

Emotional Intelligence and leadership behavior in Croatia, Bosnia & Herzegovina and Montenegro Hospitality supervisors

Tanjo, Elma

Undergraduate thesis / Završni rad

2022

Degree Grantor / Ustanova koja je dodijelila akademski / stručni stupanj: **RIT Croatia / RIT Croatia**

Permanent link / Trajna poveznica: <https://um.nsk.hr/um:nbn:hr:229:099080>

Rights / Prava: [In copyright](#)/[Zaštićeno autorskim pravom.](#)

Download date / Datum preuzimanja: **2023-03-28**

RIT

Repository / Repozitorij:

[RIT Croatia Digital repository - Rochester Institute of Technology](#)

Croatia



Rochester Institute of Technology
Dubrovnik

Emotional Intelligence and leadership behavior in Croatia, Bosnia & Herzegovina
and Montenegro Hospitality supervisors

Elma Tanjo

Mentor: Milena Kužnin

Class instructor: Rebecca Charry

May, 2022

Abstract

The purpose of this study is to explore emotional intelligence in relation to the hospitality sector in the West Balkans and how often it is used in a working environment. The key factors mentioned are of high importance for leading a successful team especially in the hospitality sector.

The study consists of several key factors: employee-supervisor relationship satisfaction, supervisors' investment in bettering the team, supervisors' behavior under stress, understanding, respect and trust between the employee and the supervisor and many more. The topic is of high importance since there is a significant prejudice when it comes to leaders on the West Balkan and their comprehension of importance of emotional intelligence. This research is based on information gathered from people working in hotels in the Balkans in 2022.

Keywords: emotional intelligence, leadership behavior, balcanic leadership, emotional intelligence hospitality practices, Croatia leaders, BIH leaders, MNE leaders

Purpose and relevance

Leaders have always played a primordial emotional role. There is no doubt that the first leaders that humanity had - whether tribal leaders or shamans - gained their position largely thanks to the emotional appeal of their leadership. Throughout history, and in all cultures, in every group of people, a leader is one from whom others expect help and explanation when faced with uncertainty or danger, that is, when some work needs to be done. The leader acts as the emotional leader of the group.

Despite the fact that it is now mostly invisible, this primordial emotional task, initiating common emotions in a positive direction and clearing the atmosphere of negative feelings, remains the most important of all the tasks that a leader performs in a modern organization.

Simply put, in each group, the leader has the maximum power to direct the emotions of each individual. If people's emotions are stimulated so that they grow into enthusiasm, the effect can be greatly increased; if resentment and anxiety are caused in people, they will lag behind. This points to another important aspect of emotionally intelligent leadership: it provides more than just a job well done.

This paper will focus on these elements in leaders from the West Balkans. They are described as uneducated corrupted individuals who do not possess high level of skills and competencies or any will to grow and develop as a person and a leader. Balkan leaders are aiming for total power and authority among the employees. Due to this, they do not take into consideration opinions, emotions or accomplishment of their employees which is leaving them working on the same position without any possibility to prosper. Another alarming fact is that West Balkan leaders are using corruption in order to become more affluent which is forcing employees to take an action by giving an account of anonymous felony reports (Zivkovic, 2006). This is not only affecting stakeholders of the company, but the whole community since bad leaders are the main reason why certain companies die (Anderson, 2013).

The main purpose of this paper is to determine whether above mentioned behavior of West Balkan hospitality leaders is caused by low emotional intelligence and how much importance they assign

to this type of intelligence. This research will also take into consideration how employees view their leaders when it comes to EQ and how West Balkan Hospitality Companies are evaluating EQ when selecting a leader.

Literature Review

Emotional Intelligence

Emotions are a crucial part of our everyday life and they have a huge influence on our both, private and professional behavior. They control how we present ourselves, how we communicate and negotiate, how we resolve conflict (Thompinks, 2020). Scientists proved that emotions have a huge influence on leaders' decision making and that if there wasn't any emotions – decisions would be ineffective (Moorse, 2006). Considering all of this, leaders need to be able to understand and control their emotions which is only possible through development of emotional intelligence.

Emotional Intelligence (EQ) is popularized by Daniel Goleman as one's ability to understand, define and control his emotions and emotions of others. It's present in everyday life when people understand how they feel, why they feel a certain way and manage a mechanism to express their emotions; but it also plays a huge role when it comes to all sorts of relationships. In order to have productive and healthy relationship one needs to be able to understand and interpret others emotions and have an adequate response (Landry, 2019). Due to this, many researchers believe that EQ is more important than IQ and that it can act as a success factor (Cherry, 2020).

