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## EMOTIONAL INTELLIGENCE AS A FACTOR OF EFFICIENT COMMUNICATION IN BUSINESS ORGANISATIONS

*Abanina, H. V., Antonets, S. A. Emotional Intelligence as a Factor of Efficient Communication in Business Organisations. This article gives the outputs of theoretical and methodological analysis of communication problem in business organisations and substantiates the concept of emotional intelligence as a factor of efficient communication. We examined the peculiarities of communication management as a key factor for the successful development in business organizations. We analyzed studies about the influence of emotional competence on management efficiency. The article presents the results of the empirical study on the relationship between the components of emotional intelligence (empathy, interactivity, differentiation and expression of emotions) and communication strategies in business organizations ('dominance-submission' and 'friendliness-hostility').*

**Keywords:** communication, emotional intelligence, business organisation, emotional literacy, empathy, differentiation of emotions.

*Абанина А. В., Антонет С. А. Эмоциональный интеллект как фактор эффективной коммуникации в бизнес-организациях. В статье представлены результаты теоретико-методологического анализа проблемы коммуникации в бизнес-организациях, обосновано понятие эмоционального интеллекта как фактора эффективной коммуникации. Рассмотрены особенности коммуникативного менеджмента как ведущего фактора успешного развития бизнес-организаций, проанализированы исследования влияния эмоциональной компетентности на эффективность управленческой деятельности. Представлены результаты эмпирического исследования взаимосвязи составляющих эмоционального интеллекта (эмпатия, интерактивность, дифференциация и выражение эмоций) и стратегии коммуникаций в бизнес-организациях (доминирование-подчинение и дружелюбие-агрессивность).*

**Ключевые слова:** коммуникация, эмоциональный интеллект, бизнес-организация, эмоциональная грамотность, эмпатия, дифференциация эмоций.

**Problem setting.** The necessity in developing knowledge relating to the problem of psychological aspects of communication on the one hand and emotional intelligence on the other hand is integral to a range of social-economic reasons: cross-cultural conflicts among the groups of people within the same corporate culture; increasing migration of the population; the need in developing competitive advantages through enhancing the efficiency of communication and overcoming the global increase of psychological disorders, etc. All the above-mentioned leads to the necessity of thorough scientific research of the factors of efficient communication [4]. Besides, the nature of the relationship between productive communication and emotional intelligence remains little explored.

**Analysis of recent research.** The correlation between effective communication and emotional intelligence has been studied by J. Mayer, P. Salovey and D. Caruso (theory of emotional and intellectual abilities) [13], R. Bar-On (concept of emotional and social intelligence) [9], D. Goleman (theory of emotional competence) [11], and others. According to Ukrainian researcher L. Zhuravleva [2], the need for the term "emotional intelligence" arose due to the development of research in the field of emotions and intelligence, as well as the study of emotional abilities. Ukrainian scientists also study problems of emotional intelligence and its functions, they research this phenomenon as a factor of internal personality freedom (O. Vlasova, M. Bereziuk) [1].

**Research objective** resided in fulfilling theoretical and methodological analysis of the problem of effective communication in business organisations and conducting an empirical study of interrelations between the constituents of emotional intelligence and communicative strategies in a business organisation.

