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The importance of emotional intelligence in management and organizational effectiveness

Metropolia University of Applied Sciences

Degree: Bachelor of Business Administration

Degree Programme: European Business Administration

Bachelor's Thesis

Date: 06.04.2020

Author Title Number of Pages Date	Sanni Sanja Ishfaq The Importance of Emotional Intelligence in Management and Organizational Effectiveness 43 pages + 4 appendices 06 April 2020
Degree	Bachelor of Business Administration
Degree Programme	European Business Administration
Instructor/Tutor	Daryl Chapman, Senior Lecturer
<p>This thesis aims to explore to what extent emotional intelligence plays a role in the management and organizational effectiveness; the qualities that contribute to EI, its presence in the personalities of managers, importance while recruiting and contribution to the organization's success. Explanation of the concept of EI by Salovey and Mayer along with further contribution by Daniel Goleman have been explored. Previous literature has been examined that supports the research topic including the Bar-On Model of Social-Emotional Intelligence. Several counter arguments have also been presented by analysing the research from the past. A survey-based research has been carried out on The Shortcut, a talent accelerator, non-profit organization in Finland. The research was divided into 2 parts where first a survey designed for the managers/team leads of the organization was distributed to explore the importance of EI in their management, its value in their recruitment along with the extent to which EI is considered to effect their employees' performance and organization's success. Another survey for regular employees/interns of The Shortcut was used to collect their views on the role of EI within their workplace, management, productivity levels and recruitment. The results showed that EI plays an important role in their organizational effectiveness. Another survey-based research was carried out among the general population of Finland to assess the job applicants'/employees' views about the recruitment criteria in Finland and the importance given to EI. Overall, this thesis explains and concludes that EI plays a huge role in the management and organizational effectiveness.</p>	
Keywords	Emotional Intelligence (EI), Intelligence Quotient (IQ)

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Glossary

- EI Emotional Intelligence. "A type of emotional information processing that includes accurate appraisal of emotions in oneself and others, appropriate expression of emotion, and adaptive regulation of emotion in such a way to enhance living."
- IQ Intelligence quotient. "The measure of how well a person is able to learn, evaluate, gain and implement skills and knowledge."

1 Introduction

With the fast-paced technological advancement, the world is witnessing improvements in working methodologies in the business field. Where latest tools and gadgets are being introduced to ease human efforts in a day to day working life and boost performance, more and more importance is also being given to the employee well-being with the expectation of the positive outcomes resulting in the organizational effectiveness. This brings us to a perspective that productivity at a workplace is not only dependent on the efficiency of the tools being used or might not be even fully reliant on employees' intelligence for that matter. Just like in many other countries, Finnish companies provide wellness services, community well-being activities, get-togethers, etc. to their employees to unwind, de-stress and take a break from the hectic routine. This motivation, to be present for the employees and support them in some way must come from a certain type of a mindset of being self-aware, considerate of others' emotions and being empathetic. These qualities, along with social skills, combined together are known to form the concept of emotional intelligence. (Big Think 2012) Many researchers in the past have invested their time and efforts to investigate the concept of emotional intelligence and its importance in business and working life. Whereas, some researchers held a debate on IQ vs. EI, as Steiner 1997 states that EI is merely "a marketing concept, not a scientific term" as it cannot be measured precisely. (Dulewicz, Higgs & Slaski, 2003)

Emotions itself are universal because everyone experiences them at a certain level, however, expresses them differently. This difference in expression must be having some effect on the outcome. Since emotions effect behaviour, therefore, the behaviour ultimately would have an impact on someone's overall performance. (Reisman 2015)

The purpose of this research is to explore and understand the extent to which emotional intelligence plays a role within the management of a company and how does that affect the organization, the employees' productivity, well-being and overall performance of the organization.

Human resources management and occupational & organizational psychology go hand in hand in today's day and age. Companies in the west devote an impressive amount of time in ensuring their employees' well-being and team building which means there must be a certain correlation with the results they receive ultimately. Therefore, I was curious to carry out research in the field of business psychology and study the role of human behaviour i.e. emotional intelligence in business.

Emotional intelligence in simple words refers to "the ability to identify and manage one's own emotions, as well as the emotions of others." (Psychology Today 2019) Being able to manage own feelings and an appropriate expression of emotions in a working environment as well as being considerate of others' mental and emotional state must have some effect on the working atmosphere. The term "emotional intelligence" was first introduced by Salovey and Mayer, 1990 referring to it as "a type of emotional information processing that includes accurate appraisal of emotions in oneself and others, appropriate expression of emotion, and adaptive regulation of emotion in such a way to enhance living". (Nikolaou & Tsaousis 2002)

Daniel Goleman, an internationally known psychologist, author and a lecturer has devoted a lot of time and efforts to popularize the concept of EI. The evidence of the importance of EI in business in his eyes can be estimated through his following words; "Perhaps the biggest surprise for me has been the impact of EI in the world of business, particularly in the area of leadership and employee development." (Goleman n.d.) "more emotionally intelligent individuals presumably succeed at communicating their ideas, goals, and intentions in interesting and assertive ways, thus making others feel better suited to the occupational environment." - Goleman, 1998. (Zeidner, Matthews & Roberts 2004)

This piece of work will be useful to learn how emotional intelligence can contribute to the atmosphere created at a workplace, the way an organization is managed and its effect on the employee performance, particularly in Finland. Ultimately it can prove to be a motivation for the readers to develop emotional intelligence traits or can also create awareness of its usefulness if the results found reflect its fruitfulness for management or certain job purposes.

The main focus of this research is to find out **what qualities and traits are considered to be contributing to emotional intelligence** and whether or not the **managers of a particular company possess those traits themselves**. This will be followed by finding out if emotional intelligence traits are considered **important while hiring new people** and how does the emotional intelligence of the employees **contribute to the organization's success**. In this context, the organization's success is considered to be the positive results being delivered by the employees, the overall working atmosphere and the employee well-being. Therefore, the research question for this thesis is;

To what extent does emotional intelligence play a role in the management and organizational effectiveness?

2 Definitions and Previous Literature

Before digging into various perspectives and factors contributing to emotional intelligence and its importance, it is necessary to understand different aspects that are related to this concept. There has been a considerable amount of research carried out in the past around the topic of emotional intelligence where many researchers stand in the favour of this concept to be integrated in the business world while most of them have their reasons to state the opposite. This section will discuss the definitions of the relevant terms about the research topic along with different perspectives about emotional intelligence based on the previously existing work.

2.1 Emotions

It is claimed that there is not any commonly agreed upon definition of emotion as such which is why there is an endless debate on the concept. (Mulligan & Scherer 2012) Different psychologists have different definitions of emotions as per their understandings. In simple terms, emotions lately in Psychology are defined as "a complex state of feeling that result in physical and psychological changes that influence

thought and behaviour. Emotionality is associated with a range of psychological phenomena, including temperament, personality, mood and motivation". (Cherry 2019a)

Based on this definition, one can derive that, emotions are feelings that an individual experience based on the situation they are facing which have an impact on their behaviour. This means that physiological changes happen within an individual's body as a response to the situation they witness that impacts their decision-making and other actions. There are 3 major theories of emotions; physiological, neurological and cognitive where the researchers have different opinion about emotions. Cognitive Appraisal theory suggests that it is an individual's thoughts that lead them to experience emotions whereas, the Shachter-Singer Theory suggests that physiological signs are shown first leading to identifying the reason for it and labelling it as an emotion. On the other hand, James-Lang Theory of emotions also suggest that physical reaction to a stimulus lead to experiencing an emotion, while Canon-Bard's Theory of emotions challenged that theory and states that both physiological and psychological changes happen at the same time to cause an individual to experience certain emotions. There is no cause and effect relationship between the two. (Cherry 2019a)

However, a simple definition to explain emotions would be "a conscious mental reaction (such as anger or fear) subjectively experienced as strong feeling usually directed toward a specific object and typically accompanied by physiological and behavioural changes in the body". (Merriam-Webster 2020) To move forward within the common ground, it can be concluded that emotions are psychological feelings that have an impact on human behaviour to different extents based on their will to control them. For example, an employee at an XYZ company is feeling extremely anxious because he has to deliver his first presentation in front of his CEO which also showed while he was presenting. In this case, anxiety was the dominant emotion he felt and failed to have control on it.

2.2 Intelligence

Humans are known as social animals and are considered to be the noblest creatures out of all. Which means that apart from the basic five senses of hearing, seeing, tasting, touching and smelling, humans have the cognitive and intellectual abilities i.e. they are able to think, feel, learn, make decisions, solve problems, reasoning and plan, etc. (Stockholm University 2017) These abilities are known to contribute to a person's intelligence. This is also an extensively studied topic in the past where there are many definitions of the word intelligence for example, "Intelligence involves some different mental abilities including logic, reasoning, problem-solving, and planning" (Cherry 2019b)

A simple dictionary definition of intelligence is "the capacity for learning, reasoning, understanding, and similar forms of mental activity; aptitude in grasping truths, relationships, facts, meanings, etc." (Dictionary.com 2020) Intelligence is known to be measured as the Intelligence Quotient (IQ) which is the measure of how well a person is able to learn, evaluate, gain and implement skills and knowledge. An IQ test is used to derive the intelligence score of an individual that is then used in relevant areas. (Kolowich 2015) There are several different types of intelligence such as general intelligence, linguistic, logical-mathematical, musical, spatial and emotional intelligence. (Cherry 2019b) Intelligence quotient skills play a vital role in business in terms of having the ability to handle finances, building suitable strategies, understanding the market and needs while being able to conduct attractive marketing strategies, etc. However, it is an on-going debate that IQ alone is not sufficient in business because apart from the usual operations, a successful business also requires proper team building, talent development, workplace commitment, creating loyalty, good leadership and interpersonal skills, therefore, emotional intelligence will be discussed in further detail along with the extent of its role in the business world i.e. management and organizational effectiveness.

