

II PART. MANIFESTATIONS

2.1. INTERCONNECTIONS OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CULTURE: BASED ON THE EXAMPLE OF TWO BUSINESS SECTORS IN ESTONIA

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Introduction

EI has basically been explored for general research settings (Matthews, Zeidner, Roberts, 2004), but lately EI investigations have shifted to organizational studies as well, evoking a number of opportunities for interdisciplinary application. The study of the EI – OC relationships is a complicated and challenging research area that forms a link between the outcomes of individual behavior and organizational characteristics.

An analysis of different EI approaches shows the rationality to distinguish between two main orientations in the EI concept: intra- and interpersonal (Tolmats, 2004). So EI could be defined as a set of intra- and interpersonal competences, the intrapersonal competences concentrating on those abilities and skills that help a person to explain, understand, use and handle his/her emotions, and the interpersonal competences of EI helping a person to relate to other people in an effective manner and regard emotionally

demanding situations constructively (Weisinger, 1998; Dulewicz, Higgs, 1999; Mayer, Caruso, Salovey, 2000; Bar-On, 2000; Mayer, Caruso, 2002; Goleman, Boyatzis, McGee, 2003; Dulewicz, Higgs, Slaski, 2003; Caruso, Salovey, 2004). EI influences people's regular behavior; however, in the current article EI is explored in workplace settings in order to explain human behavior in organizations.

Schein (1997, p. 12) defines OC as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore is taught to new members as the correct way to perceive, think, and feel in relation to those problems. OC happens between people (Knapp, Yu, 1999) – it forms as a result of interaction between an individual and an organization (Schein, 1997). OC as a social phenomenon cannot exist without people and the features like subjectivity, irrationality and emotionality could be used to describe the concept.

As OC is considered to be an emotional phenomenon (e.g., Trice, Beyer, 1993; Griseri, 1998), it brings forward the importance of EI in the organization, because in the context of OC the attention may focus on broader patterns of feelings or on emotions in a more restricted nature (for example, involving self-control and the reduction of pressure through socialization and symbols) (Alvesson, 2002). The aim of the current article is to find the interconnections of EI competences and types of OC in two business sectors in Estonia. While the relationships refer to possible mutual influences of the concepts, the main focus in the current article is directed to the impact of EI on OC.

Theoretical background

Emotions are important in workplace settings and they have an impact on individual behavior. They also influence the relations between organizational members and the latter's relations with stakeholders. Emotions influence work-related cognitive and emotional processes, which in turn affect social behavior, task accomplishment, and performance (Matthews *et al.*, 2004). Emotions give impact to instructions and give knowledge about actions and concerns (Feldman, 1999). Caruso and Salovey (2004) argue that emotions are required to allow individuals to make good decisions, take optimal actions to solve conflicts, cope with change and success in the organization. Wise use of emotional knowledge at the workplace is an advantage to successful task performance.

Emotional self-awareness is claimed to be a helpful attribute for tuning on the job performance, and those employees who are high in self-awareness are able to monitor themselves and watch themselves in action (Matthews *et al.*, 2004). Emotional self-awareness is considered to be the building block for developing high EI in organizational settings (e.g. Weisinger, 1998; Goleman, 2001; Caruso, Salovey, 2004). Caruso and Salovey (2004) suggest that the ability to manage emotions gives one the opportunity to see things from a different perspective, to enhance creative thinking, to make more effective decisions, and to behave in a more adaptive manner. In the occupational environment, self-regulation involves depressing personal needs and feelings and control impulses in the service of organizational needs (Matthews *et al.*, 2004) and is considered to be an important skill and ability in order to solve problems and conflicts (Weisinger, 1998). The identification and management of one's own emotions are crucial EI competences in the workplace environment.

The ability to empathize with others in the workplace is important when the problems to be solved require acceptance of conflicting

opinions; empathy constitutes the basis for mutual trust and acceptance, which is crucial, for example, in initiating radical changes in an organization (Matthews *et al.*, 2004). Goleman *et al.* (2003) claim that an empathic employee could tune on many emotional signals, listen carefully and understand different points of view. Furthermore, Weisinger (1998) affirms that the importance of communication skills to EI is crucial, and their value in the workplace is enormous. Communicating effectively with others means having emotional flexibility, dealing with difficult topics directly, listening actively, and sharing information (Matthews *et al.*, 2004). The emotional background of communication is crucial in workplace settings in order to create effective and friendly relationships between people.