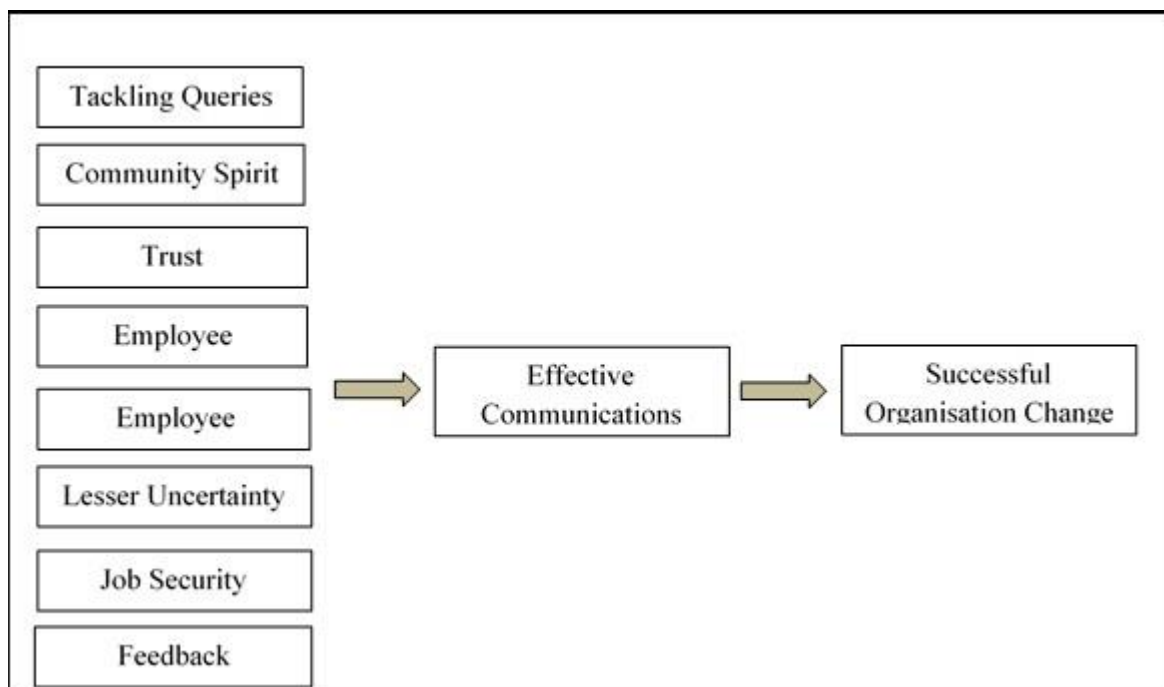
**The statement of basic materials.** The research of efficient communications in business organization is paid a lot of attention in both foreign and domestic scientific works of classical (A. Giddens, G. Počepcov [4] etc.) and contemporary researchers (I. Shavkun and Y. Dybchinska [7], N. Khymytsia [6] etc). The scientists consider communication management one of the most important factors for successful business development. Some of the conditions of proficient management are defined as a principle of equal access for all the participants of the process to all the kinds of necessary information, active interaction among them to create environment for decision-making and successful cooperation.

W. Elving and co-authors has come up with the conceptual framework for studying communication in organisations undergoing changes [10]. The authors have identified six prerequisites or factors that influence readiness for changes. Particularly, the first proposition suggests that low resistance to changes or the high level of readiness for changes is a pre-requirement for an effective organizational change. The second proposition specifies that the process of communication aims to inform the members of organization about the change and the ways it will influence the individual's work. According to the third presupposition communication should be used to create the community which raises loyalty, trust and identification with organization and management. The fourth presupposition vital for the quality of communication is uncertainty as a high level of uncertainty might have negative impact on readiness for changes. The fifth presupposition is focused on the effect of production cuts, which leads to job losses and provokes the feeling of insecurity that influences the readiness for changes. The last proposition refers to the fourth and fifth ones, which stated that the notification about changes will have impact on the feelings of uncertainty and instability at work.

According to S. Klein, a communication strategy is to coincide with the general stages of the change process and correspondent information requirements. Based on K. Lewin's 3-stage model of change, S. Klein identified goals and communication needs for every stage of change process [10]. It was revealed that effective and appropriate communication is an important constituent element of any change program. Communication is a core process providing exchange of information among employees, creating relations and shaping meanings, values and organizational cultures. The other pre-requirement of producing an effective information flow is accurate setting of communication goals which must be focused on satisfying employees' expectations and providing the spirit of humanity.