EQ is divided into four categories: Self-awareness, Self-management, Social Awareness, and Relationship Management.

Self-awareness is the core of emotional intelligence, it is one's ability to understand one's strengths and weaknesses, one's emotions and their effect on an individuals and companies performance. Ones emotions can have a huge influence on their performance, since the research showed that „working with colleagues who aren't self-aware can cut a team's success in half and lead to increased stress and decreased motivation”(Eurich, 2018).

Self-management is focused on the ability of managing your emotions in stressful occasions and holding back the initial automatic reaction that might be inappropriate. If a leader is lacking this virtue, he will have a hard time controlling his impulse and behavior which can result in negative encounter with employees. On the opposite side, if a leader is capable of reflecting and coming up with an adequate response, it can bring many benefits to the both parties and company as a whole (Landry 2019).

Social Awareness (Empathy) is one's ability to understand and take into consideration emotions of others. Even when there is no verbal communication, a good leader needs to be able to act as a "sensor" and conclude how his employees feel by observing only observing them. Every emotion, opinion and idea should be respected in order to achieve high engagement of the employees. This will also bring a more positive atmosphere into the team and ensure that every employee feels respected and valued (Landry 2019). Research has showed that leaders with high level of empathy will have a stronger influence on their followers and have better overall leadership success (Brower, 2021).

Relationship Management refers to a leader's ability to keep a healthy and productive relationship with the employees by coaching, mentoring and influencing. Another important aspect is a leader's ability to address and resolve conflicts in the company. Even though there are opinions that conflicts should be avoided, research has shown that unsolved conflicts can reduce productivity of the team up to eight hours (Brower, 2021).

EQ is present in every human and it varies because of the external influences such as culture, upbringing, education, environment etc. Emotional intelligence can be trained and developed even in the later stages of life. One of the most common practices recommended is to focus on listening. Paying attention and truly listening people's opinion will have positive influence on the understanding of each other and overall relationship. Similarly, it is of a great importance to take into consideration body language and gesticulations since people might show their emotions rather than talk about them. One of the most common tips is to reflect and understand your own emotions and behaviors that arose from them. This will have a great influence on Self-awareness which is crucial part of EQ.

When it comes to measuring Emotional Intelligence, there are two common types of tests: Self-report test and ability tests. When completing Self-report test respondent will answer a question or

read a statement and rate their behavior. An exemplary statement could be “I always take into consideration other’s feelings” and answerer might rank himself from on a scale from 1 till 5, or from strongly agree until strongly disagree. Ability test are somewhat different since they require test-takers to show their abilities and respond to specific situations. This type of test is more complicated and mostly requires professionals to rate the respondent. However, there are also various type of test designed and performed by Psychologists. The most common used would be Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) and Emotional and Social Competence Inventory (ESCI) (Cherry, 2020).

TYPES OF LEADERSHIP

There are many models and types of leadership. In this research the author chose to present 6 different leadership styles. This model has become extremely popular in recent years as a very useful tool in determining the approach to leadership in individual situations and developmental stages of teams. Although each leader has personal affinities for one or more of these styles, it is necessary to develop all leadership styles in order to be able to lead his team well in different situations (Vasilescu, 2019).

Forced / commanding

This is the most aggressive of all 6 leadership styles. A leader who applies this style expects and demands complete obedience to his orders. He achieves the goal and performs the task by commanding his subordinates.

There are situations when this style is very effective. These are primarily periods of urgent crises or disasters, when a comprehensive effort of the whole team or company is needed, and there is no time for discussions. It is also suitable in situations when regulations and procedures need to be applied, which aim to increase the safety of workers, and there is resistance in their implementation.

It is important to note that this style should not be applied for a long time, only until the required job is done, because its long-term application leads to very harmful results, permanent disruption

of team relations, reduced self-initiative, decreased internal motivation and disintegration (Vasilescu, 2019).

Authoritative / visionary style

Using this style, the leader presents himself as an expert who sees beyond others and wisely leads the company / team towards the goal. He has a vision. Unlike the visionary style of command style, he will direct the team so that the members themselves find ways to move in the direction set by the leader. This style inspires confidence in the leader.

When using this style, the most important thing is to mobilize people and motivate them to change. It is especially important to find ways to clearly communicate goals, because leaders, using this style, often know how to remain misunderstood because they do not explain well enough to people what is expected of them. This style will not be effective when working with a team whose members are more experienced and professional than you. Then it is better to apply a democratic style (Vasilescu, 2019).

Style is effective in times when you need to overcome disorientation, find a new path, change business policy, and introduce new production processes or strategies in the market.