The study of OC has been approached from a number of aspects (e.g., dimensions, orientations, levels, and types of OC). In the current perspective, OC types are investigated. The Competing Values Framework launched by Quinn and Rohrbaugh (1983) enables the researcher to study OC on the basis of shared values. Organizations are placed into the framework formed by two dimensions (see Figure 1) – flexibility vs. stability and internal vs. external focus (*Ibid.*).

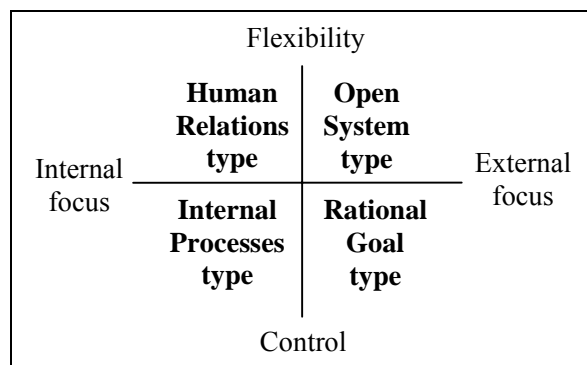


Figure 1. The Competing Values Framework (Quinn, Rohrbaugh, 1983).

Four types of OC can be distinguished: Human Relations, Open System, Rational Goal and Internal Processes types of OC (Quinn, Rohrbaugh, 1983). The Human Relations type of OC is characterized by flexibility and internal focus. High cohesion, morale, trust, and belongingness serve as means to achieve human resource development (Quinn, Rohrbaugh, 1983; Kalliath, Blue-dorn, Gillespie, 1999). The Open System type of OC values adaptability, change of capacity and orientation towards customers (Brown, Dodd, 1998). Organizations where this kind of OC is dominating take risks and favor creativity (van Muijen, Koopman, 1994). The main target for this OC type is growth, resource acquisition and external support (Quinn, Rohrbaugh, 1983). The Rational Goal type of OC favors planning and goal setting to achieve productivity and efficiency as ends. The last one – the Internal Processes type aims to achieve stability and control (*Ibid.*), consolidation and continuity (Lamond, 2003) that could be attained by formalized communication and a centralized decision-making process (Howard, 1998).

The impact of OC on individual behavior has long been acknowledged. However, EI research is only now helping to explain the link between cultural norms and how people feel about what is required of them in their jobs. (Diggins, Kandola, 2004) Organizational members have the opportunity to develop themselves by understanding that the emotional proposition could shape the OC and the behavior at every level of the organization (Langhorn, 2004). From another perspective, OC could give the guidance and reflect the norms about the appropriate way to handle one's own feelings and those of others in the workplace.

O'Reilly, Chatman and Caldwell (1991) stress that organizations' cultures are similar when the organizations belong to relatively homogeneous industries. Padaki (2000), Chatman and Jehn (1994) have also accentuated the importance of the business sector in the OC formation process. While companies operating in a certain business sector or industry employ people with particular

professions, then the importance of EI could differ according to occupations. Though the studies on the topic of EI in the occupational environment are limited, it is agreed that EI has a crucial importance in occupational settings (Matthews *et al.*, 2004).

Organizations differ in terms of OC and one source of these variations is the national cultural environment where organizations perform. Hermalin (2001) confirms this by claiming that the organizational differences which national or regional cultural differences induce could appear to be the consequence of differences in OC. While OC is claimed to be influenced by international settings and national cultural contexts (e.g. Mead, 1994; Matsumoto, 1996; Hofstede, 2001), EI is considered to be both scant and contradictory in this topic (Matthews *et al.*, 2004). In Goleman's conceptualization, there is clearly an implicit assumption that citizens of diverse cultural origins can possess EI in equal measure. Supporting this proposition, Bar-On claims that there are no significant differences in EI between various ethnic groups. (*Ibid.*)

It is obvious that emotions and the abilities of employees to handle own emotions and those of others influence the way people behave in organizations, thus impacting OC. Likewise, OC has an impact on the way how employees should deal with emotional issues by means of shared norms, attitudes, behavioral patterns and values. In addition to the possible mutual connection, both concepts are affected by the business involved and the national cultural environment, which makes the research area even more challenging.

