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IMPACT OF EMOTIONAL INTELLIGENCE ON SOCIAL INTERACTIONS AND PROFESSIONAL CAREER OF MANAGERS: BIBLIOMETRIC ANALYSIS

Subject of study: The main goal of this study is to analyze the role of emotional intelligence in the conditions of the „global economy” it plays in creating a career path and more effective work. Digital transformation in the global labor market causes modern careers to be unpredictable, variable and international. The subject of the research are the issues of individual managers in connection with the social environment and their impact on building emotional intelligence in the development of contemporary careers. The article discusses the impact of emotional intelligence on building social interactions in a work environment affecting the development of professional career and mutual connections in team cooperation. The goal was achieved based on the query of national and foreign literature, remaining in a direct relationship with the subject of the study.

Research goal. The main purpose of the study is to present selected aspects of building and developing emotional intelligence in the individual aspect of managers and surrounded by the social and professional environment. A role analysis was carried out in the development of emotional intelligence of factors affecting social activity and task and creativity of managers. The impact of these factors on the unit both internally and externally and mixed on the basis of source data as well as the results of domestic and foreign scientific research was discussed on the basis of research.

Key words: emotional intelligence, work environment, professional career, manager.

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Эмоционалды интеллекттің әлеуметтік өзара әрекеттесуге және менеджерлердің кәсіби мансабына әсері: библиометриялық талдау

Зерттеу пәні: бұл зерттеудің негізгі мақсаты – мансап жолын құруда және тиімдірек жұмыс істеуде ойнайтын “жаһандық экономика” жағдайында эмоционалды интеллекттің рөлін талдау. Әлемдік еңбек нарығындағы цифрлық трансформация қазіргі мансапты болжау мүмкін емес, өзгермелі және халықаралық етеді. Зерттеу пәні-әлеуметтік ортаға байланысты жеке менеджерлердің проблемалары және олардың қазіргі мансапты құру кезінде эмоционалды интеллекттің қалыптасуына әсері. Мақалада эмоционалды интеллекттің кәсіби мансаптың дамуына және командалық ынтымақтастықтағы өзара байланыстарға әсер ететін жұмыс ортасындағы әлеуметтік өзара әрекеттесуді құруға әсері талқыланады. Мақсатқа зерттеу тақырыбымен тікелей байланысты бола отырып, отандық және шетелдік әдебиеттердің сұранысы негізінде қол жеткізілді.

Зерттеудің негізгі мақсаты – менеджерлердің жеке аспектісінде және әлеуметтік және кәсіби ортада эмоционалды интеллекттің қалыптасуы мен дамуының жеке аспектілерін ұсыну. Әлеуметтік белсенділікке, тапсырмаларды орындауға және менеджерлердің шығармашылығына әсер ететін факторлардың эмоционалды интеллектінің дамуындағы рөліне талдау жасалды. Жүргізілген зерттеу негізінде бұл факторлардың бастапқы деректер, сондай-ақ отандық және шетелдік ғылыми зерттеулердің нәтижелері негізінде компания ішіндегі және одан тыс бөлімшеге әсері талқыланды.

Түйін сөздер: эмоционалды интеллект, жұмыс ортасы, кәсіби мансап, менеджер.

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Влияние эмоционального интеллекта на социальные взаимодействия и профессиональную карьеру менеджеров: библиометрический анализ

Основная цель данного исследования – проанализировать роль эмоционального интеллекта в условиях «глобальной экономики», которую он играет в создании карьерного пути и более эффективной работы. Цифровая трансформация на мировом рынке труда делает современную карьеру непредсказуемой, изменчивой и международной. Предметом исследования являются проблемы отдельных менеджеров в связи с социальной средой и их влияние на формирование эмоционального интеллекта при развитии современной карьеры. В статье обсуждается влияние эмоционального интеллекта на построение социальных взаимодействий в рабочей среде, воздействующих на развитие профессиональной карьеры и взаимные связи в командном сотрудничестве. Цель была достигнута на основе изучения отечественной и зарубежной литературы, оставаясь в прямой связи с предметом исследования.

Основная задача исследования состоит в том, чтобы представить отдельные аспекты формирования и развития эмоционального интеллекта в индивидуальном аспекте менеджеров и в окружении социальной и профессиональной среды. Был проведен анализ роли в развитии эмоционального интеллекта факторов, влияющих на социальную активность, выполнение задач и креативность менеджеров. На основе проведенного исследования было обсуждено влияние этих факторов на подразделение как внутри компании, так и за ее пределами, базирующееся на основе исходных данных, а также результатов отечественных и зарубежных научных исследований.

