

## **LEADER'S EMOTIONAL INTELLIGENCE AS A FACTOR INFLUENCING ORGANIZATIONAL CULTURE**

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### **Abstract**

The author considers the concept of organizational culture, leadership, emotional intelligence and discusses their relationship. The author complements existing constructs of established phenomena, based on the results of a meta-analysis, analysis of theoretical approaches to studying and working with these phenomena, as well as the practice included work with them in existing organizations.

**Key words:** emotional intelligence, organizational culture, managerial interaction type, leader.

### **Introduction**

Organizational culture is a complex socio-psychological phenomenon, which includes all aspects of cooperation within the organization, psychological climate, values, workflow, characters, etc. Within the framework of development and actualization of potential employees, the important point is to control leadership. Leader-owner involved in management constitutes an organizational culture that contributes to motivating employees. In this article, we will discuss the main approaches to understanding the phenomena of organizational culture, leadership and emotional intelligence, will showcase the results of the study of interference patterns of leaders' managerial type and components of his emotional intelligence.

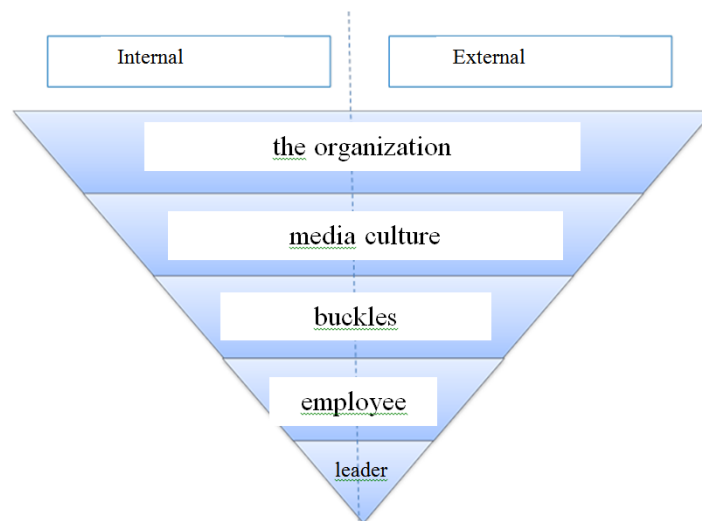
## **Organizational culture**

Organizational culture is a complex socio-psychological order (order) management and organizational interactions, which is constituted and regulated systems of ethical meanings participants interaction (L.N.Aksenovskaya)[1].

The practice of working with the diagnosis and changes in organizational culture has showed the need for a systematic approach to the analysis of its components. Let's look at the components:

- a leader, who constitutes an organizational culture, is the basis for the research and development;
- models of administrative interaction, broadcasting leader's understanding and every issue that is connected with them;
- people-personnel of organizations (climate, conflicts, behaviors, etc. are studied at this level of the analysis);
- a metaphorically marked level of buckles that includes values, basic assumptions and other "cultural anchors" of organizations;
- media culture as a communication flow towards outside and inside organization;
- upper-level of organizations, their goals, mission and objectives.

Also, the pyramid organization of cultural layers is divided into two parts, internal and external orientation (Fig. 1).



**Figure 1. Levels of organizational culture**

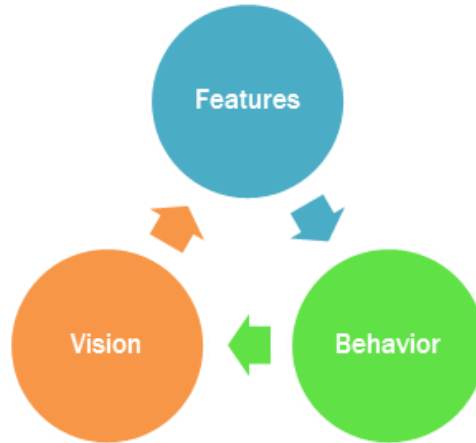
### **Leadership:**

According to the classical classification of leadership, there are three approaches to the definition of a leader [2]: charismatic (a leader is a person with innate, unchanging leadership qualities), behavioral (a leader is determined by the characteristics of interaction) and situational (a leader exerts its leadership in solving certain problems: in the rest of the situations, he / she will not be a leader). The classification does not give a clear answer to the question, who is a leader, and how to develop his / her qualities.

Leadership is a concept that integrates all approaches to its understanding. On the level of the leader's personality, it is possible to use methods of investigation and description relating to the charismatic approach; on the group and interaction level, behavioral approach is more appropriate; on the level of leaders' vision of organizational mission situational approach should be applied, i.e. a leader can be effective only in conjunction or in solving specific problems. This is a prerequisite to understanding the phenomenon of leadership. Leader (Fig.2) is a personality that combines

- “Features” – individual and psychological characteristics associated with confidence, responsibility, initiative, adaptability, autonomy, emotional and volitional regulation;

- “Behavior” – skills of group dynamics control;
- “Vision” - a strategic level of thinking, with high rates of successful operational tasks.



