges in expressing their irritability due to societal expectations of women to be nurturing and cooperative (Tabassum & Nayak, 2021). These gendered expectations can influence how managers handle and perceive irritability in their roles, highlighting the need to recognize and address the impact of societal norms on managerial human relations (Bullough et al., 2019; Lee & Kray, 2021).

**Power dynamics**. The consequences of irritability can be amplified by the hierarchical structure inherent in managerial positions, especially for female managers (Tabassum & Nayak, 2021; Feldberg, 2022). Female managers may encounter unique challenges in navigating power dynamics, as their irritability may be viewed as a deviation from societal gender norms. This may lead to backlash or negative evaluations that male managers may not face (Feldberg, 2022; Ibarra et al., 2018). Recognizing how power dynamics affect gendered experiences of irritability is essential for organizations to foster equitable and inclusive managerial practices. It is crucial to mitigate potential biases in evaluating and supporting managers, ensuring that gender stereotypes do not affect the assessment of managerial effectiveness (Tabassum & Nayak, 2021; Feldberg, 2022). Creating an organizational culture that values diverse leadership styles and emotions and provides support and resources for all managers can help counteract these biases and promote fair and inclusive workplaces.

**Gender, irritability, managerial relationships and team dynamics**. The impact of irritability on interpersonal relationships among managers and their subordinates has been a significant focus of research (Tabassum & Nayak, 2021; Carucci, 2021). Studies have found that female managers who display irritability may face more negative evaluations than their male counterparts, influencing their managerial effectiveness and career progression (Tabassum & Nayak, 2021; Zheng et al., 2018). The expression of irritability can also have negative effects on team dynamics, creating a work environment that hinders collaboration and productivity (Carucci, 2021; Zheng et al., 2018). Understanding the gendered effects of irritability on managerial relationships and team dynamics is vital for organizations seeking to enhance communication, conflict resolution, and team cohesion. By developing strategies that promote inclusive and supportive environments, organizations can mitigate the potential negative consequences of irritability, foster healthier relationships within managerial teams, and improve overall organizational performance (Tabassum & Nayak, 2021; Carucci, 2021). Such efforts can contribute to a more equitable and productive work environment for all employees.

## V. Irritability and Human Relations: Knowledge

This section underscores the crucial role of knowledge acquisition, sharing, and utilization in managing irritability among managers. Emotional intelligence has consistently been shown to aid in regulating irritability and maintaining positive managerial relationships. As suggested by the Social Learning Theory, strategies for enhancing knowledge resources and implementing effective knowledge management practices can mitigate the impact of irritability on managerial relationships and foster a supportive work environment.

**Knowledge acquisition, sharing, and utilization**. Managers can better handle challenges and reduce irritability by acquiring, sharing, and utilizing knowledge (Bakker & Demerouti, 2017; Djangone & El-Gayar, 2021; Nakash et al., 2022). These knowledge-related activities can improve managers' effectiveness in handling stressful situations (Sonmez Cakir & Adiguzel, 2020). By gaining new knowledge, managers can increase their understanding of various situations, strengthen their problem-solving abilities, and make sound decisions. This helps them deal with stress more effectively. Additionally, by sharing knowledge with colleagues, managers can foster collaboration and establish a supportive work environment, reducing the possibility of irritability to arise (Al-Hakim & Hassan, 2016).

**Emotional intelligence and emotional labor**, and irritability. Emotional intelligence and the regulation of irritability in managerial roles have been widely studied in empirical research. Emotional intelligence is the ability to identify, comprehend, and control one's own emotions and those of others (George, 2000). Studies have consistently shown that managers with high emotional intelligence are more effective in controlling their emotions, including irritability, and maintaining positive relationships with their subordinates (Goleman, 2017; Landry, 2019; Chen & Liao, 2021) 123. Emotional intelligence allows managers to identify and comprehend their own emotions, as well as the emotions of others, enabling them to regulate their emotional reactions and select appropriate behaviors (Landry, 2019). This ability to self-regulate and empathize with others leads to better communication, conflict resolution, and overall relationship quality (Nguyen et al., 2019). Emotional labor is the effort and management of emotions required in the workplace, especially when displaying or suppressing certain emotions as part of one's job role (Carminati, 2021). Jobs that involve frequent customer interactions or service-oriented roles may require employees, including managers, to display positive emotions

and suppress irritability (ibid). The ability to effectively perform emotional labor can influence how managers express and manage irritability in their professional relationships (ibid).