Methodology and sample

In the current research two instruments were applied in order to measure the EI of employees and OC. A questionnaire with 46 statements was compiled (*Emotional Intelligence Test in Organization: EITO*, developed by E. Tolmats), focusing on four sub-

scales of EI: identification of own emotions, managing own emotions, empathy and emotional background of communication. Each subscale of EI is measured by 10 assertions in the questionnaire. The last 6 additional assertions consider the issues how emotions influence working activities and will not be investigated in the current article. The respondents were asked to evaluate the assertions on the semantic differential scale by which '0' indicates a low EI competence and '6' shows a high specific EI competence.

In order to measure OC, the *Competing Values Questionnaire* (CVQ, developed by A. Reino) consisting of 53 assertions was compiled. Its four scales measure four types of OC, namely, Human Relations, Open System, Rational Goal and Internal Processes types. The respondents were asked to evaluate each assertion in the CVQ by giving estimation '1' if they absolutely disagreed and '10' if they absolutely agreed with the assertion.

EITO and *CVQ* were first prepared in Estonian and then translated into Russian by two independent bilingual translators and then again two other independent bilingual translators translated the Russian version back into Estonian. The translations were then compared with the original Estonian version in order to remove any cultural ambiguities.

An oblique rotation method of principal axis factoring for items with promax rotation was performed for the *EITO* and *CVQ* instruments. Factor analysis was a suitable method for finding the most representative items for each subscale (see Barlett test of sphericity and Kaiser-Meyer-Olkin measure of sampling adequacy in Table 1).

A total variance explained for the factor solution is sufficient for both factor solutions. The number of factors extracted was chosen according to *a priori hypothesis*: it is assumed that four subscales represent EI and four represent OC. The loadings for the item over 0.40 was selected in order to be sufficient for representing each subscale. As a result of factor analysis, four subscales of EI

(identification of own emotions, managing own emotions, empathy and emotional background of communication) were formed and four subscales representing OC (Human Relations, Open System, Rational Goal, Internal Processes) were constructed. Appendix 1 and 2 show the items and factor loadings of the promax-rotated four-factor solution for a set of items across all respondents for both instruments. Reliabilities of the subscales of EI and OC measures are sufficient¹ in the framework of the current research (see Cronbach Alphas in Table 1).

Table 1. Conditions and parameters of factor analysis for EITO and CVQ

Conditions and parameters of factor analysis	EITO	CVQ
Sample size ²	565	714
No of items	40	53
No of factors extracted	4	4
Barlett test of sphericity	p = 0.000	p = 0.000
Kaiser-Meyer-Olkin measure of sampling adequacy ³	0.88	0.87
Total variance explained	42.50	43.52
No of items in the factor	Factor 1: 5 items Factor 2: 6 items Factor 3: 6 items Factor 4: 4 items	Factor1: 10 items Factor 2: 6 items Factor 3: 5 items Factor 4: 4 items
Cronbach Alphas for extracted factors	Factor 1: 0.76 Factor 2: 0.79 Factor 3: 0.78 Factor 4: 0.69	Factor 1: 0.84 Factor 2: 0.76 Factor 3: 0.77 Factor 4: 0.78

¹ Usually 0.7 and above is acceptable (Hair *et al.*, 1998).

² Factor analysis is executed for the larger samples in the frame of a broader research.

³ Usually KMO over 0.80 is considered to be of very good adequacy for using factor analysis (Hair *et al.*, 1998).

Altogether 240⁴ employees (61 men and 174 women; 5 participants did not indicate their gender) working in the energy industry (n = 92) and the retail-trading sector (n = 148) participated in the survey during February-March of the year 2005.

The average age of the participants was 41.8 years (SD = 11.33). The occupational groups were divided as follows: 46 senior and middle managers, 50 specialists, and 130 workers (14 missing values). According to their ethnic affiliation, almost all the respondents involved in the energy sector belonged to the Russian-speaking minority, while in the retail-trading sector, 84% of the respondents were Estonians and 16% of respondents were Russian-speaking.

