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## Management and understanding features in communication depending on level of emotional intelligence

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### Abstract

This paper is dedicated to the problem of management and understanding features in communication depending on level of emotional intelligence. The emotional intelligence plays essential role in success of interpersonal communication and, as a result, in formation of interpersonal relations, including management activity as the leader. We made the assumption that as higher EI level is, than level of communicative, organizational skills and empathy is high during communicative process. We studied the understanding and management features of other person depending on level of emotional intelligence. The research findings showed that certain level of EI has impact on a level of communicative and organizational skills during communication. It has positive correlation between a level of EI and a level of communicative skills. Correctly developed emotional intelligence creates conditions for communicative and organizational skills formation. as higher EI development level is, than level of communicative, organizational skills and empathy is high during communicative process. The made assumption of interrelation of emotional intelligence with empathy was confirmed (degree of reliability 0.01).

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**1. Introduction**

The actuality of this issue is substantial in no small part due not only to poorly researched state of the problem of interconnection of emotional intelligence and the problem of comprehension in both foreign and soviet psychology but also due to its practical value. Emotional intelligence performs substantial if not crucial part in successfulness of interpersonal communication and therefore in formation of interpersonal relations, including management framework and leadership. One of important functions of emotional intelligence is relations management – that is ability to evoke the desired reaction in other people and to achieve mutual understanding, cooperation, to stimulate other people to achieve their important goals; to cultivate positive emotions not only in oneself but in surrounding people; to resolve conflicts, to facilitate changes, to facilitate teamwork, cooperate while exhibiting social sensitivity. These abilities are the ones which the leader should possess.

**2. Purpose and Methods of the study**

The purpose of writing this article is researching the peculiarities of comprehension and control of the other person in dependence on the level of emotional intelligence. We made a hypothesis that the higher the EI’s level of development, the higher the level of development of communicative and organizational skills and empathy.

During our research we used following methods and techniques:

- procedure of determining the level of emotional intelligence «EmIn» by Lusin, questionnaire of general empathy trends of Boyko,
- questionnaire «KOS-2” (by V.V. Sinyavskiy and V.A. Fedoroshin) measuring communicative and organizational abilities of man.
- Statistical methods of information processing were performed in software packages Microsoft Excel XP and «SPSS 15.0 for Windows Evaluation Version».

We performed correlative research with intent to verify our specific hypothesis. We made assumption that if the level of development of leader’s EI is high, than the level of development of communicative and organizational abilities is high. Research showed positive correlation between level of EI development and the level of communicative and organizational abilities development. Results are demonstrated in Table 1.

**Table 1 Correlation (Pearson) matrix of scales in KOS and EmIn questionnaires.**

KOS / EmIn	Understand emotions of others	Understand emotions of others	Understand emotions of others	Understand emotions of others	Understand emotions of others	Understand emotions of others	Understand emotions of others	Understand emotions of others	Understand emotions of others
Communicative abilities	-	0,261*	-	-	0,306*	0,283*	0,248*	-	0,354**
Organizational abilities	0,318*	-	-	-	-	0,327*	-	0,270*	0,284*

Performed correlative research allows us to make conclusion analyzing the  $r_{xy}$ , that there is statistically-valid relationship between the subscale of EmIn «comprehension of other people’s emotions» and organizational abilities 0,318\*( $p<0,05$ ). The ability to comprehend condition of person basing on external emotional reactions (mimics, gestures or sound of one’s voice) and / or intuitively; sensitivity to internal conditions of other people in directly related with organizational abilities of respondents.

Also, there is statistically-valid positive relationship of subscale «control of other people’s emotions» and communicative abilities 0,261\*( $p<0,05$ ). The ability to produce emotions in other people, degrade the intensity of unwanted emotions. It is possible that inclination to manipulating people is connected with communicative abilities.

There was revealed statistically-valid correlation between subscale «control of expression» and communicative abilities 0,306\* ( $p<0,05$ ). The ability to control one self’s external emotional reactions is related to communicative abilities.