Coaching style

This style connects the personal goals of employees with the goals of the organization. The leader is empathetic and encourages subordinates to develop and improve to succeed in the future. The emphasis is on developing the personal skills of employees needed for successful career advancement and the leader helps through mentoring (Vasilescu, 2019).

This style raises motivation, shows understanding for things that are important to people and builds trust.

The Coaching Style is often neglected because it gives results with a long-time lag, but its results are deep, lasting and mean raising the overall ability, productivity and efficiency of the team.

Affiliative / collaborative style

This is a style that builds a team or rebuilds a team in which morale has been compromised and which is in a crisis of teamwork. The leader does not spare praise and positive feedback and tries to connect the collaborative style with the team members.

The downside of this style is that the leader often needs to refrain from giving negative feedback when employee results are not satisfactory, to avoid conflict and disrupt already fragile relationships in the team. When the team is strong enough, other styles can be applied. There is a danger that this style is perceived as micromanagement (Vasilescu, 2019).

Democratic style

A democratic leader uses his team to make decisions. His main tools are discussion and voting. Communication is key in this model and everyone's opinion is listened to. A democratic leader is the first among equals who only helps make the final decision.

This style can only be used when the team has matured and working conditions allow this method. But the result of this style is extremely high morale, a pleasant working environment, and a sense of satisfaction of all team members. Employees feel valued and therefore more committed to the goals and objectives of the organization (Vasilescu, 2019).

The potential danger of this style is too slow decision-making, so the leader must pay special attention to the fact that decisions are made within a reasonable time and in case of emergency must apply another style that will temporarily give more responsibility into his hands.

Pacesetting

Although this style is drastically different from the command style, it shares one characteristic with it; both styles should not be applied for a long time as they can produce negative effects.

This style is suitable for teams whose members are extremely self-motivated and possess high professional expertise. The leader sets very high standards of performance, both for himself and for team members, and by personal example promotes the desired behavior and productivity.

It cannot be applied for a long time because it draws maximum effort from team members and can lead to excessive fatigue which would result in a drastic drop in productivity or even begin to tear the cohesion fabric of the team (Vasilescu, 2019).

CORRELATION BETWEEN EMOTIONAL INTELLIGENCE AND LEADERSHIP

Every organization faces its own challenges to which managers adapt. It is this adaptability through work in which change is the only constant, along with continuous learning (Vasilescu, 2019).

Depending on the needs of each organization, managers are largely engaged in solving financial and technical tasks, but as key ones are intrapersonal, interpersonal, leadership competencies and business competencies (Higgs & Aitken, 2003).

Intrapersonal competencies relate to the self-esteem of the manager, the attitude towards authority and his self-control. Foundation are quality managerial careers because they reflect integrity that is considered the most important characteristic of leadership (Dulewicz et al., 2005). Interpersonal competencies include the ability of a manager to put himself in the position of another person, the skill of anticipating the expectations of others, as well as integrating information about other people's expectations into his own future behavior and, finally, self-control to stay focused on other people's expectations. Developed interpersonal skills also predict managerial performance (Higgs & Aitken, 2003).

Leadership competencies build on the above, and include the ability to recruit talented individuals, retain and motivate them, and develop and promote vision in your team, which is at the core of the charisma of good managers. Business skills are developed last and are easier to learn, and they relate to planning, budget monitoring, cost and revenue forecasting, mapping strategies, evaluating performance, conducting meetings, organizing necessary reports and similar activities.

Choosing executives based solely on their business skills means neglecting the human side of the company (Palmer et al., 2003). Given that many researchers believe that organizational leaders only truly realize their role through the decision-making process, it is not uncommon for science to gain interest in organizations and decision-making theories (Cherniss & Goleman, 1998). However, decision-making is influenced not only by the situation in which the process takes place, but also by the decision-maker himself. Therefore, every manager is very likely to approach this process in their own way. Some executives may carefully study and analyze each decision, while others rely heavily on their intuition. There are probably those who rarely make decisions without the advice and guidance of others, but also those who completely avoid the decision-making process or make decisions impulsively and without too much thinking. However, can any of these methods be called good or bad? There is little research that connects decision-making styles with

the success of managers, and, above all, it is necessary to present the main constructs of this, as well as give an overview of previous research. (Higgs & Aitken, 2003)

Flexible planning is an essential ability to change (change) mood. People who can quickly replace one mood with another are less influenced by one set of thinking in planning future activities, so they can see several possible outcomes.