In order to find the differences between the groups, one-way ANOVA was applied. The differences in the mean values are important at the significance level $p \leq 0.05$. Correlations between EI and OC analysis were performed, using the values of Pearson's Correlation Coefficients on the condition that $\rho \geq |0.20|$ at the significance level $p \leq 0.05$.

Results

For the background to the main results of the EI-OC interconnections, the mean values of OC types and EI subscales were compounded and an ANOVA analysis implemented (see Tables 2 and 3) in order to find the differences between the various groups of respondents. In the context of the current study, the differences between two sectors (energetics and retail trading) were found.

In both sectors the dominating type of OC is the Rational Goal type and this result differs in two business sectors: employees in trading scored higher than in the energy sector. There are also differences in the perception of non-dominating OC types.

⁴ Cases with missing values were excluded from further analysis.

Table 2. Mean values of OC types in two sectors and results of the ANOVA-analysis

OC types*	Energetics		Trading		Results of ANOVA
	M	SD	M	SD	
Human Relations	6.81	1.68	5.87	1.86	F(1,208) = 12.96; p = 0.00
Open System	7.27	1.67	7.10	1.95	N/S
Rational Goal	8.61	1.17	9.08	0.87	F(1,221) = 11.66; p = 0.00
Internal Processes	7.90	1.41	8.54	1.33	F(1,215) = 10.95; p = 0.00

Notes: * OC estimations are given on a scale from 1 (the lowest rate) to 10 (the highest rate); M – mean values, SD – standard deviation, N/S – not significant differences

Table 3. Mean values of EI subscales in two sectors and the results of the ANOVA-analysis

EI subscales*	Energetics		Trading		Results of ANOVA
	M	SD	M	SD	
Identification of own emotions	4.50	0.95	4.42	0.88	N/S
Managing of own emotions	4.82	0.90	4.56	0.80	F(1,219) = 4.39; p = 0.04
Empathy	4.37	0.92	4.34	0.81	N/S
Emotional background of communication	3.11	1.38	3.19	1.09	N/S

Notes: * EI estimations are given on a scale from 0 (the lowest rate) to 6 (the highest rate); M – mean values, SD – standard deviation, N/S – not significant differences

Employees working in the energy sector perceive their companies' OC to have more features of the Human Relations type compared to the perception of employees involved in the trading sector. The results could be interpreted by an additional detail concerning the ethnic composition of the sample. Namely, previ-

ous research results on OC have pointed out that the Russian-speaking minority tends to be more relationship-oriented than Estonians (Vadi, 2002). The current results concerning higher estimations on the Human Relations type of OC given by the employees of the energy sector are not surprising as almost all the respondents operating in this sector were Russian-speaking. Slightly surprising was the result that employees operating in the trading sector gave higher estimates to the Internal Process OC type than their counterparts in the energy sector because the latter sector is practically more regulated and requires standardization of processes. While OC is a matter of perceptions, then obviously employees of the energy sector take regulations as a part of their day-to-day activities and perceive this as a less dominant feature than in organizations where strict regulations are not so common. No statistically significant differences were revealed between the two sectors concerning the Open Systems OC type.

Concerning the differences on EI subscales in the two sectors, the respondents involved in the trading sector gave lower estimates to the subscale of managing own emotions than those respondents who operate in the energy sector. Probably the employees involved in the retail-trading sector are more demanding to themselves with respect to the competence of managing own emotions; this subscale of EI is very important because of frequent contacts with customers. The results point to possible peculiarities in the self-perception of employees employed in different sectors and following different occupations.

In order to find the connections between EI and OC in general terms it was investigated how the respondents with a high and low level of EI perceive OC. Herein EI is the central feature for analysis and the sector-based discrepancy is not considered. The overall average level of the respondents' EI was 4.27 ($n = 204$, $SD = 0.73$). For further analysis, the EI level (as well as scales and subscales of EI) are considered high if the estimations are above the mean value and low if the estimations are below the mean value. In

Figure 2, OC estimations (see the mean values for OC types in Table 4) are represented and given by two groups of respondents: with a high and low level of EI (respectively $n = 103$ and $n = 101$).