2.3 Emotional Intelligence and Business

The research carried out by Peter Salovey and John Mayer 1990 resulted in the first introduction of the term emotional intelligence where they refer to it as “a type of emotional information processing that includes accurate **appraisal** of emotions in oneself and others, appropriate **expression** of emotion, and adaptive **regulation** of emotion in such a way to enhance living” (Nikolau & Tasaousis 2002) . Similarly, according to Daniel Goleman 1995, “any desirable feature of personal character not represented by cognitive intelligence” defines emotional intelligence (Zeidner et al. 2004) He presented 4 areas that come together to build emotional intelligence i.e. self-awareness, self-management, empathy and social skills. (Big Think 2012) Self-awareness indicates that how well does an individual understand themselves, their own behaviour and emotions, how do they interpret what they see and what impact do they have on others. Self-management refers to having control on one’s own emotions and behaviour. Empathy is one’s understanding of other people’s emotions i.e. “the capacity to understand or feel what another person is experiencing from within their frame of reference, i.e. the capacity to place oneself in another’s position.” (Connors 2018) Lastly, social skills relate to interpersonal skills such as maintaining positive relationships, be able to successfully lead people and get along with others. (O’Neil 1996) Hendrie Weisinger, also includes self-motivation in the components of emotional intelligence referring to it as how well someone manages to carry out tasks that they dislike. He also states that “do not confuse more knowledge with becoming more intelligent”. (Reisman 2015)

Analysing these definitions one can derive that the amount of control an individual has on their own emotions and actions while having an understandings of emotions of other people around, is a factor that can have an effect on their surroundings, which equally applies to the workplace atmosphere and ultimately the business. The components of emotional intelligence such as social skills are one of the necessary traits needed for successful teamwork and leadership. Similarly, being considerate of employees’ and colleagues’ feelings and situations also influence one’s reputation and their success in achieving their goals while increasing everyone else’s commitment to the job. In a workplace scenario, everyone’s cooperation is necessary to succeed therefore, having a

healthy relationship and supportive environment effects everyone's productivity. A study by Cooper 1997 compares people with low and higher emotional intelligence traits and found out that people with higher emotional intelligence had more career success, are able to build stronger personal relationships, are better leaders and are known to be healthier than the group with lower emotional intelligence levels. (Zeidner et al. 2004) In a business scenario, Goleman 1998 explains good communication skills to be one of the traits of people with higher emotional intelligence as their ability to effectively persuade people, guide and lead a team effects the outcomes of the projects. Another perspective to defining the impact of emotional intelligence based on Bar-On Model is that it (emotional intelligence) "influences one's ability to succeed in coping with environmental demands and pressures, clearly an important set of behaviours to harness under stressful work conditions." (Zeidner et al 2004)

Even though many researchers have explored this area of intelligence and its impact earlier, there is still research going on in this field. It is claimed that a wide range of working behaviour is affected by emotional intelligence such as teamwork, employee commitment, talent development, innovation, customer loyalty, etc. Below is presented some of the evidence from the researchers in the past that support the role of emotional intelligence in organizational effectiveness.

- "If the driving force of intelligence in twentieth century business has been IQ, then . . . in the dawning twenty-first century it will be EQ" (Cooper & Sawaf, 1997, p. 27 cited in Zeidner et al. 2004)
- "In the corporate world . . . IQ gets you hired but EQ gets you promoted" (Gibbs 1995; The Time article p. 59 cited in Zeidner et al. 2004)
- Based on a research on 500 organizations by the Hay Group, a claim by Goleman (1995) has been that more than 85% "outstanding performance" of leaders is based on their emotional intelligence instead of IQ. (Zeidner et al. 2004) However, he did not cite any empirical data to support this claim.

This thesis will continue to investigate the truth behind it by data collection and analysis from organizations and people in Finland.

3 Bar-On Model

According to Reuven Bar-On it is more accurate to refer to emotional intelligence as emotional-social intelligence (ESI) since Salovey and Mayer 1990, place emotional intelligence as a part of social intelligence. It is shown to be constituting of interpersonal and intrapersonal competencies, facilitators and skills that influence positive behaviour. (Bar-On 2006) Therefore, Reuven Bar-On created this model to measure ESI, now known as Bar-On Model of Social-Emotional Intelligence, a model that evaluates how efficiently an individual is able to understand themselves and others, express themselves and thrive. By this model, one can assess their EQ-i, Emotional Quotient Inventory which is an estimation of emotionally and socially intelligent behaviour. In brief, it is a self-report that takes approximately 40 minutes to complete, where a person has to allocate points out of 5 to 133 given aspects considering their own personality. The rating is done on the following aspects; Intrapersonal, Interpersonal, Stress Management, Adaptability and General Mood. (Bar-On 2006)

Computer generated score on a mean of 100 and 15 as standard deviation is then known as the person's EQ scores. The higher EQ scores suggests the higher emotional intelligence levels of a person whereas, people with low EQ scores have lower emotional intelligence skills. A built-in feature in the EQ-i controls the bias to provide closer to reality results. Over the years, further improvements have been done in the model considering the effect of age, gender and ethnicity on the scores. After a lot of testing and research the 15-factor testing structure was brought down to 10-factors as follows: (1) Self-Regard, (2) Interpersonal Relationship, (3) Impulse Control, (4) Problem-Solving, (5) Emotional Self Awareness, (6) Flexibility, (7) Reality-Testing, (8) Stress Tolerance, (9) Assertiveness, and (10) Empathy. (Bar-On 2006)

This multi-dimensional model was created in hopes of making it convenient for schools, families, workplaces and different professions to understand the importance of EI and benefit from it. The HRM department could benefit from this the most while recruiting new people especially when a lot of research relates high emotional intelligence to increased organizational effectiveness.

4 Past Literature

A study conducted in 2005 by Aydin et al. investigated the impact of IQ and EQ on pre-eminent achievement in organizations and how do they effect the hiring decisions of the human resources management. The study was conducted on Turkish banking sectors which is supposed to be having well qualified employees as the area to be dealt by them is finance and accounting. The sample was supposed to fill questionnaires for the study where the results showed an equal effect of both the factors on the performance and that both IQ and EQ have to be considered in order to hire appropriate workforce. This is similar to the claim of Elias, Arnold and Hussey 2003 that the combination of traditional intelligence and emotional intelligence make an effective leader (Sathya & Velmurugan 2018). With the changing times, the criteria for recruitment is also evolving. What used to be the key valuable qualities of an employee decades ago might not just matter today. The consideration of emotional intelligence in the past was not as significant as the intelligence quotient. The results of this study show that a combination of both EI and IQ are considered while hiring competent employees. As much as educational qualification and analytical skills matter, interpersonal skills and managing relationships hold equal importance.

There can be a possibility that these findings could be influenced by the type of job roles or profession that the study was carried out on. Whereas, most of the researchers advise to focus on considering social and emotional competences in order to predict organizational effectiveness. Kotter 1982, differentiates successful managers from the others based on traits such as optimism, having a clear goal to achieve, communication and relationship skills. (Zeidner et al. 2004) These are also some of the main emotional intelligence skills.

In an interview in 1996, Daniel Goleman stated that "both EI and EQ are important but in different ways. IQ contributes 20% to factors determining life's success, 80% is left to everything else i.e. a lot depends on skills that make up emotional intelligence". (O'Neil 1996) Goleman's efforts in promoting the concept of EI and its importance are noteworthy. A comparison by him about the skills required for academic success also involve EI skills apart from the IQ as Goleman believes EI traits too are helpful in academics. The evidence of inclination towards EI traits to achieve high-performance of the organization is quite apparent from most of the previous literature. Four out of five companies have been now trying to promote emotional intelligence in their organization. This finding was brought to light through a benchmarking survey carried out among large business organizations. (Zeidner et al. 2004)

The topic of emotional intelligence has so much to be explored and is always giving varying results depending from country to country, business to business, organizational differences and the job role. Recently, Downey et al., 2011 carried out an Australia based research regarding "Recruitment Consultant Revenue: Relationships with IQ, personality and emotional intelligence". They carried out a questionnaire-based research on 100 recruitment consultants in Australia, assessing their IQ, personality measure and emotional intelligence. The results derived were positive to what they were aiming to find out. EI and personality traits did have an effect on job performance based on how much revenue was being earned. Emotional intelligence was found out to be the most effective in predicting job performance as compared to personality and IQ. This research is known to support the findings of other studies as well that highlight the positive impact of emotional intelligence.