The interpersonal EI subscale and organizational abilities are correlated in the level of 0,327\*\*( $p<0,01$ ) and

communicative abilities in the level of 0,283\*( $p<0,05$ ). The ability to comprehend emotions of other people and control them distinguishes persons with well developed communicative and organizational abilities.

The number of significant correlations of organizational abilities and «comprehension of emotions» scale shows 0,270\*( $p<0,05$ ) level. The ability to control oneself's and other people's emotions is related with organizational abilities 0,284\*( $p<0,05$ ) and communicative abilities 0,354\*\*( $p<0,01$ ).

Statistically valid relationship was revealed between the intrapersonal EI scale and communicative abilities 0,248\*( $p<0,05$ ).

Thus, it was found that high level of EI development influences on the level of communicative and organizational abilities development. Well formed emotional intelligence provides conditions for formation and development of communicative and organizational abilities. Respondents with high scores in this scale have need to perform communicative and organizational activities, express conation towards it, orientate quickly in difficult situations, are more relaxed in new teams, possess initiative, tend to execute independent decision – making, persist in opinion and make their colleagues accept it, are able to create stir in unfamiliar teams, feel affection towards organizing various games, events; in general, they are persistent in activities which draw their attention. According to themselves, they seek out such activities that would satisfy their need in communication and organizational activities. Also there was revealed positive relationship of EI and empathy (0.502), intrapersonal emotional intelligence and empathy (0.700) (degree of confidence 0.01).

Results of our performed study states that degree of communicative and organizational abilities needed for control the other person is determined by the level of emotional intelligence.

With purpose of studying the specifics of interconnection of emotional intelligence level and empathic ability there was organized and performed empirical study utilizing questionnaire of general empathy trends (Boyko) which allows collecting general index of empathy level and significance of various parameters in the structure of empathy. Significance of concrete parameters in the structure of empathy is represented by six scales: rational channel, emotional channel, intuitive channel, attitudes, facilitating or hindering emotions, penetrative ability, identification.

We performed correlative analysis to reveal existence or non-existence of statistically valid relations between channels of empathy and emotional intelligence. We chose Pearson's linear correlation coefficient. Calculations of empirical values of correlation coefficient  $r_{xy}$  between channels of empathy and scales of emotional intelligence are presented in Table 2:

**Table 2 Correlation (Pearson) of indices of scales in Boyko's and EmIn questionnaires.**

EmIn / Empathy	Rational	Emotional	Intuitive	Attitudes	Penetrative ability	Identification
Understand emotions of others	-	-	-	-	-	-
Regulate emotions of others	0,260*	-	-	-	-	-
Understand own emotions	-	0,292*	-	-	-	-
Regulate own emotions	-	-	-	-	-	-
Expression control	-	-	-	-	-	-
Interpersonal EI	-	0,285*	-	-	0,369**	-
Intrapersonal EI	-	-	0,390**	-	-	-
Understand own emotions and emotions of others	-	-	-	-	-	0,339**
Regulate own emotions and emotions of others	-	-	-	-	-	-

Analyzing  $r_{xy}$ , we state that there is statistically valid relationship between indices of empathy and scales of emotional intelligence. Thus, there is valid relationship of Interpersonal EI scale and emotional channel of empathy

0,285\*( $p < 0,05$ ). The ability to comprehend emotions of other people and control them is connected with emotional channel of empathy as ability of empathic person to enter the state of emotional resonance with other people – to empathize, show compassion. Emotional sensitivity becomes an instrument of entering the partner's energetic field. To understand the inward man of other person, to predict his behavior and effectively influence that is only possible if energy harmonizing with the partner was achieved. Empathy and compassion play the role of connecting link between people.

There was observed statistically valid positive relationship between interpersonal EI scale and penetrative ability in empathy 0,369\*\*( $p < 0,01$ ). The ability to comprehend emotions of other people and control them are connected with important communicative feature of person, making him able to create relaxed emotional climate. Relaxation of partner in communication facilitates empathy while tension and affectation prevent relaxation and empathic comprehension.