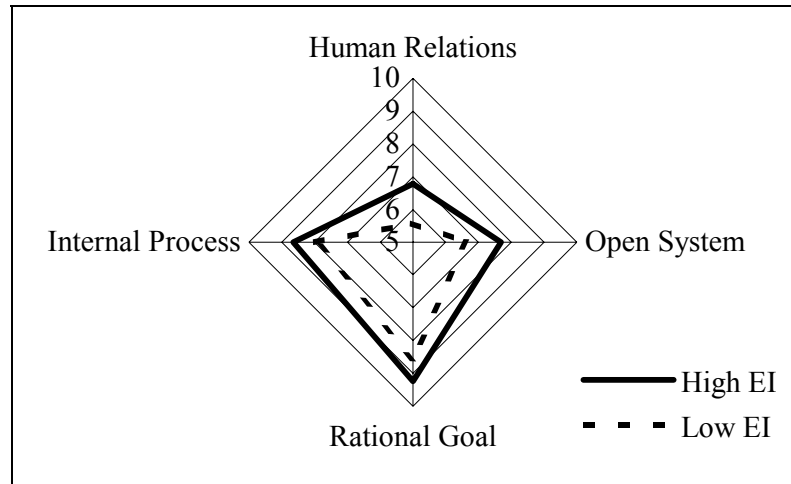


Figure 2. Low and high EI respondents' estimations to OC types.

From Figure 2 it is obvious that respondents with lower EI gave lower estimates to all OC types and those with higher EI gave higher estimates to OC types. In order to find the differences in the estimations to OC types between the two groups of respondents with respect to their EI level, ANOVA-analysis was applied (see the results in Table 4). Differences occur in all OC types.

Connections between EI and OC computed separately for two sectors are represented in Table 5. According to the results of the correlation analysis, it is possible to conclude that generally EI and its three subscales (identification of own emotions, management of own emotions and empathy) are positively related to three types of OC, namely, the Human Relations, Open Systems and Rational Goal types. No connection was revealed between the EI subscale of the emotional background of communication and OC types. The Internal Process type of OC is related to EI subscales,

but the connections are random and differ in the two sectors: for example, in the energy sector the subscale of managing own emotions and in the trading sector the subscale of identification of own emotions are related to the Internal Process type of EI. With respect to differences between connections in the two sectors, empathy is positively related to the Rational Goal type of OC in the trading sector and no correlations with empathy occur in the energy sector. These differences in the results of the correlation analysis could be partly explained by the variations in estimations in both concepts (see Tables 2 and 3).

Table 4. Statistically significant differences in the estimations of OC types made by respondents with a high and low level of EI

Type of OC	F-statistic and significance level	Groups of respondents	Mean values for OC types*
Human Relations	F(1,182) = 21.81 p = 0.00	High EI	6.78
		Low EI	5.57
Open System	F(1,188) = 16.82 p = 0.00	High EI	7.69
		Low EI	6.63
Rational Goal	F(1,191) = 29.34 p = 0.00	High EI	9.24
		Low EI	8.53
Internal Processes	F(1,186) = 12.52 p = 0.00	High EI	8.64
		Low EI	7.95

Notes: * OC estimations are given on a scale from 1 (the lowest rate) to 10 (the highest rate)

Next the interconnections between two concepts will be discussed in the light of the preceding research results supporting the outcomes of the present study.

Table 5. Correlations between EI subscales and OC types

EI, EI subscales	OC types					
	Human Relations		Open System		Rational Goal	
	Energetics	Trading	Energetics	Trading	Energetics	Trading
EI	r = 0.50 p = 0.00	r = 0.36 p = 0.00	r = 0.46 p = 0.00	r = 0.36 p = 0.00	r = 0.28 p = 0.02	r = 0.40 p = 0.00
Identification of own emotions	r = 0.27 p = 0.03	r = 0.28 p = 0.00	r = 0.27 p = 0.02	r = 0.30 p = 0.00	r = 0.33 p = 0.00	r = 0.43 p = 0.00
Managing of own emotions	r = 0.45 p = 0.00	r = 0.38 p = 0.00	r = 0.45 p = 0.00	r = 0.35 p = 0.00	r = 0.25 p = 0.03	r = 0.35 p = 0.00
Empathy	r = 0.33 p = 0.01	r = 0.28 p = 0.00	r = 0.27 p = 0.02	r = 0.34 p = 0.00	r = 0.13 p = 0.27*	r = 0.26 p = 0.00
Emotional background of communication	r = 0.07 p = 0.55*	r = 0.11 p = 0.21*	r = 0.15 p = 0.22*	r = 0.08 p = 0.36*	r = 0.06 p = 0.59*	r = 0.04 p = 0.65*

