

### The Investigation of Emotional Intelligence Level in Non-Government Organization with the Use of Hall's Test

#### Abstract

This article is devoted to the study of emotions and their role in leadership and the process of changes. A review of literature is conducted and the main definitions of emotions and emotional intelligence are revealed. The importance of studying the level of emotional intelligence in companies is substantiated. The basic methods with the help of which one can estimate the level of emotional intelligence are described.

The analysis of the NGO "100 percent of Life", which is engaged in support of HIV/AIDS positive people, is conducted. The structure of personnel is analysed and staff turnover is calculated. It is determined that emotions play a particularly important role for employees of the organization. Emotions influence the efficiency of the consultants' work and the style of managing them. With the help of Hall's test, the level of emotional intelligence is determined. Further studies have shown that women in this organization have a higher level of emotional intelligence than men have, and identified those, whose emotional intelligence is at the highest level. Based on the conclusions, the structure of management in the organization has been significantly changed and training to develop emotional intelligence has been established.

#### Introduction

Until recently, in the business world, one treated feelings and emotions with contempt; they were not understood, they were ignored, suppressed. Unfortunately, the display of emotions is still considered a manifestation of weakness, inability to keep one's head. Emotional people are considered to be those who do not understand the real world, which is built on facts only. Even Bertrand Russel asserted that "the degree of one's emotions varies inversely with one's knowledge of the facts» and many top executives agree with it.

However, is it true that emotions are so unnecessary in today's business world? Feelings and emotions are one of the most important parts of the human personality, and in our lives, they play the same crucial role as logic and rational thinking. Emotions perform the function of feedback, through which we receive information about the quality of our lives and our state.

Fortunately, in today's world, more and more executives are beginning to understand the value of emotions and realize that emotions are one of the most important administrative tools that simplifies and accelerates the way to success. It is because the economy of the 21st century is characterized by the extension of the service sector, an increase in the number of types of services provided, customer-centric marketing, information technology, as well as the widespread adoption of new kinds of human resources management. Of course, such changes influence the requirements for the profession of a manager, namely, the area of responsibility is expanding, mainly in terms of the need to communicate with more and more people. These phenomena cause emotions that need to be given legal status in the workplace, one must learn to listen to and correctly understand feelings, control their own emotions, and then managers can better understand themselves and others and inspire employees to work effectively.

#### Dariia Doroshkevych

Professor, National Technical University of Ukraine, dariya.dor@gmail.com  
Orcid: 0000-0003-0421-0630

#### Olha Ilyash

Professor, WSG University of Economy, International University of Finance, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute" Orcid: 0000-0002-7882-3942, olha.ilyash@byd.pl

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All this contributes to an increase of the requirements for the competence of a manager, and especially with regard to their social and emotional intelligence.

### 1. Literature Review

The concept of social intelligence was first used by Thorndike (1904). The author characterized it as vision in the interpersonal relations and the ability to act wisely in human relationships. According to the modern scientist Goleman (2002), social intelligence is the ability to understand one's own feelings and feelings of other people, have self-motivation, be able to control emotions in relation to oneself and others. If a person does not notice their own feelings, one can be sure that this person will not notice feelings of others. Communicative competence is a significant part of social competence, because it is responsible for the efficient and successful interaction between people. Social competence is a quality that is responsible for the manager's ability to build and maintain an optimal relationship with all members of their professional activities. It is social competence that forms the system of knowledge about social responsibility and oneself.

Not only social intelligence, but also emotional intelligence affects success and effectiveness of the interaction of social skills, scenarios of behaviour in typical situations, the level of adaptation to conditions, etc. According to the opinion of Mayer et al (2004, p. 197) emotional intelligence "includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth". At the same time, scientists Law et al (2004) reckon that emotional intelligence is conceptually distinct from personality and it has incremental predictive power on life satisfaction.

According to Mayer et al., emotional intelligence includes four parts:

- 1) Ability to perceive and feel emotions (both your own, and emotions of others )
- 2) Ability to direct your emotions to help your brain
- 3) Ability to understand what one or another emotion expresses
- 4) Ability to manage emotions

It is noted that an important thing for understanding emotional intelligence is that it is not the opposite of intelligence, but it is the combination of mind, knowledge and feelings.