Also, solving tasks that require creativity can be facilitated by better organization and use of information from memory, and happiness facilitates the process of categorizing information in memory. The positive impact of pleasant moods in the process of creative thinking can be mediated by greater perseverance. Happy people feel more confident in their abilities, so they stay longer to work on one problem. The basic benefit is the ability to redirect attention to enable the person to meet internal and external requirements according to the principle of importance. Thus, one mood can be interrupted and replaced by another, which is more suitable for resolving a new situation.

Finally, a person can use emotion to increase motivation to perform various important tasks. An example of this is when a person consciously intensifies anxiety or imagines what negative consequences a failure in the activity he must perform would have, which motivates him to perform better.

It is important to emphasize that a person with positive attitudes towards life creates interpersonal relationships in which he himself, and those with whom he comes into contact, feel comfortable in them (Palmer et al., 2003).

Emotional intelligence or EQ has a big impact on success in the workplace. As humans, we are sometimes in a good mood, sometimes angry or depressed, and then full of enthusiasm again. Only if we are aware of the self-control of these emotions, we can fully use our own potentials as well as the potentials of our employees. Emotional intelligence greatly affects workplace relationships themselves (Dulewicz et al., 2005).

Research on decision-making in management teams proves that those who possess 3 traits - highly cognitive abilities, diverse perspectives, and expertise - make very high-quality decisions. But intellect and expertise are not enough; members must enter healthy interactions in which rigorous, open discussions take place and various assumptions are critically examined (Cherniss & Goleman, 1998).

A more positive atmosphere, better relationships with colleagues, faster and better decision-making, greater resilience to stress and adaptability to change, are just some of the reasons to encourage the development of emotional intelligence in the business sphere (Higgs & Aitken, 2003).

Although the benefits are many and the importance of emotional intelligence unquestionable, several general misconceptions and misconceptions about emotional intelligence are still present today, one of which relates to differences between men and women and the connection between EQ and leadership skills (Cherniss & Goleman, 1998).

PRACTICES OF INTERNATIONAL HOSPITALITY COMPANIES WHEN IT COMES TO EI

Many companies now spend a significant amount of their own money on employee training. Emotional Intelligence is a term that refers to a person's ability to reflect, manage self-control, and generally the ability to empathize with others. Emotional intelligence is a complementary ability and key skill in every relationship. The reason for this wager is because businesses have learned that one of the keys to their commercial success and product sales is their employees' ability to detect and control their own emotions, as well as the emotions of their consumers (Stoyanova-Bozhkova et al., 2020).

It's virtually inconceivable to envision a salesperson who lacks customer service abilities, an entrepreneur who lacks ambition to lead his company, or a negotiator who is unable to control his emotions and inclinations. All technical information based on the best relationship between academic studies and people's experiences will be no assurance, as a lack of knowledge about people's sentiments will sooner or later harm economic business (Avdimiotis, 2019).

It should be noted that in the hiring process, it is common practice to place candidates in stressful or uncomfortable situations in order to assess their reaction and ability to cope with their emotions. There are two types of empirical evidence for emotional intelligence. On the one hand, the areas of the brain involved in its appearance have been discovered, but not so much in the other sorts of mental operations. Emotional Intelligence, on the other hand, has been demonstrated to have its own factor structure when standardized tests are used to measure and analyze the data obtained, so it positively correlates with general IQ scores but statistically does not behave exactly like you (Avdimiotis, 2019).

That is to say, the psychological construction of emotional intelligence is based both on observation of brain function and on information obtained by psychometric measurements (Stoyanova-Bozhkova et al., 2020).

The same issues that plagued the definition of general intelligence apply to defining emotional intelligence. It is neither a portion of the brain nor a specific method of processing information; rather, its existence is based on monitoring how it functions under different circumstances and how it leads to advantages or drawbacks in a situation. What constitutes emotional intelligence is still mostly unknown (Stoyanova-Bozhkova et al., 2020).

While soft skills and EQ may appear to be more personal qualities than professional ones, they are the exact skills required to provide exceptional customer service in the multi-cultural situations prevalent in hospitality (Stoyanova-Bozhkova et al., 2020).

A superb guest experience that exceeds expectations is not only desirable, but also expected in today's hotels and restaurants. Hotels will need to implement cutting-edge new programs and technologies to achieve this level of service, allowing them to provide guests with more memorable experiences (Stoyanova-Bozhkova et al., 2020).

According to recent research, the guest experience not only influenced how the client felt in the present, but the emotions they experienced throughout their stay at the business also influenced

their current behavior and future behaviors. This means that personnel with higher EQ will be better able to provide a superior guest experience (Avdimiotis, 2019).

