

Olga Hadžić¹
Milena
Nedeljković

Department of
Geography, Tourism and
Hospitality, Faculty of
Science,
University of Novi Sad

Milan Nikolić

Department of
Management,
Technical Faculty
University of Novi Sad

THE RELATIONSHIP BETWEEN GLOBE ORGANIZATIONAL CULTURE VALUES AND THE EMOTIONAL INTELLIGENCE OF EMPLOYEES IN SERBIAN ORGANIZATIONS

The main aim of this research is to establish whether emotional intelligence can serve as a predictor of desirable GLOBE organizational culture values and which emotional intelligence abilities are predictors to particular dimensions of desirable GLOBE organizational culture among middle managers from a variety of businesses in Serbia. The sample consisted of 224 middle managers from 131 organizations in Serbia. The results obtained in the paper confirmed the influence of emotional intelligence of middle managers to their organizational culture preferences. The paper belongs to the person-organization fit theory and may be used by the management of Serbian organizations during organizational changes, the selection of new managers, and the retention of high emotionally intelligent managers.

Keywords: organizational culture, emotional intelligence, transition

¹ Corresponding author:
ohadzic@dmi.uns.ac.rs

Received: 09. 01. 2014.
Revision received: 10. 04.
2014.
The second revision
received: 23. 05. 2014.
Accepted: 26. 05. 2014.

After a long period of socialism, many organizations in the countries of Eastern Europe are now faced with the need to change the organizational culture which was highly bureaucratic and based on the indisputable authority of top management. The situation in Serbian organizations was highly specific because until the end of the 20th century Serbian organizations used some forms of the worker self-management system based on the participation of employees in decision-making processes, and on the autonomy of companies in doing their business. The transition to a market economy demanded serious organizational changes that top managements were not ready for. Many organizations have maintained the old management structure which was reliant on generous support from the state in times of companies' poor business performance. In the first ten years of the 21st century middle managerial structures in Serbia, whose selection is no longer under the significant influence of political structures, who are knowledgeable about modern management theory, also appeared to be very interested in implementing organizational culture changes (Kuljić, 2003; Lazić, 2002). Huy (1999, p. 325) suggests that "emotional intelligence facilitates individual adaptation and change, and emotional capability increases the likelihood for organizations to realize radical change". We investigate in the paper the influence of the emotional intelligence abilities of middle managers to their organizational culture preferences.

Organizational culture

According to Schein (1984), organizational culture is "the pattern of basic assumptions – invented, discovered, or developed, by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid, and therefore, to be taught to new members, as the correct way to perceive, think, and feel..." (p. 4). As Ryan (2005, p. 432) puts it, culture "represents the often unwritten sense of identity, feeling part of an organization. It provides the 'glue' and understanding in that it can help individual members make sense of events and change activities."

Organizational culture mainly relates to values which have been termed "embedded codes" (Branson, 2007, p. 382) – even if these might be contested. Beyer and Nino (2001) assert that culture both engenders emotions and provides for their expression in socially accepted ways and that culture acts as the "glue" that binds people in an organization. According to Van Maanen and Kunda (1989, p. 46), "any attempt to manage culture is therefore also an attempt to manage emotions." Focusing on the affective process Schein (2004, p. 11) contends that one of the factors that contributes to the development of culture is the "emotional intensity of the actual historical experiences" organizational or group members have shared.

Organizational culture can be considered, at least partly, as an emotional phenomenon (Griseri, 1998; Trice & Beyer, 1993). It highlights the importance of emotional intelligence within an organization, because in the context of organizational culture the attention may be focused on broader patterns of feelings or on emotions in a more restricted nature, for example, involving self-control and the reduction of pressure through socialization and symbols (Alvesson, 2002; Tolmats & Reino, 2006). It is important for management to come to accept that emotions are a natural part of organizational culture and organizational change.

Since the performance of organizations depends heavily on the middle management structure, we consider it very important to examine the fit of the existing and desirable organizational culture from the point of view of middle managers. This may have a serious influence on various organizational outcomes, including a particularly important one – manager's job satisfaction (Bretz & Judge, 1994). Today's economy demands a higher level of inter-relationships between employees, their mutual understanding, as well as greater productivity from all. The corporate world has begun to recognize the importance of these relationships and their emphasis has led to the increased significance of employees' emotional intelligence abilities. In the workplace, this ability can greatly enhance interpersonal communication and people skills (Mayer, Salovey, & Caruso, 2004; Weisinger, 1998). It is important to understand how emotional intelligence can be utilised in the workplace in order to shape organizational culture in the most productive way. As leaders worldwide are discovering, attention to emotions has been shown to save time, expand opportunities, and focus energy for better results (Cooper & Sawaf, 1997).