5 Counter Arguments

Despite of a lot of previous research in support of emotional intelligence traits being the predictors of better job performance, employee well-being and organizational effectiveness, there are some researchers who do not completely agree with that. It is argued that a standard job selection or hiring should not be based on emotional intelligence traits as of now whereas, it should only be considered where the job

description truly justifies it. It has even been claimed that existing literature in supporting emotional intelligence traits as the success factors at work are “rather misleading”. (Zeidner et al. 2004) These counterarguments come from the perspective of emotional intelligence being a concept that cannot be measured well enough in comparison to intelligence quotient being a measurable factor. There have been claims about EI not having evidence for its validity and being a non-measurable marketing term (Dulewicz et al. 2003)

Below are some of the arguments against the validity of emotional intelligence;

“An emotional quotient cannot be measured and scored like an intelligence quotient. ... we can meaningfully speak of EQ as long as we don’t claim to be able to measure it precisely.” (Steiner 1997, p.23 cited in Dulewicz et al. 2003)

- “... a thorough search of the scientific literature failed to provide any studies which demonstrated the criterion-related validity of emotional intelligence for any specific occupational area.” (Robertson and Smith 2001 cited in Dulewicz et al. 2003)
- According to Davies et al. 1998, emotional intelligence can be seen as a cluster of personality traits but not as a true intelligence. (Dulewicz et al. 2003)

An article by Antonakis, 2003 presents a counter-argument against another article by Prati et al. 2003, “Emotional intelligence, leadership effectiveness and team outcomes”. According to this article, emotional intelligence is merely an overly exaggerated premature idea which has nothing major to do with charismatic leadership at workplace. The article provides arguments against what Prati et al. had presented in their research saying that their claims are “non-existent contradictory, incomplete or misrepresented”. The researcher raised 6 questions against their claims, contesting them and concludes with a pessimistic approach towards the usefulness of emotional intelligence in organizational effectiveness. (Antonakis, 2003) The opinions presented in this piece of work might be highly influenced by many factors as it is an in-depth analysis of someone else’s work while the reason being unknown that what truly inspired them to carry out the analysis.

6 Emotional Intelligence and Leadership

Regardless of many arguments and claims contesting the validity of emotional intelligence and its role in the success of a management, researchers continued to study the concept that proved its effectiveness especially in leadership. Hong, Katano, Liao 2011's research on the role of emotional intelligence and motivation to lead is one of the first ones to study this relationship. This involved students as the sample where through a series of surveys a positive relationship between emotional intelligence and motivation to lead was derived.

Research has been constantly carried out in different parts of the world too which helps to standardise the findings to some extent. Sathya & Velmurugan, 2018 also explored the relationship between emotional intelligence and effective leadership behaviour by reviewing the studies conducted in India and the rest of the world and concluded a positive relationship between both the factors. According to the research "The skills that modern leaders require may be exactly those related to emotional intelligence (EI)" (Sathya & Velmurugan 2018)

The success of a team or a business department is somewhat based on how competent the manager of the group is. Necessary qualifications in place, other aspects such as leaderships skills, strong team building, problem solving and communication skills along with an empathic nature are some of the qualities that are often associated with a person's ability to become an effective leader. As mentioned earlier these are also some of the components of emotional intelligence.

Momeni, 2009 shows in their research, the relationship between managers' emotional intelligence and the organizational climate they create. The research shows that the managers' emotional intelligence, their leadership style, morale, behaviour have a huge impact on how the employees perceive the organizational climate i.e. more than 70% of the employees taking part in the study confirmed the hypothesis. A positive correlation was found between both the factors after carrying out a questionnaire-based research proving the hypotheses correct. The results show that self-awareness and social awareness are the most important domains of emotional intelligence that effect

organizational climate, therefore, it recommends considering emotional intelligence qualities while hiring employees especially when choosing top leaders and managers.

From the research, it can be derived that the behaviour of managers can influence the moods and behaviour of everyone else in the team because the organizational climate created would guide them to feel a certain way about the job itself. If the manager possesses emotional intelligence qualities, they are able to lead and understand a team well, cause less problems for everyone, that will ultimately result in the better mood and behaviour of everyone involved thus creating a positive organizational climate along with better organizational performance.

Leaders with strong emotional intelligence tend to understand the team, their needs and norms better, hence, are able to observe and resolve any issues within the team. Their good listening skills allows their team to speak up, share their problems and they talk through the issues instead of avoiding them. They understand their responsibility to create a positive energy and recognise any behaviour changes of someone in the team. A strong team will be created once the leader realises that their team members will learn and adapt their behaviour therefore, they need to lead by example. (Goleman, Boyatzis & McKee 2002)

7 EI or IQ

As evident from most of the previous literature, the comparison between IQ and EI has been a continuous debate. These two types of intelligence are assessed for their usefulness in various field and by factors such as can either of them be learnt or are people just born with them, impact of age, gender, etc. There has been research in the past investigating these factors, proving either EI or IQ better than the other. According to Goleman, EI is all learnt therefore, efforts should be made by parents from childhood to teach their kids become empathetic, caring, control their anger, behave respectfully. (O'Neil 1996) That will develop them into strong individuals with more self-control in social situations. An individual can learn EI only if they are determined to and understand if they actually care to and if they are ready to invest time and effort to learn a skill at a

time and practice it. He is a strong believer that EI can be learnt throughout the life unlike IQ that does not change. (WOBI- World of Business Ideas 2018) On the other hand, Hendrie Weisinger states that "IQ can't increase after 25, but there's plenty of room to increase EI even after that." (Reisman 2015) Older people are considered to be more emotionally intelligent than younger people. (Bar-On 2006) This could be because younger people still have a lot of room to learn and improve and have lesser experience of the world than older people.

The research by Lam & Kirby, 2002 "Is Emotional Intelligent an Advantage? An Exploration of the Impact of Emotional and General Intelligence on Individual Performance" differentiates between General Intelligence and Emotional Intelligence. According to them 3 major components of emotional intelligence are perceiving, understanding and regulating emotions. They formulated 4 hypothesis and carried out questionnaire-based research using a sample of 304 undergraduates. The results showed that general intelligence does play a role in individual performance of a cognitive task in addition to a positive contribution of perceiving and regulating emotions. However, understanding of emotions did not show a difference in individual cognitive-based performance more than the level of general intelligence's role. This research to some extent concludes that both EI and IQ are important elements that could contribute to a team or organization's success with slightly more inclination towards the usefulness of IQ.

However, some researchers also believe that "... even groups comprising brilliant individuals will make bad decisions if the group disintegrates into bickering, interpersonal rivalry, or power plays." (Goleman, Boyatzis & McKee 2002) This means that individuals with higher IQ levels still needs EI traits to control situations and deal with any sort of conflicts and differences for the prosperity of the team.

Moore & Snidder 2019, shows that the difference in the learning styles may explain one's emotional intelligence traits as researchers in the past have said that it is a learnable skill. Different hypotheses were formulated based on learning styles i.e. active learners or reflective learners, intuitive or sensing learners, visual or verbal learners, global or sequential learners. 45% women and 55% men formed the sample for the research. A

significant difference was seen in the outcome of different learning styles on EI which can be understood and implemented by educational institutes to help students develop the necessary skills to become successful business professionals. Active learners, intuitive learners and global learners showed higher total EI scores than the rest. This also explains the behaviour and traits of different managers and/or employees based on the kind of educational background they have had.

8 Emotional Intelligence and Gender

The common questions that arise when mentioning the role of emotional intelligence in management is that; does gender matter? or "Are females or males more emotionally intelligent?" A simple answer to these by Goleman is that gender differences disappear when talking about emotional intelligence in male and female leaders. The traits can be developed if someone is lacking them. (WOBI- World of Business Ideas 2018)

Previously, Koveshnikov, Wechtler, Dejoux 2014, carried out a cross-cultural adjustment analysis with regards to the role of emotional intelligence and gender. This study shows the effect of other factors than emotional intelligence in work performance of expatriates. Male expatriates tend to show stronger expression and appraisal of emotions than females. Studies shows that the similar the host culture is to the home culture of the expatriate, the easier it is for them to adjust in terms of general living however, it does not impact any work-related or interactional adjustments. The higher level of emotional intelligence results in the positive experience of the expatriates in a new culture as such people tend to adjust rather easily and ultimately show a higher job performance. The findings of the study are useful for decision making regarding the choice of expatriates and the expectations from them. It also shows that women are more likely to be emotionally intelligent and therefore a better choice for sending abroad on assignment. On the other hand, it is also suggested that emotional intelligence traits can be developed over time which is why organizations should put special focus on arranging activities and tasks to help their employees polish their skills. Several other factors would have affected the outcomes of this study i.e. the study sample consisted of expatriates so the findings cannot be generalized. On the other hand, there is a lot

more to consider in this case when talking about the expatriates' performance success than just the gender differences such as one's willingness to go abroad, etc.

Bar-On suggests that there is not a clear difference between which gender is more emotionally intelligent than the other, however, males and females tend to have certain differences in the level of EI qualities that they possess. Men have more intrapersonal skills, can manage their emotions well, are more optimistic, flexible and can handle stress well, whereas, females have stronger interpersonal skills, are empathetic and understand emotions better. (Bar-On 2006)

9 Qualities and Traits Contributing to Emotional Intelligence

Research in the past has shown a good amount of evidence of the effect of EI on an individual's behaviour and their work life. Some of the major traits that are known to contribute to emotional intelligence are good communication skills; that involve listening and responding, ability to build and maintain strong relationships; that involve awareness of self and surroundings, social skills; which are connected to an empathetic nature. (Zeidner et al. 2004). All of these qualities together would result in greater career success, effective leadership, strong relationships and a better health, which have been associated with higher EI by Cooper (1997). In contrast to this, individuals with lower EI tend to ignore the emotional reality i.e. avoid topics of dispute rather than finding a solution or even acknowledge that something is not right. (Goleman et al. 2002)

Efficient manager is the one that recognises that there is a problem in the team; "grasps the team's emotional reality", understand their teams' pain points, uncomfortable situations and mistakes, recognises where the problem is coming from and is willing to find a solution. The company culture and norms are even explored to review if any change is required there. (Goleman et al. 2002) Relating these findings to the emotional intelligence components, these traits are connected to being self-aware i.e. recognizing that there is a problem in my management which needs to be solved, handling own emotions to not further effect the team negatively and contribute to the problems more, understanding others, their problems, their needs i.e. showing empathy and lastly,

working together to find a best possible solution for the organization's and personnel's well-being; getting social skills to practice.