While traditional service competencies and hospitality hard skills are important, soft skills must also be improved in order to provide a positive, memorable tourist experience. It is indisputable that a single employee may make or break a situation, thus qualified personnel are needed to give that experience and represent the hotel or restaurant and its brand well (Stoyanova-Bozhkova et al., 2020).

Hospitality managers and employees with EQ abilities may successfully focus on the needs and emotions of their visitors, ensuring that they have a great experience while visiting their institution. Because today's guests demand so much more than a meal and a place to stay, it's vital to improve their experience in order to evoke positive emotions, which have been shown to have a significant impact on retention rates, consumption patterns, and the overall guest experience (Avdimiotis, 2019).

OVERVIEW OF THE CURRENT SITUATION ON WEST BALKAN

Orienting employees towards the set tasks, motivating them to give the maximum, both when performing assigned tasks and when creating good mutual relationships and business environment is a very complex and multidimensional process. Managers they must find a measure and a good relationship between task oriented as well as interpersonal relations in the collective. It is especially important to find this measure in service industries because good service and the overall offer, and therefore profit, depend on satisfaction, loyalty, and competence of employees, especially those who are on the first line of service.

With their leadership style, managers influence the overall business atmosphere, as well as the direction of employees and their commitment to achieving the set goals. In the process of realization Strategic and operational goals, management is often forced to change its attitude towards employees and work tasks, to operate more efficiently (Zivkovic et al., 2006).

In the process of achieving business goals, management assesses the need to change its style management to operate more efficiently and effectively. Research results show that there are managers who are now more focused on tasks than on interpersonal relationships, and this focus is especially noticeable in clear suggestions for problem solving and encouraging employees to they do their jobs well. The hypothesis that the leadership style of managers has been proven applied creates a business environment and reflects on the quality of business and interpersonal relationships in the company, which is also one of the factors that contributes to better business results and competitive advantage. The contribution of the work is reflected in the fact that it gains insight to be dominant the type of managerial leadership style changed from Compromise Management to Authoritarian Management. Managers are the least likely to put the difficulties they're dealing with in front of the group and accept the majority opinion (Zivkovic et al., 2006).

There are seven hypothesis that are proposed when we talk about the Balkanic type of leader. The Balkanic type of leader got the name because of the location, which is quite intuitive but also, a great factor is the “democratic” type of leadership and general notion of bad business decisions (Zivkovic et al., 2006).

The first hypothesis is based on the full ownership of power. The Balkanic type of leader is an egoistic persona that only works well with very compliant people. Although being agreeable is an asset when working with this type of leader it does not have a one hundred percent assurance rate that the relations will remain well between the leader and employee (Zivkovic et al., 2006). Also, the general assumption is that Balkan leaders need to receive consistent respect and to emphasize their respect towards spiritual values (Keverski, 2021).

It is a thin line that separates productive from unproductive narcissists. A sense of grandiosity and a big ego with too little knowledge about oneself and a lack of corporate brakes can turn these people into unrealistic dreamers (Zivkovic et al., 2006).

The second hypothesis relates to the phrase “to be therefore I am”. The manager makes his own decisions, utilizes compulsion to shape behavior, and wields official power to exercise influence. This style is particularly inflexible due to its limited ability to adjust. It is used in small businesses where the founder is also the owner and is the one who develops the strategy, structure, and behavioral patterns. It can also be useful in crisis situations in larger enterprises (Zivkovic et al., 2006).

The third hypothesis relates to the continuous development of one's skill across the board, from soft to hard and applicable skills. Those who are not ready to go through a significant and painful personal transition can say whatever they want but will most likely never grow into true systemic leaders, and they are of great importance today for the transition of the economy from EGO to ECO system. Sustainable development, so that those who have not raised the anchor would not talk about sailing the stormy roads of our future. Namely, few individuals truly understand and appreciate the essential nature of the effort and commitment needed to build a successful organization and open the door to long-term sustainable development (Zivkovic et al., 2006). Not only that, but overall education and knowledge when it comes to modern leadership is questionable and researches are stating that this might be one of the biggest sources of the problems (Dođar, 2021).

The fourth hypothesis raises concern on timely and mannerly information and delivery of that information, which the Balkanic leaders do not possess as a skill. They do not share knowledge and find that behavior as an act of preserving their power. This correlates to their overall insecurity that is related to the previous hypothesis and general trademark of a narcissistic leader (Zivkovic et al., 2006). There might be various reasons for such behavior, but the most frequently mentioned in the literature is the transition from communist regime. Leadership, management and behavior was under great influence of the switch from closed to open management system (Dođar, 2021).