After analysing the work of scientists, it becomes clear that emotional intelligence is primarily the ability of a person to understand their feelings and emotions, and besides, it is the ability to act in accordance with their feelings and desires, understand the manifestations of personality in emotions and manage the emotional area on the basis of intellectual analysis and synthesis.

In addition, we understand that emotional intelligence is not only possible to develop but also it needs to be developed because the manager's profession is located in a social context, since people are the main subjects and objects of the manager's influence.

Emotions management and the ability to manage them is a topical issue today. Sometimes, emotions play a decisive role in interpersonal relationships and in making important decisions. Therefore, the ability to understand, perceive and regulate both your emotions and the emotions of others is the key to forming a leader who can effectively manage a company and change its activities.

In the 21st century, the concept of emotional intelligence as an alternative to traditional intelligence spreads rapidly. Thus, Goleman believes that the coefficient of emotional intelligence (EQ) of a director is of greater value for forecasting company's activities than more popular IQ coefficient. And if EQ determines the success rate by 80%, then IQ is able to do it only by 15%.

Nevertheless, all scientists agree that a director dictates the emotional state of the entire team. And if a traditional leader is a strategist who is able to draw up a precise plan for achieving results and implement it, then a modern strategist with a high level of EQ inspires people with their energy, gives the desired emotional impetus for the entire company, and manages the emotions of the group members, especially with regard to feelings related to frustration and optimism (Humphrey, 2002). A leader who correctly manages their inner world and corporate spirit of a company can succeed in business. To be a leader means to be emotionally stronger, tougher, emotionally more attentive and more focused.

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Emotional leaders differ not only in professional skills and insight, but also in the ability to connect with people: to inspire, awaken excitement, maintain high motivation and dedication.

Thus, a leader is a member of a group who is nominated for the role of a director with the purpose of organizing mutual, collective activities of people for the rapid and successful achievement of the common goal. Often leader and director are not identical concepts. If a leader carries out regulation of interpersonal relations in a group, then a director organizes the official relations of some group as a social organization. A leader is chosen spontaneously and intuitively, but a director is appointed or elected. However, both phenomena - leadership as well as direction - realize the processes of a social influence in a team. Leadership is able to become direction, and direction can become leaders, cultivating the appropriate qualities in themselves.

For a better understanding of all possible areas of emotional intelligence, there is a model of emotional-social intelligence (Bar-On, 1988). With the help of it, you can understand the role of emotions in leadership and change process.

The study of the level of emotional intelligence development and its features of psychologists, who were undergoing training, was carried out using the standardized method to evaluate emotional intelligence that is Hall Test (2007). The scientist proposed a methodology in order to identify the basic capabilities for understanding the relationships of a personality that can be represented in the emotional sphere, as well as the ability to manage emotions on the basis of decision-making. This technique consists of 5 scales and 30 statements. Let us consider the scales, which are as follows:

- Scale of emotional awareness
- Scale of managing your emotions (emotional forgiveness, emotional non-rigidity)
- Scale of self-motivation (the ability to independently manage your emotional state)
- Scale of empathy
- Scale of recognizing emotions of other people (the ability to influence the emotional state of others)

Each statement presupposes a response on a 6-point scale: from -3, which means "completely disagree" to +3, which means "I completely agree." The disadvantage of this technique is the lack of any information on the psychometrics of the questionnaire. Nevertheless, the technique is one of the most used in the world for measuring emotional intelligence. That is why for the practical part of this article we have chosen Hall's method to evaluate emotional intelligence of employees.

## 2. Research

To analyse the role of emotions in leadership and change process, the public organization "100 percent of life" was chosen. The organization was created to provide comprehensive support and assistance to people and families affected by HIV / AIDS. One of the most important tasks of the Centre was to stimulate social adaptation, activities, implementation of the rights and opportunities of HIV-positive people, and their close circle. The main objectives of the organization are:

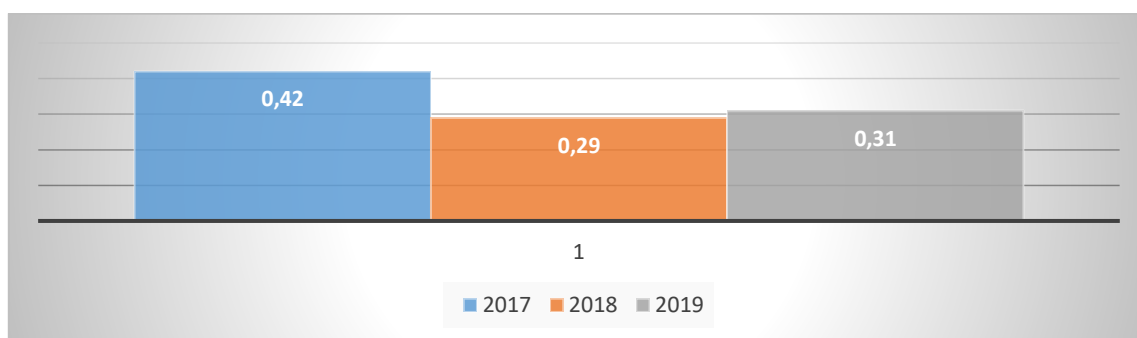
- assist with local, regional, national and international programs aimed at improving the socio-economic situation of people living with HIV / AIDS and other infectious and non-infectious diseases;
- represent the interests of people living with HIV / AIDS and other infectious and non-infectious diseases at all levels of state and public life;
- promote the protection of social, personal and other rights and legitimate interests of people living with HIV / AIDS and other infectious and non-infectious diseases
- assist in the development of science and education, implement scientific and educational programs, provide assistance to scientists in the areas related to prevention, treatment and rehabilitation of patients with HIV / AIDS and other infectious and non-infectious diseases;
- provide assistance to the development of information infrastructure, publishing and mass media aimed at informing the public about the problem of diseases and prevention of HIV / AIDS, alcoholism and drug addiction;

- promote health care development, popularize healthy lifestyle, participate in providing medical care to people living with HIV / AIDS and other communicable and non-communicable diseases, provide social care for such people, give social support;
- promote the development of a tolerant attitude towards people living with HIV / AIDS and other infectious and non-infectious diseases in society, and raise awareness of the society of equal rights of all citizens, regardless of the presence of certain diseases.

A public organization for analysis was chosen not by chance. The fact is that emotional leadership is extremely important when working firstly, in a public organization, and secondly, when working with HIV / AIDS positive people.

It is worth starting an organization's analysis with analysing the number of employees in the company. According to the staff schedule CO "100 percent of life. Kyiv region", in 2019, one approved personnel comprising 32 staffing positions, of which 30 people work as consultants and directly perform the functions of communicating with HIV / AIDS positive people. The other two people are the top manager of the organization and the accountant.

We can calculate the coefficient of personnel turnover, which will enable us to analyse labour movement in 2017-2019. The coefficient of personnel turnover is calculated in the following way: the number of dismissed employees should be divided by the average number of registered personnel for the corresponding period. If the coefficient is less than 0.1 – staff turnover in an organization is low; from 0,1 to 0,2 - personnel turnover in an organization is average; the coefficient is more than 0,2 - staff turnover in an organization is high. The data on personnel turnover are presented in Figure 1. It is clear from the calculation that the personnel turnover in 2019 was at a high level, although, the year before, one could observe the average staff turnover.

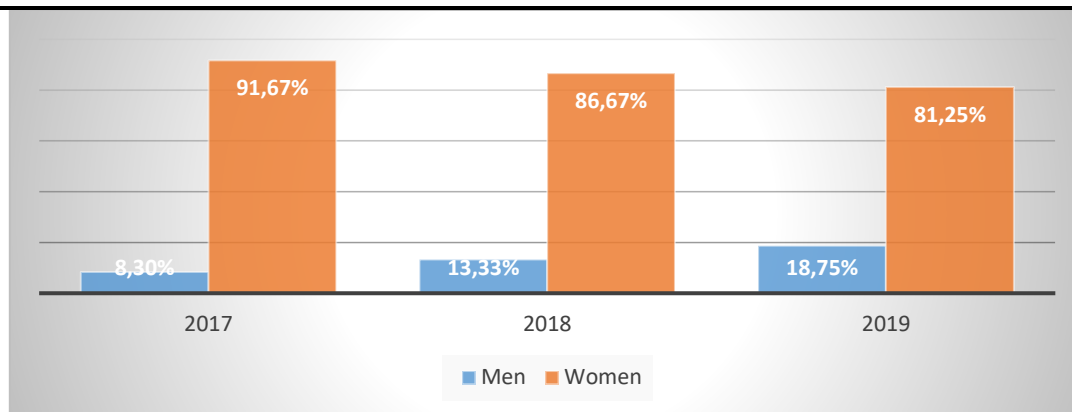


**Figure 1. Coefficient of personnel turnover in NGO "100 percent of life"**

Of course, a number of reasons for the high staff turnover is associated with dissatisfaction with payment, leadership and other reasons. However, there are a number of reasons that are on the emotional level, namely:

- emotional weakness and instability when working with HIV / AIDS people
- lack of stress resistance
- inability to show firmness at the same time with respect for the wishes of HIV / AIDS positive people
- inability to understand the feelings of people, the absence of sympathy
- low level of morality
- lack of skills to build a personalized relationship with a HIV / AIDS positive person, establish emotional intimacy
- absence of flexibility, confidence in their own, the only true point of view
- inability to control their impulsiveness, especially when working with recovering HIV / AIDS positive addicts.

For a better understanding of the situation in the organization and keeping in mind the work of Goleman (2011) that EQ of women is higher than men's EQ, a gender analysis was conducted. The results are presented in Figure 2. The diagram shows that for 3 years the number of men has been significantly lower than the number of women.



**Figure 2. Percentage of men and women in NGO "100 percent of life"**

In addition, for the effective work of the organization, successful motivation of its staff is of great importance. Salary has always been one of the main aspects that form the motivational mechanism of labour activity and ensure the effectiveness of the system of material incentives. In the organization "100 per cent of life" the hourly system of remuneration of managerial staff is applied. To determine how powerful the influence of motivational indicators on employees of the organization is, we have defined average values of the estimated indicators on the basis of the conducted survey, the results of which are given in Table 1.

The analysis of labour satisfaction of staff according to the main components of the motivational profile shows that material satisfaction of staff is low, career and professional one is at the average level. However, for this article we are interested in the last indicator that is moral satisfaction. Figures indicate that moral satisfaction is low, as evidenced by the fact that emotions have an impact on leadership, which in its turn affects staff turnover.

**Table 1. Estimation of labour satisfaction of the personnel of the organization "100 per cent of life" by the components of the motivational profile**

	Estimation of labour satisfaction of personnel by the components of the motivational profile, %			
	Material	Career	Professional	Moral
Managers	15,6	18,8	17,9	16,7
Consultants	8,1	14,9	13,8	14,9

Loyalty of personnel occurs when common goals and interests of organizations do not fade into insignificance when they turn a group of people into an organization, team, when the emotional factor is not only wages but also moral satisfaction of staff from the work process, emotional stability and desire to understand others. If we consider loyalty from the point of view of organization management, the essence of activity with its formation is to encourage employees to share the company's values, to put its interests above their own and stay in a company even if for them it is not profitable. All these phenomena are largely observed when the level of EQ is high, provided when a leader manages not only operational work, but also the psychological state of their colleagues.

The organization faces the task of maintaining and retaining at work professionals, leaders with high EQ, who are able to control not only their emotions and emotions of their colleagues, but also help to control the emotions of HIV/AIDS positive people. This can be achieved by regularly evaluating staff using Hall's method. In the organization "100 percent of life", the performance review of workers is carried out once a year. Performance appraisal is a process of assessing how efficiently an employee of the organization performs official duties; it is conducted by the management of the organization. As part of the standard appraisal procedure, the testing by Hall's method was added.

All employees of the public organization were tested by Hall's method. The following key was used to decipher the test (Table 2), the ordinal number of questions is presented in Appendix A.