Thus, effective communication strategies provide employees with feedback and motivation during the process of transformations, enabling them to make reasonable decisions and preparing them for all the pros and cons of transformations. There is a model of transformational communications in Fig. 1, which presents the impact of factors on communication [12]. The level of community spirit, trust, motivation, loyalty, job security and engagement must be of satisfactory or above satisfactory level to let the employees appreciate the purpose of change and productively influence their workspace situations and therefore the development of business organisations and profit-making.

D. Goleman insists that successful leadership is bound to emotional intelligence [11]. He quotes the data of Harvard University research which state that the success of any activity is only by 33% determined by hard skills, knowledge and intellectual abilities (i.e. human IQ) and 67% by emotional competence (EQ). Besides this numbers are even more substantial for the executives: only 15% of success depends on IQ, while 85% is derived from EQ potential. D. Goleman states that 50-70% of organizational climate depends on the actions of the only person – the leader. Whereas emotional climate itself – emotion-laden attitude to work – can contribute to 20-30% difference in employees work efficacy. It is the leader's emotional competence that significantly influences the psychological climate in the team and consequently the employees' efficiency. D. Goleman was the first to apply the concept of emotional intelligence to business. During the research involving almost 200 multinational companies, the scientist revealed that effective leaders are characterized by a high level of emotional intelligence. Due to the results of his survey, people with high level of emotional intelligence are faster in making decisions, they act more responsively in critical situations, are better in managing their subordinates, which prospectively provides their career growth and prosperity of the organization they work for.



*Fig. 1. Change Communication Model [12]*

The conclusions as for the importance of emotional intelligence for successful leadership have been confirmed by the surveys of national scientists. Thus L. Zhuravliova [2] states that empathy is more significant for men than for women. None of the male managers had shown low empathy quotient, while there were identified 21.4% of respondents thereof among women-managers. As for the whole sample of the study group of successful executives, there has been found a positive statistically significant correlation between the data of success and empathy rates. In general, the data of empathy self-evaluation have close correlation bond with such personality determinants of successful management as tolerance, commitment and fair-mindedness [3].

The concept of emotional literacy proposed by C. Steiner [8], relates this phenomenon to the system of abilities and life skills, firstly the ability to understand personal emotions, listen to others sympathizing with their emotions, and to express emotions successfully. Awareness of one's own emotions, managing them, being able to put oneself in the other person's position, appreciate their feelings, getting well with other people at work are the basic principles for more comprehensive understanding of the world, a way of self-understanding, self-development and successful self-actualization. From the perspective of E. Burn's theory and current research in genetics and neuropsychology, C. Steiner has proposed the emotional awareness scale, which includes the further emotional states: emotional numbness, physical sensations, emotional chaos or primal experience, verbal barrier or linguistic barrier, differentiation, causality, empathy, interactivity and total awareness. Each of these states typifies different levels of emotional literacy of a personality according to the efficiency of their interaction with the environment.

So, based on the analysis of the scientific sources we have concluded that high level of emotional intelligence allows to provide successful transformations in business organisations. And since successful communications are a key essential of transformations, we can assume that the level of emotional intelligence of the individual is the factor that affects the quality of communication both within business organisations and among partners and clients, which subsequently impacts on work efficiency and ensures friendly relations in a team.

To verify this assumption, we conducted an empirical study of the interconnection of emotional intelligence components and efficient communication strategies.

Concerning the psychodiagnostics of emotional intelligence, there are different approaches to its measuring, which depends primarily on different theoretical models of explaining this phenomenon, e.g. the ability-based model (J. Mayer, P. Salovey, D.R. Caruso) [13], model of emotional intelligence as a set of mental abilities and personality traits (R. Bar-On, D. Goleman, D. Lusin) [5].

In our research we used the emotional awareness questionnaire, proposed by C. Steiner [8]. According to the author, emotional awareness is an important component of emotional literacy. The questionnaire contains six scales representing different levels of emotional awareness: emotional numbness, physical sensations, emotional chaos or primal experience, differentiation of emotions, empathy and interactivity [8].