**Figure 2. Socio and individual-psychological aspects of leadership**

Based on the results of the research [3;4], some more leaders’ qualities can also be singled out:

- strong commitment to justice and completion of a case;
- energy and perseverance, risk-taking and originality in solving problems;
- initiative;
- self-confidence;
- ability to influence behavior of others, to structure social relationships;
- a desire to take care of all the consequences of actions and decisions;
- ability to resist frustration and disintegration of the group.

### **Emotional intelligence**

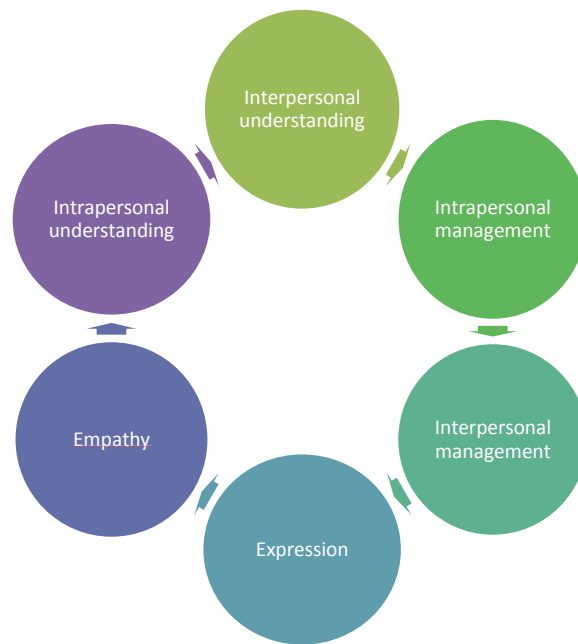
Emotional intelligence and emotional competence is a person’s ability to understand and manage their emotions and emotions of other people (D.V.Lyusin) [5].

Based on this definition, the study of emotional intelligence can be targeted at learning the ability, which is a feature of psychological functional systems (V.D.

Schadrikov), or can be defined as the individual psychological characteristics of a personality (B.M.Teplov).

Given the peculiarity of the construct of "emotional intelligence", it is understood that at present it cannot be attributed to any of the groups that are to classify abilities. Undoubtedly being a feature that determines the success of a specific activity (B.M.Teplov), the emotional aspect of this activity cannot be unambiguously ascribed to the individual psychological or socio-psychological constructs.

After a meta-analysis of all the major theoretical approaches to understanding the psychology of emotional intelligence [6-9], such elements that are not included in intrapersonal and interpersonal emotional management and understanding as empathy and expression were added to individual and socio-psychological characteristics (Fig.3).

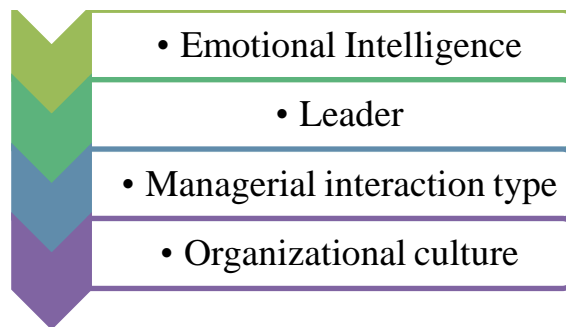


**Figure 3. Components of emotional intelligence**

The manifestation of emotional intelligence in the group interaction is immediately noticeable, even to a lay person in the street: if a person is expressive, convincing; he / she their charges people surrounding him / her with energy; if a person keeps calm, understands and identifies the emotion.

**The relationship between phenomena: emotional intelligence, leadership and management model of interaction, organizational culture**

As a result, our research has revealed that there is a relationship between the components of emotional intelligence, leadership style, its management model of interaction and organizational culture (Fig. 4). Since emotional intelligence has been studied in terms of socio-psychological approach, first its manifestations within the interactions with other people were investigated. The most significant results were found with the discriminant analysis, components of emotional intelligence and management model of interaction leaders (Fig. 5).