Notes: r – Pearson Correlation Coefficient; gray area shows statistically significant correlations; * not significant correlations or too low r

Conclusions and discussion

The results of the analysis show that respondents with a higher EI level gave higher estimates to OC than respondents with lower EI. As it is possible to develop EI (e.g. Goleman, 1997; Dulewicz, Higgs, 1999; Watkin, 2000; Diggins, Kandola, 2004), it could be considered as one of the tools for OC development. Cherniss (2000) brings out a number of different areas related to training and development of EI: management, communication and empathy training programs, programs to teach how to handle conflicts, stress management and self-management training.

There are differences how people perceive OC and evaluate their EI in the two analyzed business sectors. According to the results of the study, EI is positively related to OC (in the current study generally to the Human Relations, Open System and Rational Goal types of OC), which brings forward the assumption that by increasing employees' EI it is possible to develop the OC of the company.

The Human Relations type of OC is positively related to EI and its subscales. In an organization whose OC is oriented to Human Relations, leadership and morale are in the focus (Dastmalchian, Lee, Ng, 2000). Leadership in general involves a leader-follower relationship that is characterized by a sense of mutual trust and emotional connectedness and the emotional component of this relationship has an influence on moral behavior (Tourigny, Dougan, 2004). The research results of Carmeli (2003) show that emotionally intelligent senior managers display a higher level of altruistic behavior that indicates higher ethical convictions. EI is considered to be one of the most important competences or abilities of leaders (e.g. Feldman, 1999; Goleman *et al.*, 2002; Caruso, Salovey, 2004). EI could be considered as an important competence of employees in organizations where concern for people and teamwork are valued.

The Open System type of OC promotes innovation, development, dynamics, creativity, and readiness to change (Parker, Bradley, 2000; Dastmalchian *et al.*, 2000). Emotional elements underlie the dynamics of many aspects of modern organizations, such as change management, creativity, open communication, shared learning, etc. (Bardzil, Slaski, 2003). Innovation activities are both cognitive and emotional: the development and implementation of ideas need such emotional competences as self-confidence, initiative, consistency and persuasion (Goleman, 2001). For example, empathic employees are considered to be more apt to come along with changes (Matthews *et al.*, 2004). High EI of employees could be beneficial in developing the Open System type of OC.

The Rational Goal type of OC concentrates on achieving productivity, efficiency (Quinn, Rohrbaugh, 1983; Parker, Bradley, 2000), and high performance. A great deal of previous research has concentrated on finding out about the relationship between EI and job-related performance of employees and managers. For example, Bachman, Stein, Cambell and Sitarenios (2000) investigated EI of accountants, finding that higher EI leads to higher performance at work. Day and Carrol (2004) found that emotional perception was correlated with performance on a cognitive decision-making task. Watkin (2000) even claims that EI is the most important factor for superior performance at every organizational level. Furthermore, Slaski and Cartwright (2002) found that management performance and EI have a significant positive relationship. According to Langhorn's (2004) research results, emotional self-awareness, interpersonal relationships, social responsibility and optimism are related to the performance of general managers. The research results presented in the current article support the preliminary research results pointing to a positive connection of EI and the Rational Goal type of OC.

No substantial connections between EI and its subscales and the Internal Processes type of OC were found. The Internal Process type of OC could be characterized by formalization and structure,

procedures and formality (Dastmalchian *et al.*, 2000). Probably the reason behind this was stated by Van Muijen and Koopman (1994) who emphasized that in the light of environmental change it is no longer sufficient to be only task-oriented, seeing a shift from standardization of work processes towards more informal networks. Harrison (1995) notes that there seem to be increasing pressures from the members of modern industrial organizations to move towards relationship orientation. A great deal of research is directed to investigations of modern organizations and organizations with the Internal Processes type of OC are becoming of less interest. Still in some industries and sectors the Internal Process type of OC could be represented as a dominant culture. Future empirical studies with a wider sample composition according to industry should be conducted before drawing final conclusions about the relationships between the current type of OC and EI.