**Table 2. Key to Hall's test**

Scales	Questions
Emotional awareness	1, 2, 4, 17, 19, 25
Managing your emotions	3, 7, 8, 10, 18, 30
Self-motivation	5, 6, 13, 14, 16, 22
Empathy	9, 11, 20, 21, 23, 28
Recognizing emotions of other people	12, 15, 24, 26, 27, 29

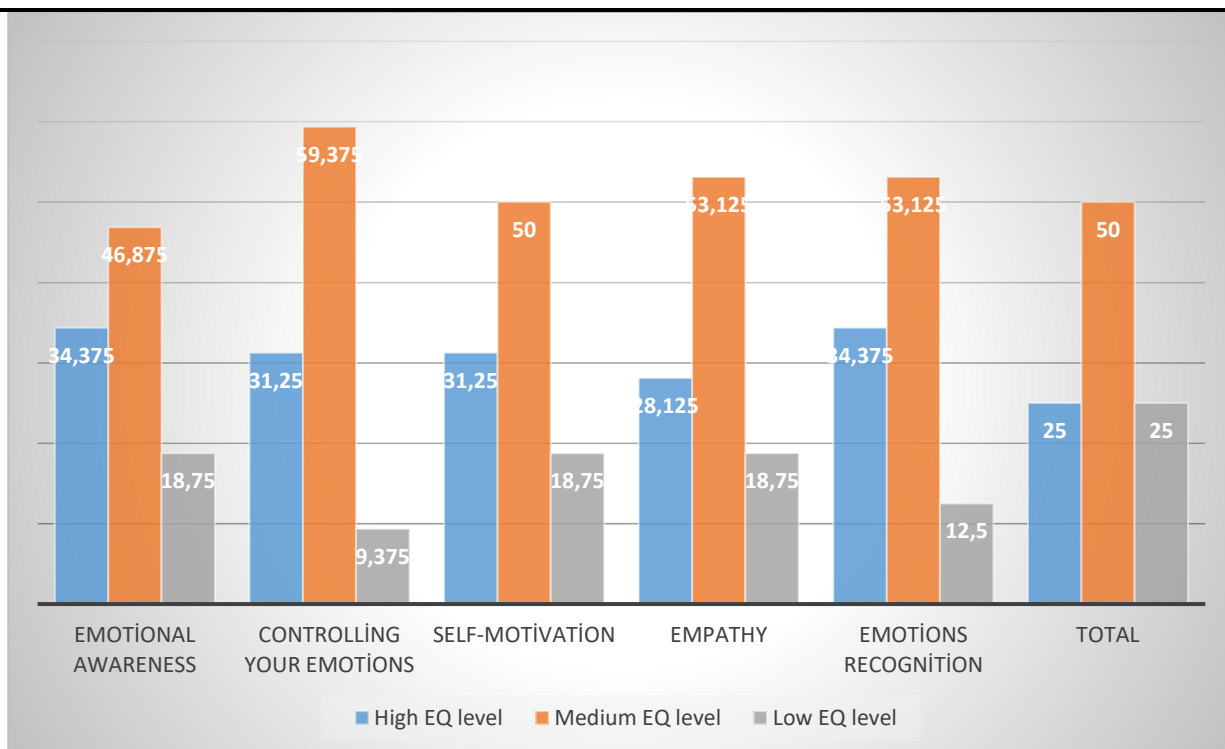
According to the results, emotional intelligence on a certain scale is considered high if the result is 14 or more points, the result 8-13 points shows the average indicator, and 7 points and less suggests low EQ. The integrative (the sum of all scales) level of emotional intelligence taking into account the dominant sign is determined by the following quantitative indicators: 70 and more - high level, 40-69 - average, 39 and less - low.

According to the results:

- 11 people out of 32 have a high level of emotional awareness
- 10 people out of 32 can effectively manage their emotions
- 10 people out of 32 are capable of a high level of self-motivation
- 9 people out of 32 are capable of high levels of empathy
- 11 people out of 32 have a high level of recognition of other people's emotions
- 8 people out of 32 have a high level of integrative emotional intelligence
- 6 people out of 32 have a low level of emotional awareness
- 3 people out of 32 cannot manage their emotions
- 6 people out of 32 are not capable of self-motivation
- 6 people out of 32 are not capable of empathy
- 4 people out of 32 people have a low level of recognition of other people's emotions
- 8 people out of 32 have a low level of integrative emotional intelligence

