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Emotional Intelligence of Managers

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Abstract

Appendix A. In the 21st century, it is insufficient to only possess high cognitive intelligence. More and more emphasis is put on the ability of managers to analyze their inner feelings, realize their own manifestation of emotions, as well as their strong will ability to have strong will. This paper deals with emotional intelligence, which we consider to be an important component of a manager's competence. We present the results of our own research, focus on the analysis of levels of emotional intelligence of managers, according to Goleman's domains of emotional intelligence. The research was carried out within the project VEGA 1/0527/14.

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1. Introduction to the problem

The attributes of a manager in a knowledge society are substantially different from those that were required from managers in industrial society. The environment of a knowledge society has a great influence on us and requires complex thinking within a context, ability to learn all through the life, independence, development of emotional intelligence, and personal flexibility. According to Musova (2009), one of the important tasks of management is to improve and develop creative skills and emotional intelligence of managers while teaching them how to use methods which support group creativity in solving real problems. Bencikova (2013a) builds up on the idea of cognitive and emotional intelligences by suggesting that within globalized society it is cultural intelligence that represents an alternative to emotional intelligence by focusing on specific capabilities that are important for high quality personal relationships and effectiveness in culturally diverse situations. Managers appreciably affect the efficiency, quality

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and overall success in any business, discover and gradually build new, more efficient and creative management systems based on knowledge and experience. At present there in the management managers create intelligence, emotional and mental quotient symbiosis (Badura, 2002).

2. Theoretical foundation

Minarova (2014) considers emotional intelligence to be an essential part of a manager's competence. She defines competence as integrity of a manager's capability (composed of three pillars – general and technical abilities, practical and application skills, and personal and social maturity), and competencies (authority, responsibility, and duty). She further perceives emotional intelligence as a keystone of social maturity by claiming that the high level of competence of managers (as well as balance between its components) is a crucial prerequisite to a success of an enterprise in fulfilling its mission and vision. If an entrepreneurial subject wishes to be successful in the long term, it must actively cooperate with its employees, because they are the bearers and the sole owners of their human capital (Mura, 2013). Goleman (2000) defines emotional intelligence as the ability to control one's emotions, and manage own feelings, which need to be guided in a suitable and effective way in order to cooperate with other members of a group, in achieving mutual objectives. He claims that the level of emotional intelligence is not determined by genetics, nor it is affected by early childhood development. Qualities of emotional intelligence prove to be developing in the long term, and it must be pointed out that these qualities can be learned. Minarova (2014) understands emotional intelligence as part of the practical component of intelligence, i.e. the ability to use emotions in social situations: understanding one's own emotions, motivation, ability to perform self-evaluation, and self-regulation (intrapersonal components of emotional intelligence), and at the same time being empathic and having social skills – intervene effectively to other people's advantage (interpersonal components of emotional intelligence).

3. Research methodology

Partial objective of the research within the project VEGA1/0781/11 Culturally Intelligent Organization as the Next Level of the Learning Organization was to find out the level of chosen components of emotional intelligence, among managers of small and medium businesses, and determine their empathy quotient. In the first phase of our research, we tried to find out how managers perceive their emotional potential in working with other people in the enterprise. The object of the research was the five components (domains or principles) of emotional intelligence by Daniel Goleman, which are self-awareness, self-regulation, internal motivation, empathy, and social skills. The subject of the research was managers of small and medium enterprises in Slovakia.

On basis of the determined scientific objective, we decided to use quantitative methods in the empirical part of the research. In the first stage of the research, sociological research technique – questionnaire was applied. Through the questionnaire, we randomly addressed 2,350 Slovak managers of SMEs at different management levels, and working in different industries. We received 1,875 filled in questionnaires, which represents 80% return on responses. The collection of data was performed online, in February-April 2012.

The questionnaire was composed of 30 questions, while each EI component was represented by six questions. Managers were asked to assign the points 1 (lowest) to 10 (highest) to each individual question. The questions were composed to specifically represent the basic qualities of the individual components of emotional intelligence. The questions aimed at self-awareness were trying to find out how managers perceive their emotions and their behavior. Within self-regulation, we attempted to determine what abilities, habits, and opinions managers have, and how stress-resistant they are with regard to their emotions. Self-motivation questions were aimed at finding out the level of their internal motivation, which empowers them with strength and energy to achieve positive results and goals in spite of unfavorable circumstances at work. Questions focused on the component of empathy searched for the answer how capable the respondents are to recognize and understand the emotions of other people. The levels of emotional skills and social interaction were identified on basis of the questions aimed at social skills.

The collected data were processed in Microsoft Excel and evaluated by means of contingency tables and graphs of the Statistica 10 program. To determine mutual dependence between the individual principles of emotional intelligence, we used the statistical method called Pearson's product-moment correlation coefficient.

Out of the total number of 1,875 respondents, the majority were men – 1,144 (61%), while women represented 39% of the sample – 731 respondents. Regarding the age, the largest group of respondents were managers older than

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