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ORGANISATIONAL CLIMATE VS. EMOTIONAL INTELLIGENCE OF EMPLOYEES/MANAGERS

Abstract. The purpose of the paper is to assess the impact of the emotional intelligence of employees and mangers on the organisational climate in a business entity. An analysis of the literature of the subject demonstrated that the emotional intelligence of team members is one of many factors affecting the climate in an organisation. Since the issue has not been sufficiently investigated so far, a need arises to diagnose the level of the emotional intelligence in project team members on a person-by-person basis, agree on the degree to which the intelligence can be developed and improve and work out the development paths for employees on an individual basis not only with regard to their technical but also social competence, including general development-oriented training. The findings presented in the paper are important for the actions taken to develop the emotional intelligence of employees/managers in the social and vocational learning process.

Keywords: organisational climate, emotional intelligence, stress

KLIMAT ORGANIZACYJNY A INTELIGENCJA EMOCJONALNA PRACOWNIKÓW/MENEDŻERÓW

Streszczenie. Celem artykułu jest ocena wpływu inteligencji emocjonalnej pracowników i menedżerów na klimat organizacyjny w przedsiębiorstwie. Analiza literatury przedmiotu wykazała, że inteligencja emocjonalna członków zespołu stanowi jeden z wielu czynników kształtujących klimat w organizacji. Ponieważ problem ten nie został do tej pory dostatecznie rozpoznany, pojawia się potrzeba zdiagnozowania poziomu inteligencji emocjonalnej u poszczególnych członków zespołu, ustalenia, w jakim stopniu można tę inteligencję rozwijać, doskonalić, i opracowania ścieżki rozwoju dla poszczególnych pracowników nie tylko w ramach kompetencji merytorycznych, lecz także społecznych, obejmującej szkolenia ogólnorozwojowe. Ustalenia zaprezentowane w niniejszym artykule mają znaczenie dla podejmowania działań rozwijających inteligencję emocjonalną pracowników/menedżerów w procesie uczenia się społecznego i zawodowego.

Słowa kluczowe: klimat organizacyjny, inteligencja emocjonalna, stres

The purpose of the paper is to analyse the influence of emotional intelligence on the climate in an organisation. Little emotional intelligence of employees and managers may lead to development of a negative organisational climate in the organisation. Nonetheless, one cannot say that persons with low level of emotional intelligence are redundant is the society. It is true that such persons have difficult personality, but they find fulfilment in crisis situations. The opposite side is represented by people with excessive emotional intelligence who live in constant fear that their actions may hurt someone and, consequently, are afraid to take any action at all.

A key issue discussed in the present paper is to draw managers' attention to the importance of developing adequate level of emotional intelligence when managing people. It is recommended that every organisation draw up a report showing adequate level of emotional intelligence for each profession/occupation or even each position/job. Inadequate emotional intelligence of employees affects the financial results of an organisation. It may also lead to internal conflicts and, consequently, considerable fluctuation of staff, cause professional burnout, and make competent people leave an organisation or even a profession.

1. The Essence of Organisational Climate

Organisational climate is one of the characteristics of working conditions. It depends totally on people who create the working environment. There is no clear definition of organisational climate in the literature on the subject. Some examples of definitions developed in the present century are provided in Table 1.

Table 1

Examples of definitions of organisational climate formulated in 2010s

Author	Definition of organisational climate
A. Lubrańska	It is an important condition affecting the working process, well-being and satisfaction of employees, constituting one of components of organisational culture[1]
G. Wudarzewski	Organisational conditions and atmosphere in the organisation as perceived and assessed by employees, interrelated with them[2]
A.I. Baruk	Organisational climate is determined by relations between a person and their colleagues and superiors[3]
M. Smolarek, M. Sipa	Organisational climate is a direct and easily observable manifestation of organisational culture[4]

Source: Own analysis based on literature on the subject.

[1] Lubrańska A.: Klimat organizacyjny a doświadczanie wypalenia zawodowego. „Medycyna Pracy", nr 62(6), 2011, s. 623-631.

[2] Wudarzewski G.: Wymiary i składniki klimatu organizacyjnego w świetle badań literaturowych. Zeszyty Naukowe Wyższej Szkoły Bankowej, nr 1(33), Wrocław 2013, s. 59-78.

[3] Baruk A.I.: Poziom zadowolenia pracowników w kontekście relacyjnych aspektów klimatu organizacyjnego. Zeszyty Naukowe Politechniki Śląskiej, s. Organizacja i Zarządzanie, z. 73. Gliwice 2014, s. 11-21.