On the other hand, they implement the old rule "divide and conquer". The Balkanic leader ensures his stability by provoking conflict among the employees, where contact is rarely initiated in a group setting but rather one on one, and by that they stir the relations between employees, creating fictive conflict, resolving it and assuring their role as a "good" manager (Zivkovic et al., 2006).

The sixth hypothesis lies in the foundation of criticism. Once the Balkanic leader gains power, he is filled with the outmost confidence, demanding change in every segment, and getting rid of any trace that anyone was there before them. They start with even menial things such as changing the furniture and rising their change to each segment of the way that a certain segment functioned before them. They bash the people before them, therefore dominating the employees and sending a clear message to not challenge them at any point (Zivkovic et al., 2006).

One of the other important characteristics mentioned in various research papers done on the Balkan leaders is inability to work under uncertainty. In these situations, leaders are unable to control their

stress and emotions which is number one cause of interpersonal problems that arise among employees. Furthermore, obviously it has a huge influence on the employees and company as a whole, but it also has influence on the development of democratic society and market economy (Dođar, 2021).

Finally, the most common trait of a Balkanic leader lies in corruption. They fight for becoming a part of the high class, and those people have a notion for getting on those positions by lying and cheating. The Balkanic leader does not possess a moral ground to resist the trend. On the contrary they implement those methods in the companies which they lead by taking advantage of their status and considering the company as their personal property where all profit should be split in half (between them and the company itself) leaving the company at a very financially unstable state and putting the company at high risk of legal issues (Zivkovic et al., 2006).

The author of this study wants to explore the link between emotional intelligence and its presence amongst Balkanic leaders with focus on the hospitality sector. Is it as important on the Balkans as it is in the rest of the world? How often do we encounter leaders who poses such qualities?

METHOD

Purpose

The purpose of this paper is to investigate to what degree are leaders on the west Balkans emotionally intelligent, specifically 5-star hotel supervisors. The approach that was implemented consisted of gathering information from the employees, with the end goal to find out the general satisfaction of their supervisor's emotional intelligence levels and how overall practices reflect their emotional intelligence.

Participants

The research segment was held on 33 participants. Participants were employees of 5-star hotels in the following countries: Montenegro, Bosnia and Herzegovina and Croatia. The questionnaire was anonymous with an additional option for write down the name of the company (this option was not required in the questionnaire).

Participants mostly acquired front desk (63,6%) roles in their day-to-day work. Second to highest ranked were employees handling food and beverages (27,3%), followed by sales and marketing

(27,3%) employees and finally, the least percentage of participants is a part of the housekeeping (3%)

The participants varied demographically wise. 43% of the overall group were female participants and 57% were male participants. The age groups were split into three major ones, with the highest percentage of 68% of participants were 20 to 29. 29% fall into the range of 30- to 40-year-olds and finally, only about 3% were above 40 years old.

To provide consistency, the participants were selected from 5-star hotels to provide a better insight into similar organizations and similar supervisors. Participants were selected by networking and eye-to-eye meetings where we discussed the questionnaire at stake. From the period of March 20 until April 1st all 5 – star hotels in Dubrovnik were contacted via phone. Majority of the hotels decided not to participate in this research and the most frequent reason was lack of time and preparation for upcoming season. After verbal communication, the rest of the conversation would continue via email where questionnaire link would be shared.

The sampling method implemented was nonprobability convenience. Anonymity and confidentiality were assured by providing an anonymous online questionnaire where none of the participants had to write their personal data. Informed consent was obtained since the participants were selected in person and they were provided all the necessary information about the research that they would be a part of.

Instrument (questionnaire)

The instrument implemented was based on a specific survey – Emotional Intelligence Test provided by the Global Leadership foundation with certain additional questions that were specific to the demographic of the participants and the field in which they work in.

The EQ score represents the power of a person's empathy and solidarity; recognizing, assessing, controlling, and expressing one's emotions; the power of perceiving, and perceiving the emotions of others; use of emotions to facilitate the process of thinking and recognizing emotional significance.

The survey that was the core of the questionnaire is based upon Goleman's emotional intelligence model which consist of four pillars that define and measure the level of EQ: self-awareness, social awareness, self-management, and relationship management.

Emotional intelligence is present in a high percentage of successful managers and leaders. By successful, we mean those that have improved their financial performance, created more effective and supportive organizational climates or cultures, and increased their workforce's productivity. According to Goleman's (1998) research, Emotional Intelligence accounts for 80 to 90% of the qualities that distinguish exceptional leaders from ordinary leaders.