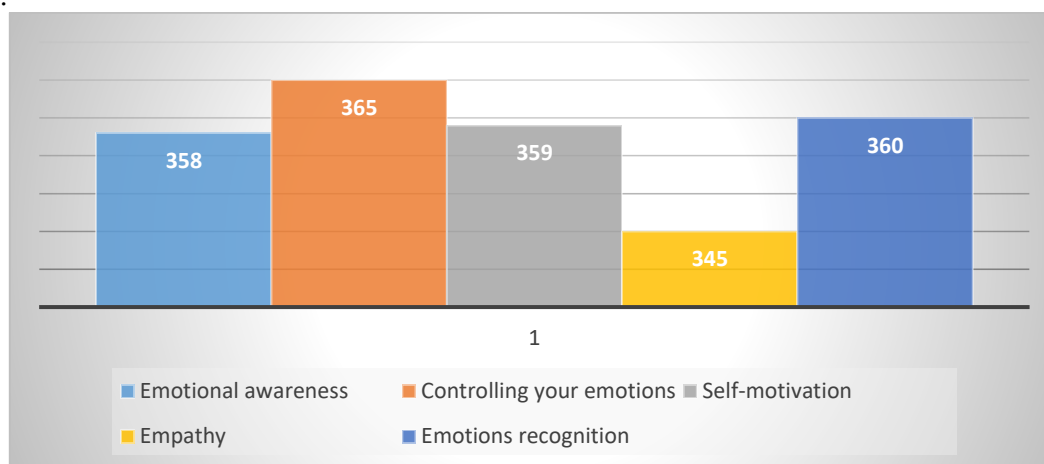
Apart from understanding, which indicators are the lowest, it is advisable to know in which proportion EQ is expressed on different scales for all employees of the public organization (Figure 3). Obviously, the largest number of people are at the average level of EQ by all indicators. However, an interesting thing is that a high level of emotional awareness is typical of almost twice as many workers than a low level. An even greater difference is seen by the indicator "managing their emotions", where the difference is 3 times more.

This is a very interesting fact, because it means that employees of the organization are mostly capable of self-control and self-awareness. Another fascinating moment is almost 3-fold difference between the numbers of people with high and low levels of emotional recognition. One-third of people recognize the emotions of HIV / AIDS positive people very well, half of them do it pretty well, and the rest of people show poor results.



**Figure 3. The results of EQ testing with Hall's Test in NGO "100 percent of life"**

In order to understand the average level by each scale, a summary Figure 4 was compiled. The presented information makes it clear that the most developed is the scale of managing own emotions, and the lowest results are on the level of empathy. The difference between the indicators is low, but its presence suggests that consultants can put up barriers between themselves and HIV / AIDS positive people and not perceive their emotions. This is confirmed by the conclusions of Figure 3.



**Figure 4. Average results of EQ testing with Hall's Test in NGO "100 percent of life"**

According to the test, the head of the organization "100 percent of life" has a high level of EQ. The top manager has been in charge of her current activities for 5 years; she hires and dismisses people. By all the scales, besides self-motivation, she has high rates of EQ. One can say that the head of the organization suits the profile of a modern leader.

Let us consider the level of EQ, depending on the gender of a person (Figure 5).

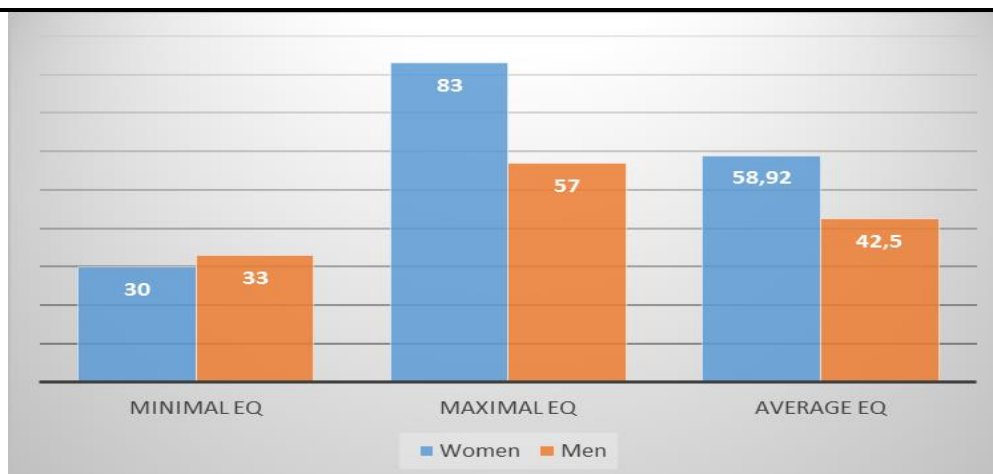


Figure 5. The calculation of EQ level depending on the gender

The results as exemplified by this public organization show that really there is a difference between EQ of men and women. If a female worker has the lowest threshold in this case, then the highest and middle levels of EQ are still with women. Moreover, the difference in the average indicator is marked by a large distinction by 16 units.