Besides, we used the method of emotional consciousness by Ukrainian scientists O. Vlasova and M. Bereziuk to study emotional intelligence. The methodology contains five scales and a consolidated index of emotional intelligence: differentiation of emotions, expression of emotions, empathy, emotion control and emotional ownership [1].

The main communication strategies chosen for the study were 'dominance-submission' and 'friendliness-hostility' (in accordance with the components of the diagnostic methodology of interpersonal relationships by T. Leary).

The study was conducted in 'Avgust-Trade LTD', 'Rent House LTD' and Ukrainian Energy Systems LTD Kyiv, Ukraine. The sample of the experiment consisted of 104 participants aged 19-63 and included employees who work in various fields of activity from executive positions to industrial workers.

The interpretation of the received data was fulfilled by the means of mathematical statistics methods, e.g. factor, correlation and variance analysis.

As a result of a study fulfilled there were established significant correlation between the strategies of communication and the compounds of emotional intelligence, namely: empathy, interactivity, differentiation and expression of emotions. Thus we revealed the significant statistical relationship between differentiation of emotions 0.33 ( $p \leq 0.001$ ), expression of emotions 0.21 ( $p \leq 0.035$ ), empathy 0.28 ( $p \leq 0.004$ ), and general emotional awareness 0.31 ( $p \leq 0.001$ ) on one hand and the strategy of 'friendliness-hostility' on the other hand; statistically significant relationship between differentiation of emotions 0.22 ( $p \leq 0.026$ ), empathy 0.23 ( $p \leq 0.017$ ) and interactivity 0.20 ( $p \leq 0.041$ ) with the strategy of 'friendliness-hostility', and the relations of empathy 0.27 ( $p \leq 0.006$ ) with the strategy of 'dominance-submission'.

So, an important result of the study is the confirmation at a statistically valid level the existence of the relationship between the compounds of emotional intelligence (empathy, differentiation of emotions, expression of emotions and interactivity) and the strategies of communication ('friendliness-hostility', 'dominance-submission').

According to the results of the summative stage of the research we developed and realized the program of a formative experiment aimed at improving the quality of communication in the sales department, administration and warehouse. This framework of participants was deliberately composed in accordance with the conclusions of the theoretical study that the most important factors of communication are managers' competence and equal access of all the employees to all the resources of information. The main task of the formative experiment was to support the growth of emotional intelligence of the company's employees for enhancing the quality of communications.

The following methods were used to achieve the goal and accomplish the tasks of a formative experiment:

- *interviews with employees* about the results of empirical study in order to increase intrinsic motivation for participating in training program and personal motivation for participating in a formative experiment;

- *individual psychological counselling*, which would provide the development of emotional intelligence and competence of both the administration and middle-line managers, support decision-making and conflict-resolution, prevent professional burnout, inspires internal motivation of employers and managers;

- *group psychological counselling* meetings of administration and key employees of the company on a weekly basis;

- *T-group trainings*. This type of psychological training was chosen as it is oriented into development of emotional intelligence compounds, awareness of personal motives and emotional states and providing cooperation in a group and organisation. The other techniques such as *focusing*, and *metaphorical association cards* were also applied during training.

The elements of the program were implemented sequentially. 12 employees of the company were involved in it. The control group consisted of 24 participants. The program was implemented completely, it received positive feedback from the participants and the company administration.

The efficiency of the set of methods used to form emotional intelligence as a factor of effective communication was defined by providing control tests for the company employees. The results of the control diagnostics allowed us to confirm that those participants who were involved into formative experiment have higher rates of all the compounds of emotional intelligence compared to the control group and to the results of the initial tests. The analysis of independent samples of the experiment and control groups demonstrates statistically significant dynamics of the experimental group at both the main strategies of communication: 'dominance-submission' t-criterion 2.86 ( $p \leq 0.007$ ), 'friendliness-hostility' t criterion 4.32 ( $p \leq 0.001$ ).

Summing up the results of controlling diagnostics of the experimental group we can make a conclusion that forming the components of emotional intelligence became a vital factor for improving communications in the experimental group of participants and the company in general.