The questionnaire consisted of 31 questions and the questions were in English. The questions were a combination of open-ended, multiple choice and ranking questions. Among 150 questions that were originally in Goleman's emotinall intelligence test, 15 of most crucial were chosen to be in the questionnaire. The aim was to focus on the questions that will provide most beneficial statistics to measure supervisor's intelligence. When it comes to the distribution method, the questionnaire was held online.

RESULTS

When it comes to the general relationship satisfaction between the employee and supervisor, the employees are generally quite satisfied ($M=4.45$, $SD= 0.56$).

Next, when we observe supervisors' investment in the success of the team, we definitely also notice a general satisfaction ($M= 4.51$, $SD=0.56$) (See Figure 1).



Figure 1: Employees perception of supervisor's commitment to the success of the team

Even though we can say that the general satisfaction is pretty high, when we look at how supervisors work under pressure and in stressful situations, we definitely see an average score cross board with the mean $M=3.87$ and standard deviation $SD=1.16$. If we dug deeper on this point by taking a look at the frequency table

| Value | Frequency |
|-------|-----------------------|
| 1 | 1 (3.030303030303%) |
| 2 | 4 (12.121212121212%) |
| 3 | 6 (18.181818181818%) |
| 4 | 9 (27.272727272727%) |
| 5 | 13 (39.393939393939%) |

Table 1: Value frequency of employees answers

We can say that the majority of employees (about 39%) believe that their supervisor handles stressful situations well, but on the other hand opposed to the previous metrics we also got some quite low grades on this aspect.

Overall, we can say that the general employee – supervisor satisfaction is above average when we look at the questionnaire results ($M=4$, $SD=0.93$)

On the other hand, amongst the questions of supervisor's qualities and integrity we do see a slight decrease ($M=3.96$, $SD=1.01$) with the key factors being: values, goals, integrity, independence, etc.

Interestingly, when asked to rate how valued the employees feel in the working environment, we can say that the score is pretty high with the mean of $M=4.39$ and standard deviation of $SD=0.75$. The examples some of the participants provided as to why they feel valued or appreciated are: days off, trust in decision making, takes feedback seriously, having a say in certain decision-making processes.

On the other hand, we do see a slight decrease in the overall results when answering the question concerning private/family time with the mean of $M=4.18$ and standard deviation of $SD=0.92$. Looking in detail at the answers the people who were pleased with the ratio of working/private hour ratio stated they: never get called out of office hours, get off days frequently, etc.; but we have to notice that the grades below 5, didn't provide an insight meaning that they probably do have some sense of responsibility or duty out of their working hours.

All aside, the sample groups feel comfortable expressing their thoughts and feelings openly to their managers ($M=4.39$, $SD=0.79$); stating that the supervisors are supportive in their career and life decisions, have a sense of security when reaching out for help, listening and solving problems together, and a general sense of understanding.

DISCUSSION

The study's goal was to look into employee perceptions of supervisor emotional intelligence, job engagement with a focus on EI, and overall satisfaction and impressions of the supervisor's EI skills. Because emotional intelligence is a major aspect in leading people, the relevance of the findings can be utilized to better understand the influence and importance of leaders with high emotional intelligence, as well as to give knowledge about the variables that lead to employee unhappiness. In addition, the study looks into supervisors' attitudes and leadership styles in the workplace (hotels), as well as the availability of supervisor support for the organization.

In other words, hotel executives, HR professionals, and acquisition teams might use these findings to better grasp the significance of the subject and improve the selection process for recruiting a supervisor or handing the responsibility down to someone else. Finally, the findings provide insight into a facet of EI in managerial jobs that is frequently disregarded in the Balkans, and shed light on an ongoing issue.

When we take a look at the results, there is no other conclusion then: managers possess high levels of emotional intelligence. One key factor cannot be overlooked when we analyze these results. We must take into consideration the fact the questionnaires were given out to the groups by their supervisors, and even though it was anonymous there must have been some bias when answering the questions due to a fear factor of their probable honest opinion leaking into the public.

In conclusion, the overall results are quite positive, but as mentioned the bias of the method cannot be overlooked. Taking everything into consideration and the types of leaders that are prominent on the Balkans, I would say that there is most definitely room for improvement in this field. There is numerous research papers that address this subject in a variety of ways. (Zivkovic et al., 2006) However, there are still limited research specifically focused on emotional intelligence and Balkan leaders in hotels, particularly in Croatia and the Balkans as a whole. Emotional intelligence, I suppose, is something that is frequently overlooked in our area of the world as unimportant.

A suggestion would be to see if the results would be different if the participants were evaluated in a separate location where their privacy would be ensured. Specifically, in terms of whether or not there would be differences in results if they were removed from their working environment. A further idea would be to look into the EI of managers and leaders, as this would provide a better and more realistic perspective on the findings. Another thing, maybe because they were in the hospitality industry (people oriented) the EI is higher to start with.