[4] Smolarek M., Sipa M.: Klimat organizacyjny jako przejaw kultury organizacyjnej w małych przedsię-biorstwach. Zeszyty Naukowe WSH, s. Zarządzanie, nr 4, 2015, s. 301-315.

Having analysed the content of the Table 1, for the purpose of this paper it was assumed that the organisational climate is defined as the atmosphere in the organization arising from the employee feeling of satisfaction, experienced and felt by the employees, which is a manifestation of the organizational culture.

2. Essence of Emotional Intelligence (Emotional Quotient – EQ)

Unlike with organisational climate, there is some consistency in the definitions of emotional intelligence. First of all, it should be emphasised that emotional intelligence is categorised as a skill (the so called soft competence) which, according to Daniel Goleman covers 5 elements[5]:

- self-regulation – self-control, trustworthiness, conscientiousness, adaptability, innovation,
- self-awareness – emotional awareness, realising one's preferences and weaknesses, accurate self-assessment, self-confidence, realising one's value and being aware of one's capabilities and skills,
- motivation – inner motivation, i.e. achievement drive, commitment, initiative, optimism,
- social skills – ability to build good relations with others, conflict management, leadership, change catalyst, building bonds, collaboration and cooperation, team capabilities,
- empathy – realising the emotions, needs and anxieties of others, in other words – understanding others.

Fig. 1 presents how 5 emotional intelligence factors according to Goleman are related.

All people have the above competences developed in various degrees. And these people create the organisational climate in individual entities or structures:

- vertical, i.e. superior – subordinate relations,
- horizontal – within individual groups of employees on the same hierarchy level.

The effects of their actions will have both positive and negative impact on individuals and organisations. Hence, a perfect solution would be to have managers with high EQ as it has wide-ranging effects on various aspects:

- influences the relations with others,
- influences stress management skills,
- facilitates functioning within the society,
- improves the quality of interpersonal contacts.

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[5] Goleman D.: Emotional Intelligence. Media Rodzina, Poznań 2007, p. 978-983.
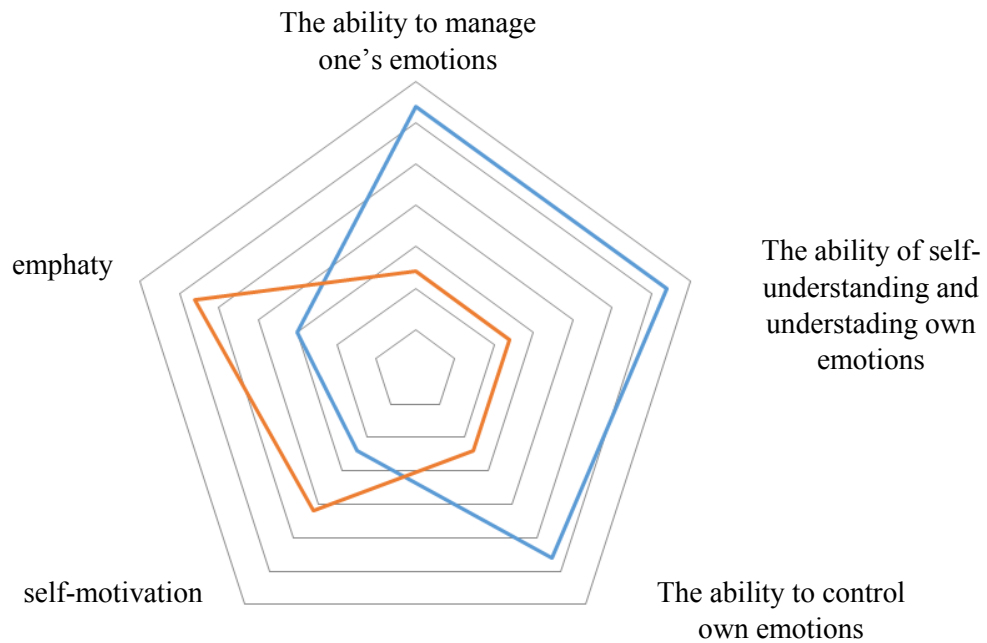
Fig. 1. 5 elements of emotional intelligence according to Goleman
Source: Own analysis.

3. The relation between emotional intelligence (EQ) of employees/managers and organisational climate

In view of all above-mentioned observations it is quite clear that the level of emotional intelligence affects the organisational climate. People with high EQ:

- have good relations with others,
- make contacts with other people more easily,
- do not exacerbate conflicts (unless they do it purposefully),
- manage conflicts skilfully,
- they don't take stress situations at work out on their colleagues or subordinates.