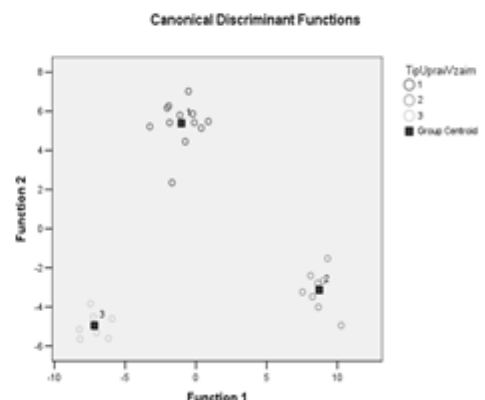


**Figure 4. Relationship of emotional intelligence leadership and organizational culture**

**Classification Results(a)**

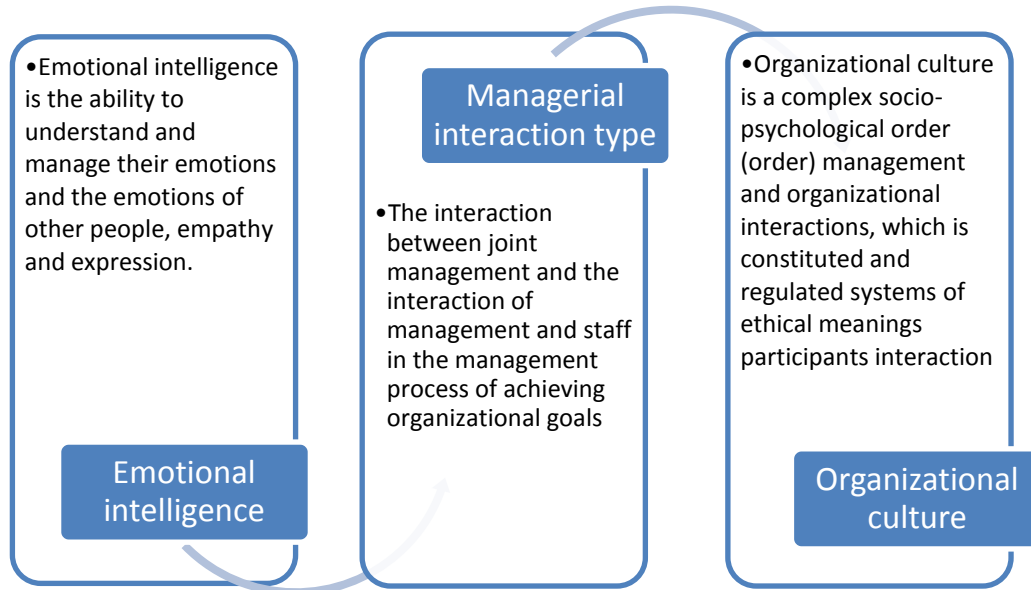
a 100,0% of original grouped cases correctly classified.

TipUpravVzaim		Predicted Group Membership			Total
		1,00	2,00	3,00	
Original	Count	12	0	0	12
		0	8	0	8
		0	0	8	8
	%	100,0	,0	,0	100,0
		,0	100,0	,0	100,0
		,0	,0	100,0	100,0



**Figure 5. Discriminant analysis of the components of emotional intelligence and models of managerial interaction**

As a result of the comprehensive study of organizational cultures of 30 organizations, methods of qualitative and quantitative analysis of the owners and managers of these organizations (80 persons) and business environment of the owners (150 persons), it has been proved that emotional intelligence of a leader influences the change of organizational culture by modifying the management model of interaction (Fig. 6).



**Figure 6. Scheme of emotional intelligence of the leader of the organization and organizational culture**

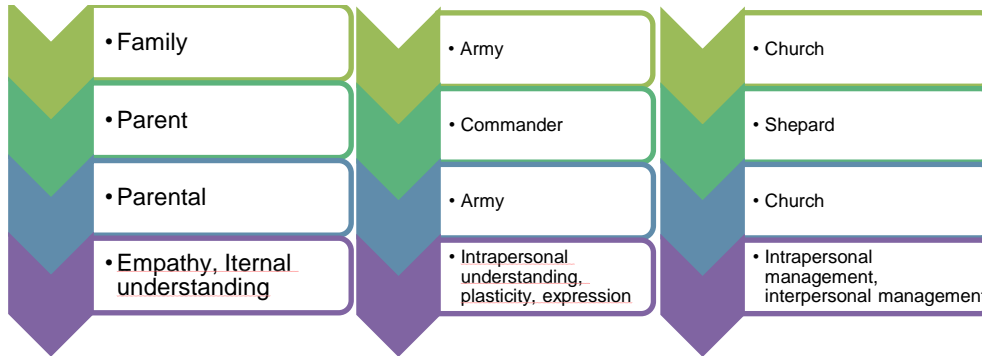
In particular, the following relationship of emotional intelligence components, leadership, management model interactions and types of organizational cultures have been identified (Fig. 7):

a) for a leader having a "pastoral" model of administrative cooperation, interpersonal understanding, external expression, emotional awareness and empathy as components of emotional intelligence are subject to the development;

b) for the leader, having a "parent" model of administrative cooperation, interpersonal understanding, external expression and being easily appeased emotionally as components of emotional intelligence are subject to the development;

c) for the leader, having a "commander" model of administrative cooperation, interpersonal understanding, external expression, empathy and intrapersonal

understanding as components of emotional intelligence are subject to the development.



**Figure 7. The relationship of the emotional intelligence components, models of managerial interaction, type of leadership and organizational culture**

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