The next step is to identify the leaders of the organization, who are characterized by a high level of EQ. At this stage, it is essential to understand that not only must we distinguish the leaders, but also keep them at work, motivate them to continue working and improve performance.

It is known that 8 people, including the top manager, have a high level of integrative emotional intelligence. However, 4 out of six people - consultants 2, 8, 10, and 24 - have EQ at the level of 78-83. All of these consultants are women and they are the most valuable leaders of the organization.

A survey was conducted to understand who, in employees' opinion, were considered to be their leaders. Each employee had to give each colleague an assessment on a 10-point scale by answering the question: "Do you think that your colleague is able to control their emotions, is able to influence the emotions of others, feels the emotions of their colleagues and HIV/AIDS positive people, and is a leader whose opinion other colleagues are listening to?" 1 point means a negative answer to the question, 10 points means a positive one. According to these data, the organization's personnel consider the following employees to be leaders: the top manager and consultant 2 (10 points), consultants 8, 10, 15, 24 and 25 (9 points). Therefore, the results of Hall's testing are largely the same as the opinions of employees.

### Conclusions and Recommendations

The conclusions of this study on the organization "100 percent of life" were handed in to the management. On their basis, it was decided to change the approach to consultants and introduce two significant changes:

1. Establish training of staff to improve their EQ
2. Flexibility and a motivation system

The training and development of the company's staff is now one of the strategic tasks in terms of developing emotional potential. In the organization, there are the following types of staff training:

- Training of employees who have been hired;
- Training of workers in the workplace

The consultant 2, whose EQ is at the highest level in the company has overtaken the organization of training. The consultant supported this idea and with pleasure began to perform the functions assigned to him. Certain teachers were involved in the training: mainly psychologists and doctors. The latter deal more with teaching the medical aspects of treatment of HIV / AIDS positive people and debunking myths and assumptions, which are often embedded in the minds of consultants and can affect their emotional state. People, who are studying, undergo Hall's test twice: at the beginning and at the end of the training. Through this testing, changes in the employees' EQ level are



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monitored. If the changes are negative or do not occur at all, the information is communicated to the top manager of the organization and then she decides whether to fire an employee, or to continue making efforts to develop EQ.

There are three main areas where EQ training and development are conducted.

1) Recognition of emotionality. Emotions are the reaction of a living organism to what is happening. They are always manifested in a person, in all spheres of their activity. If one does not admit it, if one suppresses and ignores emotions, they will unnoticeably change the behaviour of a person. For example, an employee wants to answer in a calm manner, but against their will, they can respond sharply.

2) Work with emotions. Daily work with emotions gives you better control over what has been suppressed by that time. Different exercises give you the opportunity to control yourself in any situation. Over time, a person notices that they find more correct words for a particular situation, become more flexible, and that the speed of reactions and thinking increases.

3) Recognizing the emotions of other people and at the same time recognizing your own emotions. Simultaneously with noticing your emotions you need to train the ability to track the emotions of other people. It is possible to assume what others feel, by their non-verbal signs - movements, gestures, facial expressions, voice. Involved psychologists can teach all this. That consultant, who has learnt to deal with both tasks simultaneously, will be able to achieve their goals with fewer attempts. In addition, he or she will increase the people's understanding of that, which he or she wants to convey to them.

Emotional intelligence can and should be managed, it should be trained daily, and it can track your own emotions and emotions of others.

The second change in the organization was the introduction of a flexible work schedule, which allows every consultant to choose the time when it will be convenient for them to work. As to motivation, now the calculation of the amount of bonus includes two additional indicators: the success of receiving training (it is presupposed that each consultant will be trained once a year) and the level of emotional leadership.

The presented case study has positively influenced the organization's activities. Now, consultants start to realize that emotions and their manifestation are the path to development, improvement and change, and not to negative consequences. Communicating with HIV / AIDS positive people has improved, more people begin to open their heart and discuss their problems with consultants.

In the future, the organization has decided to continue working with EQ and develop leadership.

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