A team's emotional reality is created by the emotions of the leader (Goleman et al. 2002). This would be because emotions are contagious and since the managers' emotions are highlighted more i.e. given the most attention to, the team tends to be influenced by that the most. (Momeni 2009) Therefore, it is the responsibility of the manager to make sure that the emotions he transmits to the team are not the ones that would encourage a rebellious environment, lack of interest in others' well-being, avoiding problems or simply not caring about anyone's feelings. Once that starts to happen, the productivity graph just hits the downward trend.

According to the research by Goleman, Boyatzis & McKee 2002, it usually takes one person to practice EI traits for others to take cues and start following with empathy; usually that one person is the manager itself. A manager often creates the dynamics of a team. For example, in a self-aware team, members understand the cues given by others and bring the problems to attention instead of avoiding them. A sense of togetherness is created. A self-managed team does not require supervision at all time because everyone is given a sense of equal responsibility with complete understanding of the team norms. An empathetic team knows how to get along and work together to achieve the best outcomes while considering everyone's feelings, needs and satisfaction levels. Such teams are created based on the qualities of being self-aware, self-management, empathy and social skills, which together make up the concept of emotional intelligence.

This research very well highlights the importance of having an emotionally intelligent manager for the organizations to work effectively. Teams led by emotionally intelligent managers tend to become emotionally intelligent too over a period of time because surroundings do affect one's working and thinking patterns. As mentioned earlier, emotions are contagious therefore, positive emotions of managers would have a positive effect on their behaviour that would further trigger similar emotions and better motivated employees. The emotional reality of the team will improve, resulting in the better overall performance of the organization.

10 Research

This part of the thesis will demonstrate personal research on The Shortcut as the target organization in Finland with regards to the role of emotional intelligence in their management and organizational performance. The qualitative and quantitative data collection aims to explore the qualities it takes to be a competent member of the organization, employee well-being and its effect on the performance. To be specific, the intention is to identify the role of emotional intelligence in The Shortcut's management and organizational effectiveness; do the HR personnel value those skills in the employees/applicants and whether or not it is the reason of their successful operations?

11 The Shortcut

"The Shortcut" is a non-profit organization in Finland, a talent accelerator that connects talents to startups, help to create opportunities for others or equip people with the necessary skills to build a startup of their own. An entry to the world of technology and startups becomes easier through a path provided by The Shortcut. It is a sister organization of other famous, successful tech-startup and entrepreneurial communities and event organizers; Slush, Junction, Maria 01 and Wave Ventures. The organization's major offerings involve; "Hands-on workshops designed by industry experts, an entry point to the startup world, training fundamental skills needed in the tech industry, project creation and the opportunity to showcase them, employment opportunities through our networks" (The Shortcut 2020)

This thesis research is being based on The Shortcut due to the nature of their work, offering and success in their mission. "Diversity and Inclusion" has been their major focus in the past years in terms of paving a way for international talent in Finnish tech-startup ecosystem. (The Shortcut 2020) In my opinion, the fulfillment of this goal would involve having an open-mind and readiness to deal with diversely talented people from different backgrounds having different opinions and working styles. The Shortcut regards diversity in terms of age, gender, nationality, education and professional background, etc. They do not only promote diversity to be implemented in Finland's tech-startup

ecosystem but also incorporate diversity in their own team. Where diversity can foster innovation, contribute to an organization's prosperity and economic growth, it is not always easy to manage it.

A diverse team would require an efficient manager to be able to deliver the best results; but would an efficient management require emotional intelligence traits? Based on the previous literature, the answer would be in the favour of including emotional intelligence traits however, this research on The Shortcut will provide an insight to the research topic in terms of present time and specifically in Finland. This research investigates how much importance does The Shortcut give to emotional intelligence at workplace, especially while recruiting employees and interns and does it have an impact on their performance and overall organizational effectiveness. On the other hand, The Shortcut's employees' and interns' perspective on the role of emotional intelligence in their own behaviour and performance and their point of view on the importance of emotionally intelligent managers is also being investigated.

12 Data Collection

The data collection is done using surveys to be filled by relevant personnel at The Shortcut. Initially, the aim was to carry out interviews, however, the current situation of social distancing could not allow that to happen. A good amount of data has been collected by this method which might not have been possible with the interviews alone. The survey also included questions which were to be asked in the interviews to gather detailed and in-depth answers and opinions. (see Appendix 1 & 2)

2 surveys were designed where one was meant to be filled by the managers/supervisors/team leads at The Shortcut and the other one by the employees/interns working with them. Two weeks' time was given to them to fill in the surveys by taking their time while not having to compromise with their own daily tasks.

A proper guideline had been given to them including the reason for data collection, confidentiality terms with regards to dealing with their given data were stated along with

providing them with the definitions of the necessary term such as “emotional intelligence” to make it less time or effort consuming for them. By the time the data was collected, the employees had started to work-from-home to observe social distancing and safety which made them take a little longer to respond due to settling down. Predicting this scenario, the survey was formed in a manner where the questions were kept straightforward so that it would not require them extra effort.

13 Managers/Team Leads at The Shortcut

A survey designed for the managers/team leads at The Shortcut was shared with them through their Slack channel and email after a conversation with their management with regards to the research topic and their interest and willingness to participate in the research. (see Appendix 1) 4 managers from different departments were surveyed where 3 of them were females and 1 non-binary. 3 of them were between the age of 20-30 years old and 1 between the age of 40-50 years. This sample can be considered quite diverse in terms of their ethnicity, job title, age, gender, years of experience and backgrounds which makes them a suitable sample for this research. A supervisor is referred to as either a manager of a department or a team lead at The Shortcut.

14 Analysis

The section ahead will analyse the responses of the participants.

14.1 The Shortcut Managers/ Team Leads on Emotional Intelligence

The most important step before getting the participants to answer to the survey questions was to get to know their prior understanding of the term emotional intelligence. This is because their understanding of the term would reflect their likelihood of implementing it in their working life. Upon asking that what comes to their mind when they think of emotional intelligence, all of them presented words that are related to Goleman’s definition of emotional intelligence. All of them mentioned “understanding”

emotions and reactions of others, as well as "empathy" was also mentioned. "Social skills" had also been mentioned although using words that are connected to it i.e. friendship, connection, communication skills, good temper. One of the participants also mentioned "rational connection" along with the quality of self-awareness.

They associated the following personality traits with emotional intelligence; understanding, active listening, patience, awareness, conscience, empathy, rational, calm, analysing others and the difference between people.

These descriptions make it quite evident that the managers taking part in the survey are very much familiar with the term emotional intelligence and understand it in a correct way. This can be a slight predictor of them implementing these or at least being encouraging of these qualities or EI in general within The Shortcut.

14.2 A Competent Member of The Shortcut

After analysing The Shortcut's managers' understanding of the term EI, they were asked about the qualities it takes to be a competent member of The Shortcut Team. The intention behind this was to see how do these qualities match with what the managers associated with the traits of EI. This will be a good indicator of whether The Shortcut prefers to have emotionally intelligent employees or not.

Proactiveness, agility, adaptability, leadership, sense of responsibility, sense of community, good communication skills were some of the qualities mentioned by the participants as to what makes up a competent member for their organization. Referring back to the definition and the areas of emotional intelligence described by Daniel Goleman, i.e. self-awareness, self-management, empathy and social skills, (Big Think 2012) the qualities mentioned by the managers are quite connected to these areas. Adaptability and agility are relevant to self-awareness because in order to adapt to a certain situation or a working method, one needs to understand their own personality first, the areas they lack in, do they even need to adapt or how will they make it happen. Once an individual fully understands themselves, only then they can be welcoming of

change and not fear from it. Similarly, sense of responsibility is a part of self-management. An individual in the organization can only fulfil their responsibilities if they are organized, be it in terms of their tasks or being emotionally stable i.e. be able to manage their emotions and behaviour. In a workplace scenario, one of the responsibilities of the team members is also to be able to manage own emotions so that they do not affect other people around them.

Good communication skills are a part of social skills as they would refer to being able to interact well with others, avoiding any disputes or being able to solve conflicts. Sense of community would connect to empathy i.e. accepting everyone in the organization as your own, understanding their emotions and provide and even feel a sense of belonging in the team while making others feel heard when they share their thoughts and opinions.