Apparently, this is a valuable competence enabling peaceful functioning within a team and facilitating understanding of emotions of others not only by being able to recognise their emotions but also to show empathy[6]. All this creates a positive organisational climate, while the absence of these elements triggers off defence mechanisms reducing internal conflicts, neutralising negative emotions and protecting adequate self-assessment of employees and managers, which is threatened. An example of such defence mechanism is regressive activity where one behaves below their competence level as if they have moved back to the earlier

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[6] Jośko-Ochojska J.: Neurofizjologia empatii – o tym jak człowiek kształtuje człowieka, [w:] Jośko-Ochojska J. (red.): Zrozumieć drugiego człowieka. Empatia w medycynie i komunikacji społecznej. SUM, Katowice 2015, s. 11-40.

stage of individual development[7]. How can this be prevented? By learning emotional intelligence. It develops throughout our lives, building up on our past experiences. Therefore, with age it may grow – which is called maturity, or decrease – which is called regress. Yet, one can be mature when it comes to age, but immature when it comes to emotions. One of the keys to "start up" emotional intelligence is to understand own emotions and to control them, another – to understand emotions of others (empathy). People with high EQ:

- are able to get insight into their own emotions,
- are able to recognise them, control them and to efficiently use them in personal, social, and professional life,
- are more successful in personal and professional life.

It is important to make people realise that success in life depends more on ability to manage emotions than on the intellect. Fining a good job and success of the company is to a considerable degree conditional upon emotional skills. Among issues perceived by managers as the most difficult in their work, one of the most often mentioned is: "relations with employees"[8]. More and more often the decisions on promoting or dismissing an employee are based not only on the assessment of their professional skills and expertise, but also of how they cope with others and with themselves. This helps to assess who has the potential of becoming an extraordinary employee, particularly when it comes to managerial positions. A thorough analysis of the skills facilitating success in all types of professions/occupations and organisations shows that prominent professional career first of all depends on EQ, and than on IQ. The world is full of well-educated extraordinary specialists whose careers have reached the deadlock. Employers complain about lack of social skills of newly employed staff. Specific technical skills are less important to them than:

- the ability to learn at work,
- the ability to listen and communicate,
- creativity in the face of failures and obstacles,
- the ability to collaborate,
- teamwork skills.

Emotional intelligence is also defined to include assertiveness, ability to clearly and expressly present "unpleasant' truth to another person.

Not all elements of emotional intelligence should be developed at the highest degree. Moreover, it would be useful to define the required level of each component of emotional intelligence for every profession or even position, since different reaction are expected of a general in the army than of a social welfare worker.

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[7] Fiech M., Mudyń K.: Pomijanie działań kształtujących poziom zadowolenia zawodowego pracowników jako przejaw dysfunkcji w procesie zarządzania zasobami ludzkim. „Problemy Zarządzania", vol. 9, nr 4(34), 2011, s. 147-161.

[8] Broniewska M.J.: O przydatności współczesnych nurtów psychologii w pracy menedżera. „Acta Universitatis Lodziensis. Folia Oeconomica", nr 234, 2010, s. 431-441.

As already mentioned above, one of the elements of emotional intelligence is empathy. The survey assessing the level of empathy using a 0-6 scale showed that 68% of the respondents were persons demonstrating medium (moderate) level of empathy, having the biggest adaptive capabilities which facilitate logical thinking, problem solving, but also enhance cohesion within a group and ensure stable equilibrium[9]. Adequate level of empathy of superiors have a positive effect on the organisational climate. However, even in the case of empathy extremes work to the detriment of an organisation. The highest level of empathy is unfavourable both to employers and employees, because employers focused only on others do not pay attention to themselves, their own ambitions, development, or needs and do not engage into any competitive tasks out of fear they could harm someone. And the organisations they manage suffer through such attitude. On the opposite side there are people with very low level of empathy. They, in turn, have difficult personalities, but due to their self-confidence, nerves of steel and ability to make quick decisions they will perform very well in crisis situations. However, they don't pay attention to the needs of employees, which leads to degeneration of positive climate in an organisation.

Employees managed by people with low level of empathy, facing fierce competition and so called "rat race", bad work organisation and, consequently, experiencing unfriendly atmosphere at work[10] or, in extreme cases, even mobbing, live in continuous stress. Working in such environment is not only detrimental to the organisation, but also to the health of people. Stress is a non-specific, adaptive, general reaction of a body to lack of balance, prevailing dissonance between how the things actually are and how one expects them to be[11]. There are two types of stress:

- eustress – short-term acute stress, having positive effects on the body, motivating and stimulating internal resources to action,
- distress – is long-lasting and therefore having negative impact on the body, depleting its resources and causing physical and psychological damage.