Ключевые слова: эмоциональный интеллект, рабочая среда, профессиональная карьера, менеджер.

Introduction

Emotional intelligence first appeared as a term in 1990 in the publication of psychologists Peter Salovey and John Mayer (1990), who are still considered to be the creators of this concept. The term given by them defined emotional intelligence as a form of social intelligence, which is related to both the ability to control, supervise and distinguish emotions and feelings of one's own and those of others, as well as the use of knowledge gained through such monitoring in order to achieve the ability to control one's thinking and acting. The literature on the subject calls this approach the model of abilities due to the general assumption that emotional intelligence is a set of mental abilities relating to the intellect and the emotional sphere. The authors of the model expressed the view that emotions are organized responses of the body that accompany the thinking process without disturbing it. In this regard, the study of the influence of emotional intelligence on social interactions and the professional career of personnel from the point of view of studying theoretical views on this process is an urgent issue. The main purpose of this study is to analyze the role of emotional intelligence in the conditions of the "global economy", which it plays in creating a career path and more effective work. The subject of the research are the issues of individual managers in connection with the social

environment and their impact on building emotional intelligence in the development of contemporary careers.

Literature review

The essence of emotional intelligence

Definitions of the concept of emotional intelligence indicate its significant impact on human social interactions as well as on its effective functioning in many aspects of everyday and professional life. Professional work, which is one of the main elements of life, is a space where emotional intelligence gains special importance.

Goleman (1999) points to its essential importance in achieving outstanding results in professional work, regardless of the position held and the profession performed. In addition, he indicates the individual components of emotional competences (purely intellectual, analytical and abstract abilities, classified as emotional intelligence) that contribute to success at work. We are talking about self-awareness, self-regulation, motivation, empathy and social skills. Goleman (1999) also points out that emotional intelligence is a key parameter desired by employers when it comes to increasing efficiency and effectiveness in the team.

Matczak and Knopp (2013) point to two aspects important for functioning in the work environment, which are:

- cognitive, allowing for effective processing of received information, stimulating thinking processes to greater creativity and ingenuity

- social, allowing for adaptation and functioning in difficult social conditions.

Researchers, referring to numerous empirical studies of other scientists, confirm that there is a clear link between having higher emotional abilities and coping more efficiently in the work environment, also through being more effective leaders or simply through more frequent successes on the professional ground or during job interviews.

Bereziewicz (2015) points to the general impact of emotions on most decisions in human life and emphasizes the special value of emotional intelligence when making decisions in professional life, as well as when managing one's own emotions in the work environment or identifying the emotional state of people from the immediate environment. The researcher points to the negative impact of the chronic presence of the stress hormone on the body, which causes a decrease in concentration, problems with remembering, or, for example, making more mistakes at work.

The study made by Górnica (2012) based on numerous research of consulting companies indicates the importance and value of emotional intelligence, especially the skills and abilities creating it as parameters particularly sought after in employees on the labor market. Currently, employers expect primarily team work skills, self-organization and motivation skills, and of course a high level of interpersonal skills.

Methodology

The research question that was studied in the article is whether emotional intelligence is a factor in creativity and acceptance of change in the company environment. To achieve the goal of the study, the method of bibliometric analysis was chosen, which was based on the study of source data, as well as the results of domestic and foreign scientific research.

Results and discussion

Emotional intelligence as a factor of creativity and acceptance of changes in the company's environment

As for the benefits of emotional intelligence that pay off in the work environment of managers, according to the available studies, among others:

1. Reduction of stress, which nowadays is an integral part of most professions – emotional

intelligence at an appropriate level provides a sense of self-control and immunity (Nikolaou I., 2002) and can also be a factor facilitating the maintenance and health among employees (Costa H., 2013).

2. Increased responsibility and openness to constructive criticism are features that distinguish employees and managers, with a high level of emotional intelligence (Glowacka M., 2023).

3. More optimism, empathy as well as acquiring skills and effective strategies for resolving misunderstandings and conflicts is another effect of a high level of emotional intelligence both rank-and-file employees and leader (Moradi H., 2023).

4. Increased flexibility, which thanks to emotional intelligence allows you to adapt to changing working conditions (Coelzee M., 2013).

5. Greater involvement of employees, which translates into better results and greater satisfaction, allows people with a higher level of emotional intelligence to better understand their role, feel more appreciated, which makes it easier to be more involved in work (Coelzee M., 2013).