14.3 Emotional Intelligence of Managers

Based on the definitions of emotional intelligence and the traits associated with it by Daniel Goleman and Bar-On model 2006, 10 personality traits were presented in the survey. the participants were asked to choose top 5 qualities out of the given 10 for what they think make a good manager/team lead. Since they are managers themselves, the choices made would reflect how they personally are as managers. The results are shown in the following Table 1:

Table 1. Qualities that make good managers

Qualities	% of participants finding the qualities relevant to good managers/team leads
Problem solver	75%
Good communication skills	75%
Good listener	75%
Not fearing of change	75%
Optimistic	50%
Impulse control	50%
Responsible	50%
Empathy	25%
Self-awareness	25%
Gratitude	0%

The qualities most voted for are associated with the interactions with others and caring for them i.e. good communication skills, good listener, problem solver, not fearing of change. However, self-awareness was only chosen by 25% which is a little contradicting to EI traits. There could be a number of factors affecting the results such as all the given qualities are related to emotional intelligence and they only had to choose 5 which means they had to prioritise some out of the others. The other aspect to note is that the prioritization must have been done on the basis of the departments these managers are associated with so the most relevant to their area of expertise must have been chosen.

When asked directly to tell about themselves as managers/team leads, none of them described themselves as completely IQ driven. EI can be heavily felt within their personalities as they described themselves as mostly caring about their team and their personal growth and development. They even expressed that they would want to be someone who their team can rely on and seek help from when needed. One of them mentioned that they give their team too much space and freedom to get the tasks done as long as they know their responsibility.

14.4 Managers Views on EI and IQ

The participants mostly differentiate EI and IQ by saying that IQ is more related to rationality and EI to emotions. According to them EI is more useful to understand others and their emotional needs however, one participant clearly stated that "Higher IQ doesn't necessarily translate into someone being a better professional". This opinion is similar to Hendrie Weisinger's statement with regards to having more knowledge not being an indicator of more intelligence. (Reisman 2015) They also mentioned not seeing any gender differences in EI traits i.e. they do not think that women are more emotionally intelligent than men or vice versa.

Coming to recruitment, the managers' opinions were asked about which one should be prioritised, EI or IQ? Mostly the answers were inclined towards giving importance to EI. However, one of them also mentioned that it would depend on the type of position someone is being hired for. This is very much understandable too because positions

related to finance and accounting would definitely require IQ but even those employees would require EI to survive within the team and be productive. Upon asking them to rate how important is it for an employee/intern at The Shortcut to have emotional intelligence traits, one rated it as 10 (very important), one rated it a 9 and the remaining two rated it as 8. Because The Shortcut is a community driven organization, team spirit means a lot to them. In order to succeed and get the tasks done, they have to continuously stay in touch with others, interact with other communities too and organize events with them. Such tasks would definitely require EI for smooth operations and relationships.

Giving them a scenario to know their reaction towards a frustrating situation where their team member made a mistake, the participants expressed their approach to having a conversation with that particular team member discussing why they ended up making a mistake and how to avoid it. An open communication regarding the problem is an encouraged behaviour by The Shortcut's managers. On the other hand, they are also understanding of team members making mistakes as they expressed that this is how they will learn. Especially the interns are there to make mistakes and learn and that is why they are there as managers to help them out. This approach reflects a very solid basis of emotional intelligence in their management as they are aware of problem areas and do not avoid those, understand and regards each other's emotions and behaviour, are empathetic towards their team members and maintain good relationships and interactions with everyone involved.

Looking at the how The Shortcut has been operating and the amount of successful event and workshops they host, it can be derived that the organization is very well managed and the way the management conducts the teams is working in their favor. Their inclination towards EI and the relevant traits show that it does play a role in their organizational effectiveness. One of the reasons can be considered that the presence of emotional intelligence creates productive managers and effective leaders. (Tucker et al. 2000)

14.5 The Shortcut and Employee Well-being

Employee well-being is one aspect that Finnish companies take into account a lot. A management that is concerned for the well-being of their employees reflects that it cares for them as much as it cares for the better performance of the overall organization. The better committed, healthy and productive the employees are, the better they will be able to perform at work and produce results that will eventually benefit the organization. All 4 managers taking part in the survey agreed that The Shortcut does ensure well-being in different ways. Several team activities are organized for everyone to destress and enjoy rather than thinking about work all the time, an open communication about anything with the team leads is maintained, the employees are encouraged to take rest and their safety is given utmost importance. Mentioning the COVID-19 situation, they stated that the remote working decision was taken rather quickly even at the cost of cancelling a huge event to ensure that no one's health is put to danger. The managers also agree that ensuring the team's well-being absolutely has an effect on the overall performance of The Shortcut.

14.6 Importance of Recruiting Emotionally Intelligent Employees

To wrap up the data collection from the managers of The Shortcut, the last question "Do you think it is important to recruit emotionally intelligent employees? Why?" was asked. This was to assess their opinion on the research topic in order to evaluate if emotional intelligence plays a role in their management and organizational effectiveness.

The views shared regarding this were the same by all four managers taking part in the research. The Shortcut being a community-driven organization values emotional intelligence to a huge extent and feels that it is absolutely important to recruit emotionally intelligent employees. This organization being very diverse and multi-cultural, the management views it essential that everyone is understanding and tolerant of each other's differences. Problems do arise but it is the way someone deals with a problem that can result in a positive or a negative outcome. In business, robotic ways cannot go a long way. In order to get the most done by the team, the leadership

needs to be aware, empathetic and understanding of what to deal with and how, increase employee's commitment towards the job as well as their satisfaction, make them feel valued and not fear implementing any change within the organization for the betterment. As according to Punia (2005) leaders with higher emotional intelligence see change as an opportunity for betterment. Being stable would be a halt to ongoing development of the workers and the organisation. (Sathya & Velmurugan 2018)

15 Employees/Interns at The Shortcut

Another survey designed for the employees/interns at The Shortcut was shared with them by their management through their Slack channel and email. (see Appendix 2) Out of the total participants taking part in the research, 88.9% were female employees and 11.1% were male employees. Half of them were between the age of 20 to 30 years and the rest were between 30 to 50 years old. The information about each of their job title shows that all the participants were from different fields i.e. content creators, finance, marketing, event production, interns, talent team, program management, etc. This would make it possible to get an insight to how different fields perceive the importance of emotional intelligence. Half of the participant had been working at The Shortcut for 7 months to over an year and the rest of them around 2-3 months. The participants were quite diverse in terms of age, job title, ethnicity, educational background, etc which brings to a perspective that everyone must be having different working styles, types of personalities, opinions and ways to deal with challenges and conflicts than others.

16 Analysis

The section ahead will analyse the responses of the participants.

16.1 The Shortcut employees on Emotional Intelligence

Upon asking the participants that what comes to their mind when thinking of the word emotional intelligence, the majority of the answers mentioned "empathy" and the ability

to “manage emotions”. “Social skills” was another popular term they associate with emotional intelligence. This shows that the participants did already understand the term emotional intelligence in a correct way to some extent and would be able to answer the rest of the survey without any misunderstanding. Their knowledge of the term also reflects that this is what they must be expecting from their workplace with regards to EI and/or incorporate it like this in their own personality. The next part of the survey did provide them with a proper definition of emotional intelligence so everyone would be on the same track and is not missing on any aspect of it.

16.2 The Shortcut on EI vs. IQ

The major question contributing to this research was the employees’ perspective on which one is more valued by The Shortcut, EI or IQ. To this, half of the participants answered that the organization values both equally and requires a balance of both the qualities. However, the rest of the participants viewed EI being more important for The Shortcut. The nature of their work and mission was one of the reasons they stated for valuing EI more. Most of the time, The Shortcut is organizing events and workshops that require communication within and outside the community, dealing with arrangements and different types of people and situations, which could be the reason for them to value individual’s EI traits more. None of the participants answered only IQ being valued more than EI.

Considering their opinion on the recruitment process, the participants shared that it would really depend on the kind of job someone is being hired for in the first place to evaluate which should be regarded more, EI or IQ? Nevertheless, half of them still voted for considering a combination of both EI and IQ while hiring a new employee. Only considering IQ was still not being favoured for.

The participants were asked about themselves that what do they think was the reason behind them getting recruited at The Shortcut, EI or IQ? A combination of both was the most common answer while stress was being put on their EI skills more than the IQ. They did admit that IQ was important, but it was EI that helped them demonstrate all

their skills appropriately and they ended up getting hired. These findings confirm the research by Aydin et al., 2005 that both EI and IQ matter while recruiting however, these are the perspectives of employees and not the HRM specifically.

16.3 Emotional Intelligence Traits

In order to assess the EI traits of the employees of The Shortcut, several questions were asked based on the definitions of emotional intelligence by Salovey and Mayer and Daniel Goleman to assess the components of EI; self-awareness, self-management, empathy and social skills.

- Are you able to control your emotions in a work-place scenario?

66.7% answers were a straight "Yes", 11.1% "Maybe", 0% "No" and the rest were also able to control their emotions with underlying conditions. (see Appendix 3) This question was asked with an intention of assessing their regulation of emotions; "self-management", an important component of EI which includes being able to manage own emotions and express appropriately. (Big Think 2012)

- Are you colleagues understanding of your feelings and opinions?

100% of the answers to this question were positive. Some participants even elaborated their answers telling that they feel their opinions are always heard and considered, the colleagues do check upon each other and are very supportive. This question assesses The Shortcut's employees' empathy and social skills. How well do they get along and understand each other's emotions.

- Do you think you are an understanding colleague to others?