**Strategies for enhancing knowledge resources**. It is essential to provide managers with continuous learning and development opportunities to equip them with the skills and knowledge necessary to effectively handle challenges and reduce the likelihood of experiencing irritability (Butt & Ahmad, 2021). By offering managerial development programs and giving access to relevant information and resources, organizations can enable their managers to deal with difficult situations with greater competence and resilience (Bari et al., 2023; Ferreira et al., 2020). Continuous learning helps managers keep abreast with best practices, new strategies, and approaches that can improve their ability to manage their own emotions and handle interpersonal dynamics effectively. Furthermore, creating a culture of knowledge sharing and collaboration within the organization is equally important. Creating an environment that encourages managers to share their experiences, insights, and lessons learned can lead to the collective wisdom of the team being utilized for better conflict management and resolution (Bari et al., 2023). When managers have access to diverse perspectives and support from their colleagues, they are more likely to approach challenging situations with a collaborative mindset, seeking constructive solutions instead of succumbing to irritability. By emphasizing continuous learning, giving relevant resources, and creating a culture of knowledge sharing and collaboration, organizations can improve the ability of their managers to effectively manage irritability, maintain positive relationships, and foster a more harmonious work environment.

**Knowledge management practices and irritability**. The expression and management of irritability in managerial contexts have been influenced by knowledge management practices, as shown by research (Gupta et al., 2000). Effective knowledge management practices, such as the utilization of knowledge-sharing platforms, communication channels, and organizational structures that facilitate the flow of knowledge, have been found to have a significant impact on the expression and management of irritability (*ibid*). A strong knowledge management system plays a crucial role in promoting the dissemination of relevant information, facilitating collaboration among team members, and enabling efficient decision-making processes. By providing managers with access to up-to-date knowledge and resources, organizations equip them with the necessary tools to handle challenges effectively (Cai et al., 2020). Moreover, a supportive work environment created through knowledge management practices can help reduce stress levels and minimize the occurrence of irritability (Mehrez et al., 2021). When managers have easy access to knowledge-sharing platforms and effective communication channels, they are better able to stay informed, make informed decisions, and navigate complex situations without succumbing to irritability. The availability of relevant information and collaboration opportunities enhances their problem-solving capabilities and reduces the likelihood of frustration and irritability arising from a lack of resources or information (Gupta et al., 2000; Cai et al., 2020; Mehrez et al., 2021).

## VI. Strategic Implications

The strategic implications of gender and knowledge on the relationship between irritability managers' human relations are emphasized by research. Organizations can effectively manage irritability and enhance managerial effectiveness in human relations by leveraging gender diversity and knowledge resources, promoting inclusive and supportive work environments, and implementing knowledge-based interventions.

**Strategic management perspectives**: Strategic management perspective stresses the importance of aligning managerial behaviors and practices with organizational goals and objectives to achieve desired outcomes (Fuertes, 2020; Kim & Mauborgne, 2017; Porter, 2008). In the context of irritability and human relations, strategic management involves recognizing the impact of irritability on managerial effectiveness and the overall functioning of the organization (Fuertes, 2020). It stresses the need for proactive measures to manage irritability and foster positive human relations that contribute to organizational success. Irritability in managerial roles can have significant implications for both individuals and organizations. Managers who frequently experience irritability may struggle to effectively interact with subordinates, peers, and superiors, leading to strained relationships, reduced cooperation, and overall diminished organizational performance (Bakker & Demerouti, 2017; Landry, 2019). Consequently, the strategic management perspective stresses the importance of understanding and managing irritability to promote positive human relations.