There also exists relationship between indices of intrapersonal EI scale and intuitive channel of empathy 0,390\*\*( $p < 0,01$ ). The ability to comprehend one self's emotions and control them allows person to predict behavior of his partners, act under conditions of not clearly understood intentions basing of one self's subconscious experience. Intuitional level serves as a ground for generalized information concerning one's partners and oneself.

There also is statistically significant relation between indices of comprehension of one self's emotions subscale and emotional channel of empathy 0,292\*( $p < 0,05$ ). The ability to comprehend one self's emotions: their identification, understanding underlying reasons for them, the ability to describe them verbally is directly related to the ability of empathic person to emotionally resonate with other people – to show compassion, to empathize. Emotional sensitivity becomes an instrument of entering the partner's energetic field. To understand the inward man of other person, to predict his behavior and effectively influence that is only possible if energy harmonizing with the partner was achieved.

Statistically valid relationship of indices between comprehension of emotions scale and identification 0,339\*\*( $p < 0,01$ ). Comprehension of emotions is important condition of successful empathy. That is ability to comprehend other person through compassion, to get into other person's shoes. Identification is based on easiness and mobility of emotions and mimetic response abilities.

There was revealed statistically significant relationship between control of other people's emotions subscale and rational channel of empathy 0,260\*( $p < 0,05$ ). The ability to produce emotions in other people, degrade the intensity of unwanted emotions. It is possible that inclination to manipulating people is connected with communicative abilities. Rational channel of empathy characterizes direction of attention, perception and ideation of person towards comprehending the other person's condition, problems and behavior. It is basically spontaneous interest in other person turning on the tap of emotional and intuitive reflection of the partner.

### 3. Results

Consequently, data obtained during the process of our research revealed correlation relationships which confirms the hypothesis about interconnection of emotional intelligence's scale indices and empathy channels. Our prediction of interconnection of emotional intelligence and empathy was confirmed (with a degree of confidence of 0.01, 0,05). Positive dependence allows us to state that the higher the empathy is developed, the higher the ability to comprehend and control one self's and other people's emotions is developed. Comprehension described as the ability to empathize depends on the level of emotional intelligence.

Performed research showed positive correlation of development of EI level and level of communicative and organizational abilities development. It was found that certain level of EI development influences to communicative and organizational abilities development. Well formed emotional intelligence provides conditions for formation and development of communicative and organizational abilities. Respondents with high scores in these scales have need to perform communicative and organizational activities, express conation towards it, orientate quickly in difficult situations, are more relaxed in new teams, possess initiative, tend to execute independent decision – making, persist in opinion and make their colleagues accept it, are able to create stir in unfamiliar teams, feel affection towards organizing various games, events; in general, they are persistent in activities which draw their attention. Themselves, they seek out such activities that would satisfy their need in communication and organizational activities. There was revealed positive relationship of EI and empathy (0.502), intrapersonal emotional intelligence and empathy (0.700) (degree of confidence 0.01). This positive relationship allows us to state that the higher the

empathy is developed, the higher the ability to comprehend and control oneself's and other people's emotions is developed.

#### **4. Conclusion**

Our study with the purpose to investigate the interconnection of emotional intelligence and empathy was confirmed (with a degree of confidence of 0.01). The higher the level of development of leader's EI, the more developed the ability to comprehend and control one self's emotions and emotions of other persons in the process of communication is. There was revealed a positive dependence of level of development of leader's EI and level of development of communicative and organizational abilities, that means if there was revealed high level of development of EI, then that respondent will have high level of development of communicative and organizational abilities; low level of development of EI corresponds to low development of communicative and organizational abilities. The process of comprehension and control of other person in the communication process is determined by leader's level of emotional intelligence and the higher the level of development of leader's EI, the higher the level of development of communicative and organizational abilities and empathy is.

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