One rather surprising result was that the EI subscale of emotional background of communication is not related to OC types. As communication is an important mediator of OC, it is difficult to explain the rationale behind this result.

Roots (2003) demonstrated in his study that private organizations of Estonia are moving towards achievement-oriented management culture. Another research on leadership orientations revealed that Estonian managers have in general more concern for task than people (Andrén, Andersson *et al.*, 1994). This result supports the results of the current study showing that the Rational Goal type of OC is the dominant OC in Estonian organizations. As research on the topic of employees' EI and emotionality in Estonian companies is either absent or extremely limited, no comparative data could be contrasted to the results of the current survey.

There are several limitations to the study that opens opportunities for further research. Firstly, a larger sample size with companies operating in different business sectors could give a better understanding of the interconnections of EI and OC. Secondly, it is necessary to examine how the social-demographic characteristics

(e.g., gender, age, position, ethnicity) could influence the interconnections between the two aspects. Thirdly, the current article revealed the need to explore the mutuality of relationships by investigating how different OCs could influence the EI of employees.

Nevertheless, the OC framework with various levels of sophistication could be used for understanding management and organization. Alvesson (2002) stresses that intuition and creativity are very important resources in deciphering and analyzing culture. The approach of this article to OC issues has an innovative and unique angle: from the perspective of EI. It will open new opportunities to discover the tools for organizational management and development in theory and practice. Hopefully, the current empirical investigation serves to open the agenda for further research.

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KOKKUVÕTE

Emotsionaalse intelligentsuse ja organisatsioonikultuuri vahelised seosed kahe Eesti ärisektori näitel

Elina Tolmats, Anne Reino

Tänapäevases organisatsiooni juhtimises leiab emotsionaalse intelligentsuse (edaspidi EI) mõiste üha rohkem kõlapinda, kuid selle kontseptsiooni seost teiste juhtimisvaldkondadega on vähe uuritud. Üheks valdkonnaks, kus EI organisatsiooni tasandile mõju avaldab, on organisatsioonikultuur (edaspidi OK). OK on oma loomult emotsionaalne nähtus, mis tõstab esile EI käsitlemise olulisuse. Käesoleva artikli eesmärgiks on selgitada välja EI ja OK vahelised seosed kahe Eesti ärisektori ettevõttes.

Organisatsiooni töötajate EI-d mõõdeti EITO (Emotsionaalse Intelligentsuse Test Organisatsioonis) küsimustikuga, mis koosneb oma emotsioonide identifitseerimise ja juhtimise, empaatia ja suhtlemise emotsionaalse fooni alaskaaladest. OK-d mõõdeti Konkureerivate Väärtuste Küsimustikuga, mis annab teavet nelja OK tüübi kohta (Inimsuhete, Avatud süsteemi, Sisemiste protsesside ja Tulemustele orienteeritud tüübid). Vastajate EI mõju OK hinnangutele leiti ANOVA-analüüsiga ning kahe nähtuse vahelised seosed toodi esile korrelatsioonanalüüsiga. Uurimuses osales 240 töötajat kahest (energeetika ja kaubanduse) sektorist.

Uurimustulemustest selgus, et kõrgema EI-ga vastajad andsid OK-le kõrgemaid hinnanguid ning madalama EI-ga – madalamaid hinnanguid. Selgus, et EI ja selle alaskaalad on positiivselt seotud Inimsuhete, Avatud süsteemi ja Tulemustele orienteeritud OK tüüpidega. Esines vähem seoseid EI ja Sisemiste protsesside OK tüübiga. Varem teostatud uurimused kinnitavad käesoleva uuringu tulemusi. Tegemist on innovaatilise lähenemisega organisatsiooni juhtimise ja arendamisele.