The GLOBE project organizational culture dimensions

Recent research by the GLOBE project extends Hofstede's assessment and offers a broader understanding for today's managers (House, Javidan, Ranges, & Dorfman, 2002). The GLOBE (Global Leadership and Organizational Behaviour Effectiveness) project used data collected from 18000 managers in 62 countries to identify 9 dimensions that explain cultural differences on national and organizational levels, including those identified by Hofstede (1980). The GLOBE study found that there are the following nine organizational cultural dimensions (House, Javidan, Ranges, & Dorfman, 2002):

- **Uncertainty avoidance:** This dimension is considered as the degree to which the members of a society or organization feel uncomfortable with uncertainty and ambiguity.
- **Future orientation:** This dimension refers to the extent to which a society or an organization encourages and rewards planning for the future over

the short term, results and instant gratification.

- **Power distance:** This dimension refers to the degree to which people in society or employees in an organization expect and accept equality or inequality in work relationships.

- **In-group collectivism:** This dimension looks at the degree to which individuals take pride in being the members of a family, a close circle of friends, a team, or an organization.

- **Humane orientation:** This dimension refers to the degree to which a society or an organization encourages and rewards people for being fair, altruistic, generous, and caring. A country with high humane orientation places high value on helping others and being kind. A country positioned low on this orientation expects people to take care of themselves. Self-enhancement and gratification are of high importance.

- **Performance orientation:** A society or an organization with high performance orientation places high emphasis on performance and rewards people for performance improvements and excellence. Low performance orientation means people pay less attention to performance and more attention to loyalty, belonging and background.

- **Institutional collectivism:** This term is defined as the degree to which institutions such as schools, businesses and other organizations encourage a tightly knit collectivist environment in which people are an important part of a group or not, such as in a highly individualistic society.

- **Gender differentiation:** This dimension refers to the extent to which a society or an organization maximizes gender role differences. In countries or organizations with low gender differentiation such as Denmark, women typically have a higher status and stronger influence on decision making processes. Countries with high gender differentiation assign men higher social, political and economic status.

- **Assertiveness:** This dimension refers to the degree to which the individuals in a society are confrontational and aggressive in social relationships. Similar to masculinity, assertive societies are 'masculine' and emphasize assertiveness, toughness, material things and lack of care for others.

Hofstede (2001) pointed out that all organizations are embedded within the societal culture, which is likely to have an ambient influence on the organizations embedded within it. He demonstrated the utility of applying more general cultural theory to the study of organizational cultures. Hofstede (2001) also investigated cultural dimensions in some former Yugoslav republics (Slovenia, Croatia and Serbia). According to his findings power distance (76) and uncertainty avoidance (88) indexes in these republics were very high, while those of individualism (27) and masculinity (21) were very low. After Hofstede's investigations of national culture dimensions, Serbia, like other former Yugoslav republics, went through a

process of many political and economic changes. With the exception of Slovenia, there is a distinct lack of research into how these changes have instigated changes in national and organizational cultural dimensions in all other republics of the former Yugoslavia.

Emotional intelligence

Organizational changes are important part of organizational psychology and many authors investigated the role of emotional intelligence and other personality variables on attitudes toward organizational changes (Judge, Thoresen, Pucik, & Welbourne, 1990; Mossholder, Seton, Armenakis, & Harris, 2000; Vakola, Tsaousis, & Nikolaou, 2004; Wanberg & Banas, 2000). There is a considerable body of research suggesting that a person's ability to perceive, identify, and manage emotion provides the basis for the kinds of social and emotional competencies that are important for success in almost any job. As the pace of change increases and the world of work makes greater demands on a person's cognitive, emotional, and physical resources, this particular set of abilities will become increasingly important (Cherniss, 2000).

As described by Weisinger (1998), emotional intelligence involves the intelligent use of emotions: you intentionally make your emotions work for you by using them to help guide your behaviour and thinking in ways that enhance your results. Although the names vary depending upon the researcher (Epstein, 1998; Goleman, 1995; Salovey & Mayer 1990; Weisinger, 1998) the dimensions of emotional intelligence can be broken down into two main categories: interpersonal (empathy and perceiving others' emotions) and intrapersonal (self-awareness, self-regulation, and self-motivation):

- Self-awareness competencies involve emotional awareness, accurate self-assessment and self confidence.
- Self-management include the following competencies: self-control, trustworthiness, conscientiousness, adaptability and innovation).
- Self motivation involves achievement drive, commitment, initiative, and optimism.
- Empathy involves understanding others, developing others, social orientation, leveraging diversity and political awareness.
- Social skills includes influence, communication, conflict management, change catalyst, building bonds, collaboration and cooperation and team capabilities i.e., creating group synergy in pursuing collective goals (Weisinger, 1998).