To find out about the ability of being "self-aware", the participants were asked about their opinion on themselves and their behaviour with others in the community. They did assess themselves quite critically as 80% participants believed that they do consider how

others are feeling and how are they contributing to their emotions. Rest of them believed that they could be better at understanding others than how much they are now. Nonetheless, these findings do reflect that the employees of The Shortcut are quite self-aware, who understand and accept their own shortcomings and want to improve which is a sign of being an emotionally intelligent individual. (Big Think 2012)

- Do you let emotions effect your behaviour and performance at work?

This question received quite mixed opinions as some participants stated that they do not let their emotions effect their behaviour or performance where some said emotions do effect their behaviour but not performance and vice versa. These perspectives were given based on negative emotions. However, some participants mentioned that they do let their positive emotions effect their behaviour and performance which would mean that happier and content employees would be more productive. This supports The Shortcut management's view on ensuring the well-being of employees has an effect on their performance. It takes an emotionally intelligent management to understand what kind of support their employees need for their well-being, thus offering them relevant help and effecting their moods and behaviour positively.

16.4 Working at The Shortcut

The participants seem to have quite a positive impression of their workplace and appear very happy to be working there. When asked to describe the working atmosphere at The Shortcut, the top 3 words were friendly, positive and open. Although a couple participants mentioned fluctuation which is always a part of an organization because situations do not remain the same forever. The fact that the employees have such positive things to say about their workplace would mean that their management is quite well that keeps them away from troubles, therefore, the organization is able to perform smoothly. "Flat hierarchy" and "encouraging" were also mentioned which means that everyone's opinions are given equal importance regardless of the job position or years of experience. These descriptions do reflect that emotional intelligence does play a role

in The Shortcut's management which is why employees have a sense of commitment and belonging to the organization.

16.5 Views on Emotional Intelligence of Managers

62.5% participants i.e. employees of The Shortcut believe that it is extremely important for a manager/team lead to have emotional intelligence traits and rated it as a 10 where the rest rated EI as 8 and 9. Which is similar to what the managers rated too.

Just like managers, these employees were also asked to choose which qualities out of the given 12 relate to their manager/team lead's personality. These qualities were derived from Daniel Goleman's explanation of emotional intelligence and its components along with referring to Bar-On model. Table 2 shows the finding of the choices they made.

Table 2. Qualities relating to managers

Qualities	% of participants finding the qualities relevant to their manager/supervisor/team lead's personality
Problem solver	88.9%
Responsible	88.8%
Empathy	77.8%
Good communication skills	77.8%
Optimistic	77.8%
Not fearing change	66.7%
Self-aware	66.7%
Good listener	55.6%
Gratitude	55.6%
Assertive	11.1%
Impulse control	11.1%
Strict	0%

The employees believe their managers to be responsible, good problem-solvers and empathetic the most while not strict at all. Optimism and good communication skills are also considered as the popular traits of the management of The Shortcut. Comparing these answers with that of the managers of The Shortcut, it is visible that both the parties gave quite similar answers. This shows that the managers, even though in their

survey prioritised other qualities over self-awareness, they are to quite an extent self-aware. The selection of the qualities by both the samples of participants reflect that the management of The Shortcut does have emotional intelligence traits.

The participants' views on gender and EI showed that majority of them do not think that EI are related to gender differences, however, a couple of views related females to be slightly more emotionally intelligent than males. The reason for this could be that they felt women are generally more caring, empathetic and have more interpersonal traits which can also be supported by Bar-On 2006 research, but it certainly does not mean that only these qualities will make them more emotionally intelligent than men.

16.6 Emotional Intelligence's Effect on Organization's Success

All the participants believed that emotional intelligence traits have an effect on organization's success and are very crucial. Communication was found out to be an essential factor for effective teamwork and results so that people can talk about and solve their differences instead of avoiding the topics of dispute. Inability to cope with emotions and control them can have an impact on one's performance which ultimately has an effect on the organizational performance. Emotional intelligence traits contribute to a positive work environment for some which keeps them motivated to do better, make them feel valued and hence stay committed.

As discussed in the managers' survey section, the thought of considering employee's well-being comes from the qualities of emotional intelligence i.e. the management that cares for their employees emotional and mental well-being needs, wants them to engage in activities other than the routine tasks and unwind. The survey explored employees' views on their organization's efforts for their well-being to which they agreed that The Shortcut ensures their employees' well-being by creating an open environment where everyone is allowed to share their thoughts and seek help if someone is stressed and unable to handle the workload, they are encouraged to take days off when they feel unwell, team days, games and well-being activities are organised for everyone. There is an overall atmosphere at The Shortcut where everyone encourages each other; "behave

like friends or at least good neighbours". According to them, all of this leads them to feel respected, motivated, healthy, creative and productive.

All the participants seem to be very much in favour of having emotionally intelligent employees in the organization as this makes it easier for everyone to work in such an organization. Being able to freely communicate while being heard, connect with colleagues and have mutual understanding of each other's opinions and working styles especially when the organization is quite diverse, is regarded as important.

17 Discussion

Both these surveys help to conclude that emotional intelligence plays a vital part in the management and organizational effectiveness of The Shortcut. The reason for carrying out the research with a group of managers as well as the employees/interns of The Shortcut was to gain an in-depth insight to their point of views and answers to the same question from different perspective. It would have been natural for the managers to portray a positive image of the organization they are associated with but the employees, though equally responsible for the positive portrayal, their answers did provide a confirmation to what was stated by the managers. Due to the COVID-19 situation, the company is implementing work-from-home policy, due to which a lot of people could not participate in the survey, workload management being one reason. The results would have been much better if the sample was a bit larger than the existing one and there was a possibility to carry out face-to-face interviews too. Nevertheless, the surveys managed to get enough detailed answers which might be much more honest as they could also respond anonymously and there is a lesser risk of conformity in this case.

Comparing and contrasting the results, it is clear that the managers of the organization are very much emotionally intelligent while the team recruited at The Shortcut i.e. interns and employees have also been mostly recruited while taking into account their emotional intelligence traits. The phrase "community driven" has been repeated several times by the participants of both the groups which further confirms that they ensure each other's well-being and believe in a positive team spirit. The participants seemed very critical of

their own behaviour and qualities which showed that they are self-aware and know what they need to work on. They prefer to check upon each other, communicate their problem areas, ensure each other's well-being by making sure their behaviour does not affect someone else which is an evidence of self-management and empathy towards others. Social skills are an integral aspect to be a competent member of The Shortcut as that regulates their daily interactions within and outside the community, representing The Shortcut.

Overall, this research provides evidence for me to conclude that emotional intelligence plays a huge role in the management and organizational effectiveness of The Shortcut. They manage to deal with diversity with the traits that come with being emotionally intelligent. Keeping this diverse organization as an example, it can be derived that many other managements and organization would value emotional intelligence as well and for the similar reasons. Being an emotionally intelligent manager, one takes care and regards their team member in an empathetic manner, takes measures for their well-being which will eventually result in their increased productivity and better performance of the organization. It all comes back in a cycle where a manager understands the team members, fulfils their need, manages their own emotions and behaviour well while the employees in return end up being more productive and produce better results favouring the organizational effectiveness. (Momeni 2009) Similar to Tucker et al. 2000, this research presents how important it is for future leaders to be emotionally intelligent instead of solely relying on intelligence quotient. The comparison between IQ and EI is a continuous discussion since a very long time however, this research provides an evidence that although IQ is important for certain job positions, it is majorly EI that assists an individual to be able to perform well, utilize their IQ appropriately and even to get recruited. If a person has extremely high IQ levels but if they do not know how to be able to present that in an effective manner, their chances of getting hired or promoted are at a stake.

18 Emotional Intelligence and Recruitment

The second research part of the thesis revolves around the analysis of recruitment criteria in Finland. This section analyses the general employees'/ job applicants' perspectives with regards to the emotional intelligence i.e. their point of views on whether or not emotional intelligence qualities are regarded more than their intelligence quotient (IQ) in Finland and should it be that way or not. The findings can be useful for the Human Resources Management to get an insight to how their recruitment criteria is effecting the applicants and whether or not change needs to be implemented.

18.1 Data Collection

A random sample of people living in Finland has been used for data collection to make this study more focused on the Finnish recruitment system. A survey consisting of 15 questions was created and the link was shared with random people via social media, university's email, homepage, personal contacts and so on. (see Appendix 4)

The purpose of the survey was properly explained to the participants in the beginning by assuring that their details will remain confidential. In case someone felt difficulty in answering in English, they were given a freedom to answer in Finnish as well.

The sample consists of 36 people, 61.1% females and 38.9% males. Out of these 8.3% are between the age of 17 to 20 years old, 75% are between the age of 20 to 30 years while 13.9% between 30 to 40 years old. Considering their current status, 19.4% participants are employed, 30.6% are working students, 44.4% are students who are not working and 2% are unemployed people. The sample is rather diverse in terms of their ethnicity and the number of languages they speak however, all of them had been living in Finland and have applied for jobs except 4 of them.

19 Survey Analysis

The survey begins with asking the participants about their satisfaction with regards to the recruitment criteria in Finland. The following Figure 1 presents their results.