Appendix 1. Items and factor loadings of the Emotional Intelligence Test in organization

Items	Factors			
	1	2	3	4
At work I understand the reasons behind my feelings	0.42	-0.01	0.17	0.12
I understand how my feelings vary/shift within work-related changes	0.68	-0.07	0.04	0.09
At work I understand when my mood changes	0.63	-0.10	0.11	-0.05
At work I identify my feelings when they arise	0.70	0.02	-0.04	-0.01
At work I distinguish my feelings	0.60	0.20	-0.05	-0.06
At work I can manage my feelings	0.11	0.49	0.20	-0.20
At work I can enhance my mood	-0.13	0.64	0.18	0.05
I avoid the harmful influence of negative feelings on my work	0.16	0.44	0.11	-0.11
At work I am optimistically disposed	0.03	0.66	-0.16	0.14
I maintain the positive attitude despite failures at work	-0.18	0.61	0.15	0.00
I am able to keep a good mood at work	0.08	0.81	-0.20	0.06
I am able to put myself in the colleague's shoes	0.00	0.15	0.57	-0.13
I understand the reasons behind the feelings of my colleagues	-0.02	-0.01	0.64	0.02
I am able to perceive what my colleague feels	-0.03	-0.08	0.80	-0.02
I notice the feelings of colleagues	0.15	0.05	0.55	0.04
I notice true feelings of colleagues	0.11	0.07	0.42	0.18
I detect the undeclared feelings of my colleagues	0.24	-0.10	0.46	0.05
At work I talk frankly about my feelings	-0.08	0.07	0.04	0.66
At work I develop informal relationships with colleagues	0.10	-0.03	-0.10	0.54
My colleagues know how I feel	-0.16	0.01	0.17	0.64
At work I admit my feelings	0.19	0.04	-0.08	0.56

Notes: n = 565; the items are approximately rendered from Estonian in to English

Appendix 2. Items and factor loadings of the Competing Values Questionnaire

Items	Factors			
	1	2	3	4
Continuous training of employees takes place in our organization	0.44	0.27	-0.21	-0.01
Members of our organization are helpful to one another	0.68	-0.04	0.01	0.06
Members of our organizations are proud of belonging to the organization	0.62	0.04	-0.04	0.12
The most important asset of our organization is committed organizational members	0.49	0.05	-0.11	0.17
Members of our organization take part in joint events with pleasure	0.49	0.05	0.03	0.07
Members of our organization communicate also after working hours	0.49	0.02	-0.06	-0.14
Management has trusting and confidential relationships with organizational members	0.69	-0.06	0.03	0.13
Our organization is like a big family	0.75	0.02	0.01	0.06
Members of our organizations talk with pleasure about their private issues	0.69	-0.16	0.20	-0.14
Common (collective) results are taken into account in compensation in our organization	0.54	0.01	0.30	-0.08
Relationships of subordination are clearly fixed in our organization	0.28	0.47	-0.02	-0.10
There are lots of written rules in our organization	-0.06	0.70	-0.02	-0.09
The organization insists (requires) that the employees should know and follow the rules	-0.07	0.78	0.01	-0.02
In our organization job descriptions are detailed	0.01	0.64	0.01	0.08
The compensation system of our organization is based on the positions	0.19	0.50	0.01	-0.15

Appendix 2 continued

Items	Factors			
	1	2	3	4
In our organization a strict reporting system is applied	-0.20	0.52	0.20	0.09
The aim of our organization is to be substantially better than its competitors	0.15	0.14	0.60	-0.02
Cost saving is emphasized in our organization	-0.13	0.22	0.32	0.20
The aim of our organization is to gain a possibly bigger market share	-0.06	-0.03	0.79	0.10
Our organization always tries to outpace its competitors	-0.02	0.15	0.69	-0.01
The aim of our organization is profit maximization	0.07	-0.19	0.68	-0.02
The management of our organization has a positive attitude towards the initiatives of organizational members	0.39	0.02	-0.16	0.48
Our organization is open to experiments	-0.01	-0.03	0.07	0.68
The management of our organization always attempts to find innovative solutions	0.07	0.02	0.06	0.70
Members of our organization love to try new things	-0.02	-0.12	0.04	0.72

Notes: n = 714; the items are approximately rendered from Estonian in to English