6. Greater motivation is also the result of the positive results of increased commitment and the vision of future positive results. Increasing it usually also brings satisfaction and a reduction in absenteeism as well as an increase in productivity. Research indicates a link between the emotional intelligence of employees and their level of dedication, enthusiasm and interest in work (Sarangi S., 2015).

7. Better time management due to the ability to prioritize tasks (Kim S.H., 2010).

8. Improved customer service, which, thanks to a high level of emotional intelligence, allows you to control your emotions and put yourself in the role of the other side.

9. Enhanced teamwork, the desire for which results from the level of emotional intelligence, additionally constituting tools such as: cooperation, empathy, conflict resolution, self-awareness, emotional control, thanks to which people with a high level of this intelligence (Felson N., 2023).

10. Effective communication, which thanks to emotional intelligence is free from frustration, malicious remarks.

11. Strong leadership, George J.M., (2000) resulting from emotional intelligence, which effectively affects leadership by identifying common goals, building the target identity and culture of the organization, stimulating enthusiasm in others, as well as a positive approach, partnership, trust or self-confidence. In addition, helping employees understand the value of their work or supporting the

ability to adapt in the face of change is also under this influence.

Research conducted by the renowned CareerBuilder.com website shows that as many as 75% of managers prefer employees who have developed emotional intelligence than those with a higher intelligence quotient. This is due to the fact that in their opinion these people are more mastered, especially in stressful and difficult situations, which translates into making wise decisions and effective conflict resolution.

Discussion in scientific environments regarding the impact of the level of emotional intelligence on professional life and private manager is unresolved- Knopp (2014) points to both the results of scientific research that confirm the salutary effect of emotional intelligence on the general well-being of a person and his social interactions (mostly the results of research by enthusiasts of mixed models of emotional intelligence) as well as the results of other studies indicating the lack of any connection between these phenomena. There are also results of empirical studies indicating some skills and abilities that make up emotional intelligence, which can significantly contribute to a better functioning of an individual in the work environment.

Jordan and Ashkanasy's research proved (Figure 3) that teams composed of employees with a high level of emotional intelligence had significantly higher effectiveness, efficiency and effective use of working time, compared to the teams that were composed of employees with a lower level of this parameter (Srikanth S., 2014).

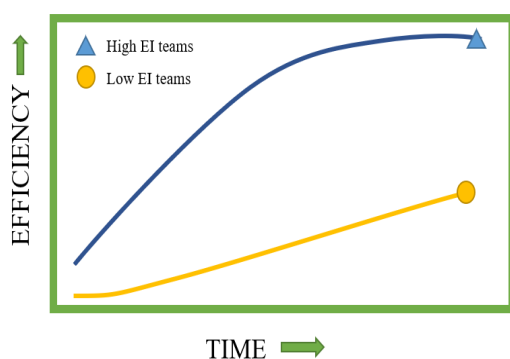


Figure 1 – The graph showing the relationship between emotional intelligence and the effectiveness of activities in the group according to Jordan and Ashkanasy research (2002)

Note: own study based on Jordan P., Ashkanasy N., et al., Workgroup emotional intelligence Scale development and relationship to team process effectiveness and goal focus, Human Resource Management Review (2002)

The survey conducted in 2019 by Capgemini among 1500 rank-and-file employees of various industries and 750 directors of large companies from various industries from around the world, as well as interviews with 15 experts and academic lecturers allowed to present a report on emotional intelligence, which shows, among others that about 60% surveyed organizations notice real benefits of employed with a higher level of emotional intelligence on a daily basis. Among the most frequently indicated benefits were increased productivity or increased satisfaction of colleagues. The authors of the report indicate that investing in the development of emotional intelligence in employees can bring a return up to four times, taking into account its impact on the costs of the organization, its productivity and real revenues.

Matczak and Knopp, on the basis of research, suggest that emotional intelligence is an acquired value that develops along with the accumulation of life experiences. This indicates that time from childhood to early adulthood is the most dynamic period in the development of emotional intelligence. During this period, this dynamics reaches a peak, which gradually begins to decline. However, with age, increases the so-called baggage of life experiences (including social and emotional), allowing for further development of emotional intelligence. This development is very complex and is still affected by many factors, such as biological ones, e.g. lateralization of the cerebral hemispheres or temperamental features, as well as those of environmental origin, e.g. socialization (Piekarska, J., 2010).