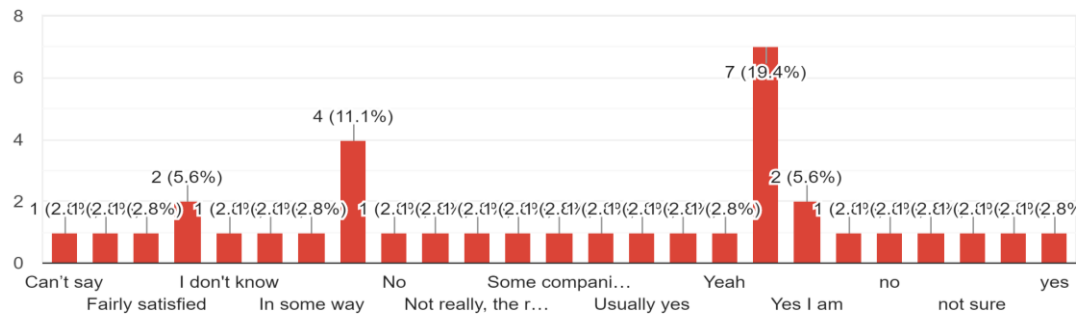


Figure 1. Satisfaction with recruitment criteria in Finland

The results are quite dispersed with some participants who are completely satisfied to some participants not satisfied with the recruitment at all.

About their opinions on which one out of EI or IQ in their opinions is valued more by the recruiters in Finland; 55.6% mentioned a combination of both while 22.2% thinks IQ is more valued whereas only 13.9% voted for only EI. Listing the reasons for them believing so, the top one remains that a combination of both EI and IQ is required to perform a job well. In cases where they have applied for customer service or sales positions, EI is valued more as the job requires them to be good communicators and interact well with the customers. However, jobs related to finance and accounting would regard IQ to be more important. For the participants who think IQ is valued more believe that recruiters view it as an easily measurable factor so it could be a matter of convenience or assumption to relate better IQ with a better performer.

According to 66.7% of the participants, the recruitment criteria should be based on the combination of both EI and IQ while 22.2% would prefer to have it EI based. Only 5.6% participants believe that it should be based on IQ.

Based on their previous job-hunting experiences, the participants were asked to list top qualities that most job ads in Finland required them to have. This question was formulated based on my personal experience with job hunting where I would experience similar qualities mentioned in every other job ad irrespective of what kind of a job it was e.g. positive attitude, team player and confidence being the top 3. The following Table 3 shows the frequency of appearance of each quality in the answers.

Table 3. Qualities from Finnish job ads

Quality	% of frequency of the quality appearing in the answers
Language skills	45.8%
Years of experience	29.2%
Job related skills	16.7%
Active working attitude	16.7%
Teamwork	16.7%
Motivation	12.5%
Communication skills	8.3%
Flexibility	8.3%
Open-mindedness	8.3%
Interpersonal skills	8.3%
Problem solving skills	8.3%
Customer service skills	8.3%
Enthusiasm	8.3%
Technological capabilities	8.3%
Friendly	4.2%
Positive	4.2%
Independent	4.2%
Ability to work under pressure	4.2%
Adapting to new things	4.2%
Eager to learn	4.2%
Efficiency	4.2%
Confident	4.2%
Social skills	4.2%
Honesty	4.2%

According to the survey, 24 qualities were mentioned by the participants out of which “language skills” appeared the most, followed by “years of experience”. These qualities do not necessarily associate with emotional intelligence rather about knowing the job or IQ based. The participants elaborated that Finnish language is always kept as a must even in the cases where the job does not necessarily require it. Referring to Bar-On model and Goleman’s explanation of EI, the other mentioned qualities are associated

with emotional intelligence traits such as teamwork, social and interpersonal skills, open-mindedness, working under pressure, flexibility and communication skills.

A previous research by Varis, Majaniemi & Wilderom, 2018 mentions the most valued emotional intelligence skills by Finnish recruiters for managers' post as being happy (optimistic, positive, good interpersonal skills), socio-emotionally balanced (flexible, stress tolerant) and mentally matured managers (self-aware, socially responsible and assertive). The answers mentioned in this survey also match those of Varis et al. 2018 study. The most important and frequently appearing skill requirement in that research was of "interpersonal relationship-skills". Being able to optimistically handle interpersonal relationships and tolerate stress make a desired manager to be hired. However, it is hard to conclude that everyone's definition of "interpersonal-relationship skills" would be same. These results are similar to the research carried out with The Shortcut for this thesis as most of the qualities match with what The Shortcut managers have and also prefer to have in their team members.

Similarly, in this survey, 94.4% of the participants believe that emotional intelligence traits can contribute to an organization's success and it is important for managers to have these traits too. 91.7% of them think that it is important to recruit emotionally intelligent employees.

Based on these results, it can be concluded that people prefer to have the recruitment criteria on most part based on EI and believe that it can certainly affect the organizational effectiveness. They do recognise that certain jobs do prefer and require IQ and relevant qualifications however, in order to work with others, one needs to be able to manage and understand behaviour and emotions. Better teamwork is said to be related to having EI qualities as they include effective social skills and empathy. Having colleagues that lack emotional stability and understanding can provide a tough time to others too and make their job harder. With these aspects kept in mind, it still remains a question that to what extent can recruiters assess someone's EI through their job applications or personalities during job interviews?

20 Conclusion

All in all, exploring the evidence from previous research provided an in-depth insight to the concept of emotional intelligence and its impact on business. The explanation by Daniel Goleman have been vital to further understand how EI can be implemented in a workplace scenario in order to get the best results for the organization. Where research like Aydin et al. 2005 proves that both EI and IQ must be considered while recruiting employees, Downey at al. 2011 proves that EI clearly has an effect on job performance and is a good predictor of the same.

The research on The Shortcut further confirms that in order to manage a diverse team and successfully run an organization, it is crucial to have emotionally intelligent managers and employees onboard that are self-aware, self-managing, empathetic and have social skills. Understanding and having control on own emotions and not letting that affect personal behaviour leads to a better organizational climate while understanding your employees' and colleagues' emotions and opinions makes them feel valued, better committed to the job and hence, they become more productive. All of this ultimately has a positive influence on the organizational effectiveness. These are also the views of a sample of general population of Finland i.e. emotional intelligence should be regarded more while recruiting as it determines someone's ability to perform their job. Without the EI traits, an individual cannot make proper use of their IQ either. On the other hand, there has been seen a positive correlation between EI and job commitment while a negative correlation between EI and stress at work. (Nikolau & Tsaousis, 2002).

The organization's success does depend on the combination of both emotional intelligence as well the intelligence quotient of the employees. Being able to control and understand own and other's emotions is a very beneficial quality that can prevent many unwanted situations from happening. Business itself does require a significant amount of knowledge of psychology for example in terms of monitoring emotions while dealing with employees, colleagues, clients or making business deals without any biases. Emotional intelligence comes in use while having to increase employees' motivation, in recruitment processes, expansion, cross-/multi-cultural communication, marketing, negotiation processes, etc.

In a nutshell, the research can be concluded by answering the research question based on the findings that emotional intelligence does play a significant amount of role in the management and organizational effectiveness to a huge extent. This includes being self-aware, self-managing, empathetic and having social skills. Further efforts should be made to understand the concept in depth especially the measures to recognise EI traits during recruitment. EI traits are said to be learnable and one can easily adapt them if they are willing to. Tucker et al., 2002 emphasizes the importance of incorporating emotional intelligence skills' teachings into the academic curriculum along with many other researchers suggesting the same. Emotional intelligence qualities are what will shape business graduates into "well-rounded individuals, worthy employees, effective managers and dynamic leaders". (Abraham 2006) Just like how the skillsets valued in the past are not as valued in today's age, the skillsets of the future could be completely different too. Emotional Intelligence, which was not as valued of a skill earlier, is said to become one of the top skills in the coming times. (Gray 2016) Therefore, apart from the educational institutions, business organizations should also make efforts to arrange activities for their employees that will further enhance their EI if they lack it. Eventually, it will all be contributing towards the general well-being at workplaces, effectiveness and better performance of the organization

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Appendices

Survey for The Shortcut Managers/Team Leads

Emotional Intelligence - The Shortcut

This survey that you are about to answer is for the purpose of collecting data for research contributing to a Bachelors thesis being conducted by Sanni Ishfaq, a student of Metropolia Business School. The aim of this survey is to identify the role of emotional intelligence in The Shortcut's management and organizational effectiveness; does the management and HR personnel value those skills in the employees/applicants and whether or not it is one of the reasons of The Shortcut's success.

The initial aim was to carry out interviews with The Shortcut's team but unfortunately, due to the COVID-19 situation that is not a possibility anymore. Therefore, this survey might take you some time so your participation is extremely appreciated. Please try to be as open and detailed as possible as most of the questions are all about your own opinions.

Thank you!

Next

Personal Information

Your personal data will be used to derive some statistical information and results only for this research purposes. Otherwise, it will be treated as confidential and the names will be kept anonymous.