As studies have indicated (Apcar, 2021), harnessing gender diversity and knowledge resources can enhance the understanding and management of irritability in managerial human relations. Gender diversity offers a wealth of unique perspectives and experiences that can inform the analysis and implications of irritability (Ferrary & Déo, 2022; Herring, 2016; Joshi et al., 2015). By creating an environment where inclusion and diversity are valued, organizations can facilitate the sharing and integration of diverse viewpoints, resulting in more effective irritability management strategies (Heisig & Kannan, 2020; Miller & Karakowsky, 2005; Stahl et al., 2010). Furthermore, leveraging knowledge resources can provide managers with the skills and information they require to recognize and manage irritability effectively (Apcar, 2021; Ruiz-Jiménez et al., 2016; Nonaka et al., 2000). Organizations can provide various resources such as training programs, workshops, and knowledge-sharing platforms that encourage the exchange of insights and best practices. These resources empower managers to understand the triggers and impacts of irritability and implement appropriate strategies for its management. By combining the benefits of gender diversity and knowledge resources, organizations can improve their capacity to address and manage irritability, leading to more harmonious and productive human relations. The integration of

diverse perspectives and knowledge allows for a comprehensive and holistic approach to understanding and addressing irritability in managerial contexts, leading to better conflict resolution, improved communication, and a more inclusive and supportive work environment.

**Promoting inclusive and supportive work environments**: Strategies for creating inclusive and supportive work environments can help organizations manage irritability among managers, as empirical studies have shown (Ng et al., 2021). By fostering a culture of respect, open communication, and psychological safety, organizations enable managers to voice their concerns and frustrations without fearing negative consequences (Romansky, 2021; Edmondson, 2018; Nembhard & Edmondson, 2006). In such an inclusive environment, dialogue, collaboration, and problem-solving are fostered, which helps to reduce the triggers of irritability and promote healthier human relations (Romansky, 2021). Moreover, providing support systems such as mentoring programs, coaching, and employee assistance programs can assist managers in dealing with stressors and developing effective strategies to regulate their emotions (Travis et al., 2019; Coghlan, 2003; Kram & Isabella, 1985). These resources offer managers guidance and support, enabling them to better handle challenging situations, manage their emotions, and maintain positive relationships with their subordinates and colleagues. By implementing these strategies, organizations contribute to the creation of a more positive work environment that minimizes the occurrence and impact of irritability. An inclusive and supportive culture not only facilitates the effective management of irritability but also enhances overall employee well-being, job satisfaction, and productivity. It fosters an atmosphere where managers feel valued, heard, and supported, which in turn promotes stronger interpersonal relationships, collaboration, and a healthier work environment.

**Implementing knowledge-based interventions**: Knowledge-based interventions can help organizations address irritability and improve managerial effectiveness in human relations. Training programs that focus on improving emotional intelligence, conflict resolution skills, and stress management techniques have been found to be especially beneficial (Zhang et al., 2015). By providing managers with the knowledge and skills necessary to comprehend and regulate their emotions, organizations can foster healthier human relations and minimize the negative impacts of irritability (Başoğul & Özgür, 2016). Knowledge-based interventions also equip managers with the tools and strategies needed to effectively deal with and manage conflicts, reducing the chances of irritability escalating and negatively affecting relationships (Katz et al., 2020; Pooya et al., 2013). These interventions emphasize a strategic approach to human relations, recognizing the importance of continuous learning and development for managers. By investing in their development, organizations show a commitment to supporting managers in their role and provide them with the necessary resources to handle challenging situations and maintain positive relationships. Moreover, knowledge-based interventions contribute to a culture of continuous improvement and learning within the organization. They create opportunities for managers to broaden their knowledge base, enhance their skills, and stay abreast of best practices. This not only benefits individual managers but also fosters a more dynamic and adaptive organizational culture. In conclusion, knowledge-based interventions play a crucial role in addressing irritability and improving managerial effectiveness in human relations. By providing managers with the knowledge, skills, and strategies to understand and manage their emotions, organizations can create a supportive and harmonious work environment that enhances relationships and contributes to overall organizational success.