Figure 2 presents the impact of stress on employee motivation over a time interval.

[9] Jośko-Ochojska J.: Neurofizjologia empatii – o tym jak człowiek kształtuje człowieka, [w:] Jośko-Ochojska J. (red.): Zrozumieć drugiego człowieka. Empatia w medycynie i komunikacji społecznej. SUM, Katowice 2015, s. 11-40.

[10] Hysa B., Grabowska B.: System motywacji pracowników administracji publicznej na podstawie wybranej jednostki ZUS. Zeszyty Naukowe Politechniki Śląskiej, s. Organizacja i Zarządzanie, z. 74. Gliwice 2014, s. 325-342.

[11] Gruszczyński W.: Stres – rosnący problem społeczny XXI w. „Prewencja i Rehabilitacja", vol. 4, 2012, s. 27-38.
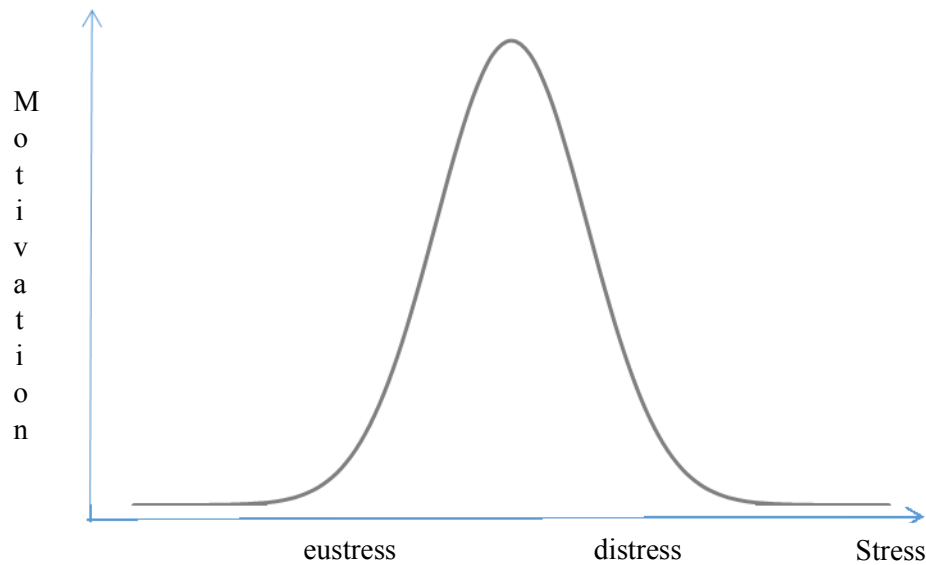
Fig. 2. Impact of stress on motivation
Source: Own analysis.

The Results of research on stress led Saly to develop his stress theory known as General Adaptation Syndrome (GAS) which is preceded by Local Adaptation Syndrome (LAS). The theory says that every stimulus (stressor) having negative effect on a specific area of the body causes LAS, while exposure to negative effects for a long time in various areas of the body causes GAS. GAS consists of three stages:

- alarm reaction – when a stressor triggers of defence mechanisms,
- adaptation called resistance stage – when a relative balance is achieved between effects of the stressor and defence mechanisms.
- exhaustion – when due to the intensity of persistence of the stressor, the body's adaptive ability weakens, which leads to immunological breakdown and development of a disease, or even fatal disease[12].

The above can be related to the manager/employee situation. People exposed to stress at work are ill more frequently, which causes work absence and disturbs work organisation. The list of negatives effects of stress is much longer and includes:

- lower immunity,
- increased vulnerability to viral infections,
- disorders of blood coagulability system and of excitability of the cardiac muscle cells, leading to vascular congestions and heart attack,
- development of type 2 diabetes.