Name *

- _____

Gender *

Female

Male

Other:

Age *

20-30 years

30-40 years

40-50 years

50+ years

Job title *

- _____

How long have you been working for at The Shortcut? *

- _____

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Let's get to the research related questions. Depending on your experience, these may or may not provide you a chance to reflect upon how lucky you are for working at The Shortcut ;)

What comes to your mind when you think of the word emotional intelligence? *

Your answer

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Emotional Intelligence

"the ability to identify and manage one's own emotions, as well as the emotions of others." (Psychology Today, 2019)
"the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically." (Online Dictionary)

What personality traits do you think contribute to emotional intelligence? *

Your answer

What qualities does it take to be a competent member of The Shortcut team? *

Your answer

Choose "top 5" qualities out of the following 10 that you think make a good manager/ supervisor/ leader? *

- good communication skills
- good listener
- not fearing of change
- empathy
- gratitude
- optimism
- impulse control
- self-awareness
- responsible
- problem solving skills

What is your opinion about IQ (Intelligence Quotient) vs. EI (Emotional Intelligence)? *

Your answer

According to you, which of these matters/should matter the most while recruiting someone, EI or IQ skills? Why? *

Your answer

What kind of a manager/ supervisor/ leader are you? *

Your answer

How would you describe the working atmosphere at The Shortcut? *

Your answer

How do you deal with extremely frustrating situations at work? For example, your team member or an intern made a huge mistake. *

Your answer

Do you let your emotions effect your behaviour? How does it effect your performance? *

Your answer

Out of 10, how important is it for an employee/intern at The Shortcut to have emotional intelligence traits? *

0 1 2 3 4 5 6 7 8 9 10

not at all very important

Does The Shortcut take into account employee well-being? *

Yes

No

Other: _____

If you answered YES to the earlier question, could you please elaborate that in what ways does The Shortcut ensure employee well-being? *

Your answer _____

In your opinion, does employee well-being effect the performance of The Shortcut's employees/ interns/ team and the overall organization? *

Your answer _____

Is it the female or male employees/team members that have more emotional intelligence traits? Or do you think there is no difference? *

Your answer _____

What is your mood like when you leave work and are going home? *

Your answer _____

Finally, do you think it is important to recruit emotionally intelligent employees? Why? *

Your answer _____

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Emotional Intelligence - The Shortcut

I appreciate your patience and the time you took out to answer these questions. Your participation is of a great value to the researcher. Thank you so much and have a pleasant & productive day ahead :)

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Survey for The Shortcut Employees/Interns

Emotional Intelligence :- The Shortcut

This survey that you are about to answer is for the purpose of collecting data for research contributing to a Bachelors thesis being conducted by Sanni Ishfaq, a student of Metropolia Business School. The aim of this survey is to identify the role of emotional intelligence in The Shortcut's management, team and the organizational effectiveness; are emotional intelligence skills valued by colleagues and the management, does HR personnel value those while recruiting and whether or not it is one of the reasons of The Shortcut's success.

The initial aim was to carry out interviews with The Shortcut's team but unfortunately, due to the COVID-19 situation that is not a possibility anymore. Therefore, this survey might take you some time so your participation is extremely appreciated. Please try to be as open and detailed as possible as most of the questions are all about your own opinions.
Thank you!

Next

Personal information

Your personal data will be used to derive some statistical information and results only for this research purposes. Otherwise, it will be treated as confidential and the names will be kept anonymous.

Name *

Your answer _____

Gender *

Female

Male

Other:

Age *

18-20 years

20-30 years

30-40 years

40-50 years

50+ years

Job title *

Your answer _____

How long have you been working for at The Shortcut? *

Your answer _____

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Emotional Intelligence :- The Shortcut

***Required**

Let's get to the research related questions. Depending on your experience, these may or may not provide you a chance to reflect upon how lucky you are for working at The Shortcut :)

What comes to your mind when you think of the word emotional intelligence? *

Your answer

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Emotional Intelligence

"the ability to identify and manage one's own emotions, as well as the emotions of others." (Psychology Today, 2019)
"the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically." (Online Dictionary)

Do you think The Shortcut values EI (Emotional Intelligence) more than IQ (Intelligence Quotient) skills or vice versa? *

Your answer

In your opinion, which should be valued more when hiring new employees? EI or IQ skills? *

Your answer

Do you think you were recruited based on your IQ skills or EI more? *

Your answer

Are you able to control your emotions in a work place scenario? *

Yes

No

Maybe

Other: _____

Are you colleagues understanding of your feelings and opinions? *

Your answer

Do you think you are an understanding colleague to others? Why? *

Your answer

How would you describe the working atmosphere at The Shortcut? *

Your answer

Do you let emotions effect your behaviour and performance at work? *

Your answer

How do you deal with extremely frustrating situations at work? If possible, please provide an example. *

Your answer

Which of the following relate to your supervisor/ manager/team lead's personality? *

- good communication skills
- good listener
- not fearing change
- empathy
- gratitude
- optimistic
- impulse control
- strict
- self-aware
- responsible
- problem solver
- assertive

Out of 10, how important do you think it is for a manager/ supervisor/ team lead to have emotional intelligence traits? *

1 2 3 4 5 6 7 8 9 10

not at all very important

Do you think emotional intelligence traits effect organization's success in any way? If yes, how/why? *

Your answer _____

Male or female managers/team leads, who do you think are more emotionally intelligent out of them? *

Your answer _____

Does your The Shortcut ensure employee well-being? *

Yes
 No
 Other:

If you answered YES to the earlier question, could you please elaborate that in what ways does The Shortcut ensure employee well-being? *

Your answer _____

Does The Shortcut taking care of employee well-being have an effect on your performance at work? *

Your answer _____

What is your mood like when you leave work and are going home? *

Your answer _____

Finally, do you think it is important to recruit emotionally intelligent employees and have colleagues with emotional intelligence traits? Why? *

Your answer _____

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Emotional Intelligence :- The Shortcut

I appreciate your patience and the time you took out to answer these questions. Your participation is of a great value to the researcher. Thank you so much and have a pleasant & productive day ahead :)

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Ability to Control Emotions in a Work-Place Scenario

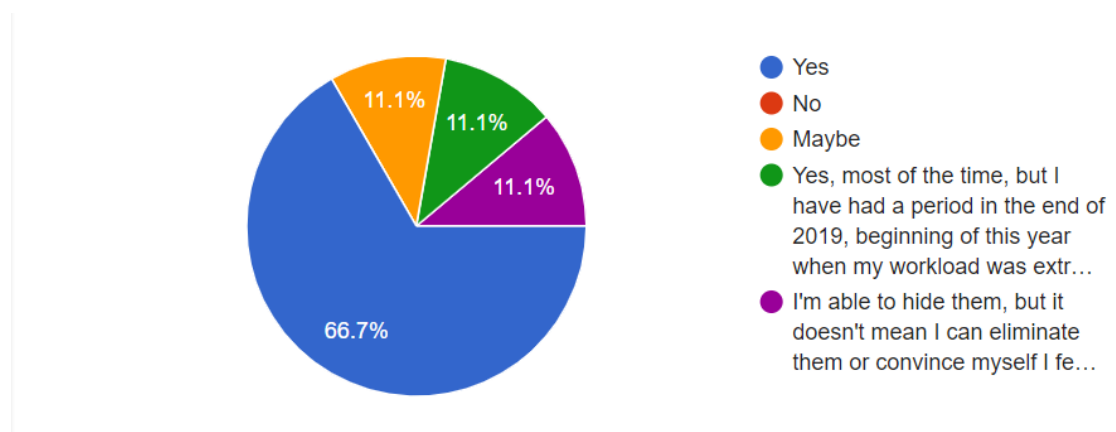


Figure 1. Pie-chart showing if The Shortcut employees are able to control their emotions in a work-place scenario?

Survey for Employees'/Job Applicants' Perspective on Recruitment Criteria

Employees'/ Job applicants' perspective on recruitment criteria

This survey that you are about to answer is for the purpose of collecting data for research contributing to a Bachelors thesis of a Business Administration student about the role of emotional intelligence in management and organizational effectiveness. The aim of this survey is to gather opinions and experiences of people living in Finland who have ever applied for jobs, about the recruitment criteria in Finland.

Your participation in this survey is extremely appreciated. Please try to be as open and detailed as possible as the questions are all about your own opinions. In case you find it difficult to answer some parts in English, feel free to use Finnish as well.

Thank you!

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Personal Information

Your personal data will be used to derive some statistical information and results only for this research purposes. Otherwise, it will be treated as confidential.

Gender *

Female

Male

Other: _____

Age *

17-20 years

20-30 years

30-40 years

40-50 years

50+ years

Languages you speak *

Finnish

English

Both

Other: _____

Have you ever applied for a job in Finland? *

Yes

No

Other: _____

Have you ever been to a job interview in Finland? *

Yes

No

Other: _____

Current status *

employed

unemployed

looking for a job

student - not working

student - working

Are you satisfied with the recruitment process in Finland? *

Your answer

Emotional Intelligence (EI)

Before answering the questions ahead, familiarize yourself with the term 'emotional intelligence':

"the ability to identify and manage one's own emotions, as well as the emotions of others." (Psychology Today, 2019)

"the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically." (Online Dictionary)

What do you think recruiters in Finland value more? *

IQ

EI

Both

Other: _____

Why do you think so? *

Your answer

In your opinion, how should the criteria be? More EI or IQ based? *

EI based

IQ based

combination of both

Other:

Based on your experience of job hunting, what were the top qualities that most of the job ads required you to have? You may answer this in Finnish as well. *

Your answer

Do you think emotional intelligence traits can contribute to an organization's success? *

Yes

No

Other: _____

Do you think it is important for managers to have emotional intelligence traits? *

Yes

No

Other: _____

Do you think it is important to recruit emotionally intelligent employees? *

Yes

No

Other: _____

Please provide a reason for your answer to the previous question. *

Your answer _____

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Employees'/ Job applicants' perspective on recruitment criteria

I appreciate your patience and the time you took out to answer these questions. Your participation is of a great value to the researcher. Thank you so much and have a pleasant & productive day ahead :)

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