Researchers also indicate that an essential role in the development of emotional intelligence is played by factors influencing social activity and task-orientedness, which can affect an individual both internally (preferences and capabilities determined by temperament and cognitive abilities) and externally (e.g. environmental conditions, patterns of desired behaviors and requirements) and in a mixed way (Matczak, A.).

In addition, the results of the research indicate that according to the managers surveyed, people with high emotional intelligence are very empathic and are able to effectively cooperate with other people, which is crucial in today's organizations. These people are to be able to show understanding for others and easily establish positive relationships with colleagues.

The independent development of emotional intelligence is possible thanks to one's own work, consistent empathizing with one's own life,

motivating oneself, asking the right questions, recognizing and controlling one's own emotions and the emotions of others, and also developing easier access to the most desirable emotions, or using neurolinguistic programming. Applying emotional intelligence in everyday life is also a great way to stimulate and develop it (Merlevede P.E, 2008). A rich, available industry or interpersonal training program allows you to work on yourself, enabling you to increase your conscious approach to this issue, thanks to which further development in this field will be possible.

Goleman indicated the key actions leading to the development of emotional intelligence, i.e.:

- being aware of your own destructive beliefs and working on them,
- awareness of your own nervous behaviors and stopping them,
- meditation and other relaxation techniques to reduce anxiety

This precursor of the issue also indicates stress, tension and anxiety as factors, the large amount of which can lead to paralysis of activities, discouragement to perform work, as well as hatred of it, which may result in long-term burnout syndrome.

The conclusion may be that competent managers and teams consisting of people with developed emotional intelligence are creative people who are more successful. Developing emotional intelligence in a team can be a challenge, but the effort of the organization that should be incurred in this respect seems disproportionately at a lower cost in relation to future profits in this respect.

All training initiatives and courses for the development of emotional intelligence are called the Emotional Education Movement. One of the beliefs spread through this initiative is the so-called *affect labeling*, i.e. labeling the effect, according to which the appropriate naming of emotions allows you to significantly reduce their level. Knowing this principle and thus openly communicating one's emotions and persuading subordinates to do the same is, in the opinion of many experts, the first level of maturity of a manager and his team.

The development of emotional intelligence is impossible without getting to know yourself and building your own emotional awareness. Awareness of experienced emotions and naming them is a good first step towards further development of emotional intelligence. In the digitized world, which allows you to find most solutions with the use of Internet

access, there are of course tools that allow you, for example, to shape the assessment of your own range of symptoms that appear in various types of situations on an ongoing basis – these types of tasks are performed by an application for mobile devices called Moodflow : Mood Tracker .

According to Goleman and Carr (2009), successes, not only at work, but in life in general, are determined more by the heart, i.e. emotions, than by the head, i.e. rationality, referring to the issue figuratively. Professional successes in the workplace are therefore determined by factors independent of the general intelligence quotient, such as those that are part of human nature, such as the emotional intelligence just discussed, based on the ability to efficiently analyze one's own emotions and the emotions of other people and deal with them in life and social interactions.

Assertiveness, recognizing problems and mitigating conflicts are also features that belong to such people. If you add to this realistic expectations, the ability to reduce stress, openness and the ability to work in a team and respect for different opinions, you get the picture of an ideal employee who is sought after in every recruitment process of an organization that focuses on a high standard of work quality and high efficiency combined with considerable independence of action .

An appropriate level of emotional intelligence has a positive effect on the general condition of the employee, who is more often aware of his role in the organization, his value, and also copes with conflicts in the team more efficiently. His resistance to stress and more frequent cooperation with other employees of the organization translates directly into reducing stress and rotation in the team.

Conclusion

On the basis of research and discussions in the scientific community, analyzing the impact of the level of emotional intelligence on the professional and private life of a manager in the social environment, it should be emphasized that the topic requires continued exploration.

Goleman described determinants of professional success among managers as general and emotional intelligence, dividing their impact in a ratio of 20% / 80%. This division is still the subject of research, but as of today, observations and research of business people's behavior Bieniok H. (2007) can confirm that only about 40-45% of professional success results from knowledge, good

substantive preparation and general intelligence, the rest are different, extremely important features such as continuous work on yourself, creativity, diligence and empathic, calm character, i.e. personality.

The results of empirical research indicate some skills and abilities that make up emotional intelligence, show how work on yourself and the social and professional environment significantly

contributes to the more effective functioning of the individual in the work environment.

These studies also indicate that there is a widespread belief supported by practice that people with high emotional intelligence usually have developed leadership skills – they are creative people who can effectively manage the organization and other employees, as well as inspire and motivate a team to achieve better and better results.

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