The most considerable stress is caused by change or even a plan to make a change. Many people would love to make big changes in their lives, but although they feel weighed down by

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[12] Rumińska-Busz R.: Wpływ stresu na powstanie i przebieg chorób nowotworowych, [w:] Jośko-Ochojska J. (red.): Stres nasz codzienny. SUM, Katowice 2014, s. 93-102.

their everyday lives, they are scared to make the first step and therefore delay making important decisions. This is a trap one falls into and joins the group of those who will never make any change in their lives. They would rather maintain the status quo while the frustration and a sense of longing for what they had no courage to reach is building up inside them. It is because people's choices in life are much more affected by the fear of losing what they have than by the desire to get more. They pursue stability and security, but they will not achieve it, because their lives will be changing anyway. Whether they will be able to keep the job or support the family is not entirely dependent on them alone. There is external world around them, which is beyond their control. The only thing certain is that nothing lasts for ever and there will be always some changes taking place. Sooner or later, every thing or person (superior/colleague) will be gone. The more one clings to things and people, the greater is the suffering and loss when they are eventually gone. But when one realises that everything is temporary, one will be able to better cope with the stress. This is why it is so important to identify and control bad emotions at early stage. Otherwise, these emotions may get out of control and lead to mental and somatic disintegration[13].

According to WHO, psychosomatic diseases are characterised by functional disorders or organic changes in organs or systems, where symptoms are to a considerable degree caused or exacerbated by psychological factors. Long-term intensive stress contributes to the development of psychosomatic diseases. For many years the following has been classified as psychosomatic diseases: eating disorders (anorexia, obesity, bulimia), ulcer diseases, some instances of hypertension, atopic dermatitis, bronchial asthma, migraine, sleeping disorders. recently, there has been a growing number of reports including cancer in this group[14].

Retaining balance and peace in the modern world is becoming more and more difficult. Everyday problems have left traces in our body and mind since early childhood. This is evidenced by younger and younger patients being diagnosed with diseases attributed to stress situations[15]. This means that stress is present already in family life and later reinforced in educational establishments, while the most stressful are the years of professional/occupational activity, particularly when a manager organises the work in a manner far from offering a positive organisational climate.

In view of the above it could be concluded that working in adequate environment will help both the employee and the manager maintain greater emotional stability, experience positive emotions and retain better intra and interpersonal sensitivity. In such an environment, one's energetic resources last longer and social contacts remain satisfactory. Also important is the sphere of professional self-assessment: the highest scores in assessing own performance,

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[13] Rumińska-Busz R.: Wpływ stresu na powstanie i przebieg chorób nowotworowych, [w:] Jośko-Ochojska J. (red.): Stres nasz codzienny. SUM, Katowice 2014, s. 93-102.

[14] Braczkowski R., Zublewicz B., Klakla K., Romanowski W.: Depresja czynnikiem zagrożenia chorobą nowotworową – hipoteza a fakty. „Psychoonkologia", nr 1, 1997, s. 23-26.

[15] Binnebesel J.: Pedagogiczne możliwości kształtowania poczucia koherencji w kontekście salutogenetycznej koncepcji zdrowia Antonowskiego. „Psychoonkologia", vol. 10(2), 2006, s. 64-69; Arterholt S.B., Fann J.R.: Psychosocial care in cancer. „Curr. Psych. Rep.", Vol. 14, 2012, p. 23-29.

professional achievements and competences were given by employees working in supportive climate. Such professional situation enables an employee/manager to satisfy the need for self-development and perfecting their professional skills, fosters motivation and satisfaction with work. An employee/manager experiencing rewarding value of their own work creates a stronger relationship which, in turn, leads to a growing sense of belonging and loyalty in the place of work[16]. All this constitutes a fundamental source of success of modern organisations[17], because committed employees/managers to a considerable degree contribute to the success of the entity concerned[18].

4. Final Conclusions

The research results presented in the paper show that the level of emotional intelligence of managers and employees has enormous impact both on the organisation as a whole and on individuals.

Identification of the level of the emotional intelligence of their employees is the core responsibility of a manager. It is because the EQ determined the means and tools to be applied to stimulate and motive the employee to make an effort towards more effective performance. The EQ is defined by 5 factors: self-control, self-awareness, motivation, social skills and empathy. Relation between these factors bring about some application-related consequences:

1. The need to diagnose the EQ level of an employee and a manager, to assess their potential effectiveness.
2. Determining the extent to which each factor can be improved.
3. Determining the impact of environmental factors on an increase in the EQ level.
4. Ensuring the potential for EQ growing at different levels of education and in the context of the professional career.

The above improve effectiveness of an employee and their value for the organisation. If the EQ is "developable", it goes without saying that it should be improved through training and education and organisations should invest not only in technical training but in training developing general skills and abilities. Furthermore, a need arises to apply active methods for the EQ development.

Note that the psychological dimension of work is as important as its economic function, which defines work as a source of income and stressing the financial performance.

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[18] Lewicka D., Rakowska A.: Wpływ praktyk ZZL na zaangażowanie pracowników w innowacyjnych przedsiębiorstwach. „Nauki o Zarządzaniu", nr 2(27), 2016, s. 103-115.

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