LIMITATIONS

When it comes to the imitations, the first and the most obvious one is that the managers refused to participate in the research by doing an actual test of emotional intelligence. I believe that those results would certainly be most truthful but the matter of the fact is that most of them either didn't want that piece of information on where they stand in regard to EI, and on the other hand, I do believe that some of them were afraid of finding out what levels of EI do they really possess.

Another one as stated above, was the questionnaire was passed on by the supervisors which could've affected the responses we received. On that note an improvement could have been organizing an in-person evaluation with the same approach used online (the structure would remain the same) but certainly taking the supervisor out of the process in every way.

For the future researchers who will dig in the topic of emotional intelligence in West Balkan Hospitality I would suggest to focus on finding the most useful and discrete way of collecting the data. As mentioned above, I believe that my results are not representing reality because employees fell under the pressure when company (supervisor, HR manager, manager) distributes the questionnaire. However, I was not able to find any other way of the distribution which had a strong effect on my results.

REFERENCE LIST

1. Anderson, A. R. (2013, January 14). *Good leaders are invaluable to a Company. Bad leaders will destroy It.* Forbes.
<https://www.forbes.com/sites/amyanderson/2013/01/14/good-leaders-are-invaluable-to-a-company-bad-leaders-will-destroy-it/?sh=7ad602761138>
2. Brower, T. (2021, September 19). *Empathy is the most important leadership skill according to research.* Forbes.
<https://www.forbes.com/sites/tracybrower/2021/09/19/empathy-is-the-most-important-leadership-skill-according-to-research/?sh=6edf18813dc5>
3. Cherinss, C., & Goleman, D. (1998). Bringing emotional intelligence to the workplace. *The Consortium for Research on Emotional Intelligence in Organizations.*
https://www.eiconsortium.org/pdf/technical_report.pdf
4. Cherry, K. (2020, June 3). *What is emotional intelligence?* Verywell Mind.
<https://www.verywellmind.com/what-is-emotional-intelligence-2795423>
5. Dulewicz, C., Dulewicz, V., & Young, M. (2005). The relevance of emotional intelligence for leadership performance. *Journal of General Management*, 30(3), 71–86.
6. Dođar, N. (2021). A Cultural Perspective to Leadership Practices in Balkans. *Academicus International Scientific Journal.*
7. Eurich, T. (2018, October 19). *Working with people who aren't self-aware.* Harvard Business Review. <https://hbr.org/2018/10/working-with-people-who-arent-self-aware>
8. Higgs, M., & Aitken, P. (2003). An exploration of the relationship between emotional intelligence and leadership potential. *Journal of Managerial Psychology*, 18(8), 814–88.

9. Kevereski, Lj. (2021, April). Talents and empathy as the new power engine towards the EU world
10. Landry, L. (2019, April 2). *Why emotional intelligence is important in leadership*. Harvard Business School. <https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership>
11. Morse, G. (2006, January). *Decision and desire*. Harvard Business Review. <https://hbr.org/2006/01/decisions-and-desire>
12. Palmer, B., Walls, M., Burgess, Z., & Stough, C. K. K. (2001). Emotional intelligence and effective leadership. *Leadership & Organization Development Journal*, 22(1), 5–10. https://www.researchgate.net/publication/235252147_Emotional_Intelligence_and_Effective_Leadership
13. Stoyanova-Bozhkova, S., Paskova, T., & Buhalis, D. (2020). Emotional intelligence: a competitive advantage for tourism and hospitality managers. *Tourism Recreation Research*, 1-13. <https://doi.org/10.1080/02508281.2020.1841377>
14. Spyros, A. (2019). Emotional intelligence and tacit knowledge management in hospitality. *Journal of Tourism, Heritage & Services Marketing*, 5(2), 3–10. <https://www.econstor.eu/bitstream/10419/215628/1/5-2-1.pdf>
15. Thompkins, S. (2020, June 25). *Emotional Intelligence and Leadership Effectiveness: Bringing Out the Best*. Center for Creative Leadership. <https://www.ccl.org/articles/leading-effectively-articles/emotional-intelligence-and-leadership-effectiveness/>
16. Vascileu, M. (2019). Leadership styles and theories in an effective management activity. *Annals of the „Constantin Brâncuși” University of Târgu Jiu*, 4.

17. Živković, Ž., Mihajlović, I., & Prvulović, S. (2006). Balcanic type of leadership and its characteristics. *Serbian Journal of Management 1*, 83–93.