## VII. Conclusion Summary of Key Findings

The empirical review offers valuable insights for organizations and managerial practices. It underscores the need to appreciate gender differences, utilize knowledge resources, and establish supportive work environments to effectively manage irritability and boost managerial effectiveness. Future research could focus on an empirical exploration of the relationships specified in this paper.

The empirical review has revealed the strategic implications of irritability and human relations in the managerial context, focusing on the role of gender and knowledge. The findings show that irritability among managers is a complex phenomenon influenced by various factors, including gender differences, societal expectations, power dynamics, and knowledge acquisition/utilization. It has been established that gender differences exist in the manifestation and expression of irritability, highlighting the importance of considering gender as a significant factor in understanding and managing irritability in managerial roles. Moreover, the review has stressed the role of knowledge in managing irritability, including the acquisition, sharing, and utilization of knowledge, as well as the relevance of emotional intelligence in regulating irritability. The strategic implications of these findings are crucial for organizations aiming to improve managerial effectiveness and foster positive human relations.

## VIII. Practical Implications for Managerial Practice

The review suggests that organizations should recognize and appreciate the role of gender diversity in managing irritability and promoting inclusive work environments. To achieve this, organizations should implement strategies such as gender-balanced recruitment, diversity training, and mentorship programs. Gender-balanced recruitment aims to ensure a diverse pool of managers, enabling organizations to benefit from a variety of perspectives and experiences when managing irritability. Diversity training can raise awareness of gender-related differences in the expression and management of irritability, fostering understanding and empathy

among managers. Mentorship programs can provide guidance and support to managers, particularly in navigating gender-related challenges, which can contribute to more effective management of irritability.

Organizations should invest in knowledge-based interventions to equip managers with the necessary skills to regulate their emotions and handle challenging situations. Emotional intelligence training can be valuable in enhancing managers' ability to recognize and manage their own emotions, including irritability. By developing emotional intelligence, managers can better regulate their irritability and respond to human relations challenges in a more constructive manner. Conflict resolution workshops can provide managers with tools and techniques to navigate conflicts and disagreements, reducing the likelihood of irritability and promoting positive resolutions. These knowledge-based interventions contribute to enhancing managerial practices and fostering healthier and more productive human relations.

Creating a supportive work environment is crucial in mitigating the impact of irritability on managerial relationships. A work environment that encourages open communication, collaboration, and psychological safety enables managers to address irritability-related concerns and conflicts constructively. When managers feel supported and empowered to express their concerns and seek resolution, the likelihood of irritability escalating and negatively impacting human relations diminishes. Organizations can promote a supportive work environment through effective communication channels, leadership practices that prioritize psychological safety, and by providing resources for conflict resolution and mediation.

Organizations can take practical steps to recognize and appreciate gender diversity, such as gender-balanced recruitment, diversity training, and mentorship programs. Knowledge-based interventions, including emotional intelligence training and conflict resolution workshops, can help managers regulate their emotions and navigate challenging situations. Creating a supportive work environment characterized by open communication and psychological safety is also crucial for mitigating the impact of irritability on managerial relationships. These practical implications contribute to more effective management of irritability and the promotion of positive human relations within organizations.

**Future research directions***: Further investigation is needed to explore other social identities (e.g., race, age, and cultural background) in relation to irritability and human relations in managerial roles. There is also a need to examine the long-term effects of irritability on managerial effectiveness and organizational outcomes. More research is needed to understand how specific knowledge management strategies, such as knowledge sharing platforms, influence the expression and management of irritability in managerial contexts. Exploring the effectiveness of different interventions and strategies in managing irritability and enhancing human relations is also a valuable area for future research.

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