

## **COMPARATIVE ANALYSIS OF THE COMPONENTS OF EMOTIONAL INTELLIGENCE AMONG MANAGERS AT DIFFERENT LEVELS**

*Emotional intelligence is ‘the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships’ by D. Goleman. It is an important factor influencing many aspects of life, including career and business. Workers with higher levels of emotional intelligence cope better with stress and are more effective and productive. A high level of emotional intelligence can also be a key competency of a modern manager. In this scientific work, we explore the correlation between the level of emotional intelligence and position held within organization is being identified. We will look at various aspects such as the relationship between emotional intelligence and career success, the benefits and disadvantages of a high level of emotional intelligence, and possible risks and limitations. Our goal is to find out how important the level of emotional intelligence is among managerial and non-managerial staff and what problems may arise when taking it into account.*

**Keywords:** *emotional intelligence, company, career growth, managers, specialists*

The level of emotional intelligence (EQ) has a significant impact on the success and career growth of employees in an organization. The modern business world increasingly places importance on emotional intelligence as one of the key factors for success in career and leadership. Emotional intelligence is defined as a person’s ability to recognize, understand, and manage their own emotions and the emotions of others [3].

Initially, according to D. Goleman’s model, EQ included 5 main blocks:

- identification, that is, verbal characteristics of emotional states, as well as understanding the relationship between thinking, emotions and action;
- managing your emotional state, that is, controlling emotions, replacing undesirable emotional states in a given situation with more rational and productive ones;
- the ability to enter an emotional state that promotes success;
- the ability to read the emotions of other people, be receptive to them and manage the emotions of other people;
- a person’s ability to enter into satisfying interpersonal relationships with other people and maintain them [1].

This model has evolved over time and currently includes 4 main components such as:

- self-control including self-awareness, relationship management and social understanding;
- self-awareness includes emotional self-awareness, the ability to use intuition in the decision-making process; accurate self-esteem, self-confidence and self-esteem;
- self-control, which includes the ability to control one’s own emotions, adaptability, the will to win, openness (honesty), initiative, optimism
- social sensitivity including such components as empathy, business awareness, and courtesy.
- relationship management involves elements such as inspiration, persuasion, helping others improve themselves, promoting change, conflict management, strengthening social connections, and teamwork [2].

In recent decades, research in the field of emotional intelligence has shown its importance in various areas of human activity. In particular, the attention of management scholars and practitioners has shifted to exploring the relationship between emotional intelligence and success in the business world [6].

The purpose of this scientific work is to study the influence of the level of emotional intelligence among managers at different levels in organization. We aim to determine how emotional intelligence is a determining factor in employee promotion decisions and career paths.

The hypothesis of our research is that there is a correlation between the level of EQ and a position held in a company: the higher the level of EQ, the higher position held and vice versa.

Studying the impact of EQ among managers at different levels will allow us to better understand how important emotional intelligence is for professional growth and business success.

The findings will help organizations and leaders make informed decisions about employee development and career paths, considering emotional intelligence as an important success factor. This work makes

contributions to the fields of psychology, management, and organizational behavior and may also be useful for managers, executives, and human resource professionals who seek to improve the effectiveness of their teams and achieve success in their activities.

Our target is to define the level of emotional intelligence in a company and see, is there a correlation between employees' position in this company and their EQ.

To define the level of emotional intelligence we conduct a survey with 31 questions in the organization X (they preferred to remain incognito). The first question is about their position in the firm and the other 30 were statements in order to define different aspects of their EQ. Statements were taken from the survey by N. Hall [5].

Thanks to the survey, we could analyze every aspect of EQ of each employee's answer. The employees were divided into 2 groups. The first, which is under command, the second – responsible for them. According to the received results we can say that there is not obvious correlation between position and EQ. Unfortunately, the answers of managers, who are responsible for other employees are not enough to observe the 2 groups as equal ones.

A	B	C	D	E	F	G
Position held in the organization	Emotional Awareness	Emotion Management	Self-motivation	Empathy	Recognition of emotions of other people	Summary
Commerical department specialist	17	7	10	12	12	58
Commerical department specialist	7	-16	-9	14	8	4
Specialist	17	4	3	8	9	41
Economist	2	-8	1	12	8	15
Economist	15	8	12	12	8	55
Economist	13	2	4	5	7	31
Engineer	-2	10	10	5	6	29
Accountant	2	-6	-4	-1	4	-5
Specialist	8	9	12	17	15	61
Leading economist	15	1	7	12	15	50
Deputy director	10	4	9	1	2	26
Deputy director for general affairs	9	7	7	7	12	42

Fig. 1. The level of different aspects of EQ of employees in the company

Based on the results obtained in our research based on the N. Hall's methodology given in the table above, we have calculated the correlation between the position of a person in organization and the level of EQ. The results of the Pearson's correlation coefficient calculation indicated that there is a non-significant weak positive relationship between X (the position level in the company) and Y (EQ level of the employee) and equals  $r = 0.153$ [4].

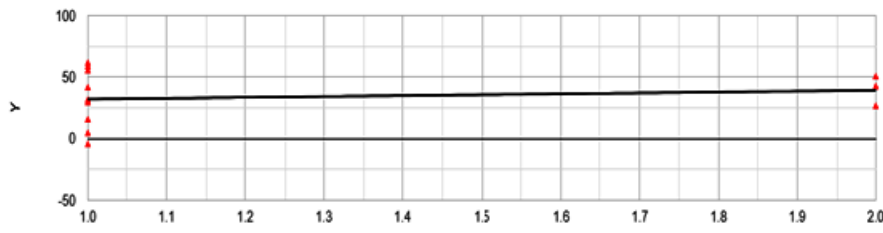


Fig. 2. Correlation of the EQ and position level of the employee in the company

Also we have found that there are a number of employees from the first group (employees), who have higher levels of EQ than their possible managers.

However, we assume that for the organization in general, the presence of people with high level of EQ even at the lower positions can be a positive factor, affecting on more stable psychological climate within a company. Emotional intelligence can be a crucial indicator of a prospective employee's capabilities, including how well they would function as part of the company's culture.

In conclusion, while there is a weak positive correlation between the level of EQ and position of the employee in the company, it is possible to assume that correlation might be stronger in case if we could analyze a bigger array of the data related to bigger amount of employees and companies.

Nevertheless, it is clear that in 21st century emotional intelligence will remain a crucial managerial competence that can impact the performance of a company. Employees with high EQ are more likely to stay calm under pressure, resolve conflicts effectively, and respond to co-workers with empathy. EQ differs from personality and should not be dismissed as a critical success factor that has a direct impact on the individual and corporate success.

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