**Conclusions.** The significance of the problem of emotional intelligence development in contemporary Ukrainian and foreign science has been proved positive, although there is no unified approach to perceiving the essence and the structure of emotional intelligence in scientific sources. Academic analysis of different approaches towards the definition of the concept of the phenomenon of emotional intelligence in contemporary literature has allowed us to acknowledge that emotional intelligence is a structure which consists of the ability to observe own emotions and the emotions of the other people, distinguish them and use this information for managing thinking and behaviour.

According to the theory of communication management the definition of communication is given as a process of interaction during which the exchange of information takes place. Providing that, the communication is supposed to be successful as soon as it results in the change of addressee's behaviour. The main factors of effective communication in business organisations are identified as emotional and communicative competence of managers and equal access of all the employees to all the resources of information.

We believe that the most significant result of the research is having shown the relations among the compounds of emotional intelligence, precisely, empathy, differentiation of emotions, expression of emotions and interactivity with the strategies of communication.

Taking into consideration the results achieved within the empirical research there was designed the program of developing emotional intelligence as a factor of efficient communication in business organisations. The developed program consists of a set of methods including interviews with employees, individual psychological counselling, group psychological counselling, the system of psychological training to develop the constituents of emotional intelligence. The control diagnostics of emotional intelligence as a factor of efficient communication showed significant results of the dynamics in the main strategies of communication for the participants of the experimental group compared to the results of the control group.

**Prospects of further research.** We consider prospective to study the following directions of the interrelation between communicative competence and emotional intelligence: the gender peculiarities of the components of emotional intelligence; developing diagnostic methods of measuring the empathic level of dialogic discourse to introduce them into practice of business organizations for effective work and staff training, etc.

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*Абаніна Г. В., Антонєць С. А. Емоційний інтелект як чинник ефективної комунікації в бізнес-організаціях. У статті наведено результати теоретико-методологічного аналізу проблеми комунікації в бізнес-організаціях та обґрунтовано поняття емоційного інтелекту як чинника ефективної комунікації. Проаналізовано особливості комунікативного менеджменту як провідного чинника успішного розвитку бізнес-організацій, розглянуто концептуальні підходи щодо вивчення комунікації в організаціях, які зазнають змін, описано передумови готовності бізнес-організації до змін (рівень супротиву змінам, поінформованість членів організації про зміни, рівень лояльності, рівень невизначеності та нестабільності), визначено та описано чинники ефективної комунікації в бізнес-організації під час змін. Проаналізовано результати досліджень впливу емоційної компетентності на ефективність управлінської діяльності. В межах концептуальної моделі емоційної грамотності К. Стайнера обґрунтовано поняття емоційного інтелекту.*

*Представлено програму емпіричного дослідження, зокрема описано вибірку дослідження та психодіагностичний інструментарій для вимірювання основних параметрів дослідження: рівня емоційного інтелекту та стратегій комунікації в бізнес-організації (використано теоретичні моделі емоційного інтелекту як сукупності розумових здібностей та особистісних рис).*

*Представлено результати емпіричного дослідження взаємозв'язку складових емоційного інтелекту (емпатія, інтерактивність, диференціація та вираження емоцій) та стратегій комунікації в бізнес-організації (домінування-підкорення та дружєлюбність-агресивність). Виявлено статистично значущі зв'язки між: диференціацією емоцій, вираженням емоцій, емпатією, загальним емоційним усвідомленням з однієї сторони та стратегією «дружєлюбність-агресивність» з іншої сторони; диференціацією емоцій, емпатією, інтерактивністю зі стратегією «домінування – поступливість»; емпатією та стратегією «дружєлюбність-агресивність». Представлено результати проведення тренінгової програми підвищення рівня емоційного інтелекту в бізнес-організаціях.*

***Ключові слова:** комунікація, емоційний інтелект, бізнес-організація, емоційна грамотність, емпатія, диференціація емоцій.*

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