Feichtinger and Fink (1998) claim that the cultural processes and features in transition countries which are usually attributed to the communist heritage are in fact the result of collective culture shock. The level of managers' flexibility

in understanding the reasons behind employee stress depends greatly on the level of their emotional intelligence. A manager with a high level of emotional intelligence is able to avoid the unconstructive consequences of stress (Cooper & Sawaf, 1997).

In business, Emotional Quotient programs should be used to build organizational capacity for bringing out the best in people and forming powerful workplace relationships. This helps to increase engagement, trust and integrity in building more effective teams, to retain great employees and effectively manage change. People managing skills are of unique importance for the creation of effective management and leadership, and emotional intelligence as “the subset of social intelligence” (Salovey & Mayer, 1990) may be the most critical component of this class of skills. Hence, having middle managers with high emotional intelligence is a necessity for attaining sustainable results. On the other side, the successful selection and retention of a manager with high emotional intelligence depends on a good cultural fit, i.e. on the cultural fit between “as it is” and “as it should be” organizational culture dimensions.

The person–organization (PO) fit approach

It has long been recognized that human behavior is a function of the person and the environment. In organizational psychology, the person-organization (PO) fit perspective has become increasingly important. PO fit is defined as the compatibility that occurs when personal and situational characteristics are well matched (Schneider, 2001). Theories that have dominated PO fit research in organizational psychology such as the theory of work adjustment – TWA (Dawis & Lofquist, 1984) and the attraction-selection-attrition framework – ASA (Schneider et al., 1995), propose that the degree of fit between people and their environment is positively related to important individual outcomes. In the late 1980s and early 1990s PO fit gained further prominence in organizational psychology literature. This was in part because of the growing recognition of the importance of organizational cultures (Rogelberg, 2007). On the other hand, in the article written by Jordan, Ashkanasy, and Daus (2008) in the *The Oxford Handbook of Personnel Psychology*, the authors advocate advancing research into emotional intelligence in the area of personnel psychology, focusing in particular on the need for emotional intelligence research to be extended to cover macro-organizational variables such as culture and climate.

Ashkanasy and Daus (2002) provided a set of guidelines for emotionally healthy organizations which includes selecting employees for their emotional sensitivity, training them in emotional intelligence and the healthy expression of emotion, creating a positive and friendly emotional climate, and if need be, changing the culture. The results obtained by Judge and Cable (1997) suggested

that the Big Five personality traits (neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness) were related to hypothesized dimensions of organizational culture preferences. Similar results were obtained by Radovanović and Okanović (2008) where organizational culture dimensions are taken from (O'Reilly et al., 1991). In Tolmats and Reino (2006) the authors investigated the relationships between emotional intelligence dimensions and perceived organizational culture dimensions.

Research hypotheses

Our first research interest was to establish the existence of a bad cultural fit in Serbian organizations. The expectation of a bad cultural fit between perceived and desirable organizational culture is based on the empirical evidence collected by Bakacsi (1999) in a transition country. After establishing a bad cultural fit we will investigate the influence of the emotional intelligence abilities as predictors on the desirable organizational culture dimensions.

Hence, we posed the following hypotheses. Hypothesis 1: There is the so called "pendulum effect" i.e. statistically significant differences between "as it is" and "as it should be" indices of GLOBE organizational culture among middle managers in Serbia. Hypothesis 2: Emotional intelligence abilities are statistically significant predictors of "as it should be" GLOBE organizational culture dimensions.

Method

Sample

The sample consists of middle managers as it was the case in all papers related to GLOBE project. The employees (320 middle managers) were approached by the authors during 2011 and 2012 and asked if they would be willing to complete a set of questions. If the participants agreed to be part of the study (224 out of 320), they were provided with a written explanation of their rights as participants in the study and by completing the questionnaire they gave their consent. The sample includes 110 males and 114 females and their tenure is distributed in the following way: 16% have worked for less than 10 years, 61% have worked between 10 and 20 years and 23% for more than 20 years.

The middle managers from the sample were from 131 organizations from the food processing, telecommunications, and financial sectors, hence the same industries as those included in the GLOBE study. Our data were not collected as part of the GLOBE study, but as a separate country study later on.

Measures

Global Leadership and Organizational Behaviour Effectiveness Project Questionnaires (GLOBE: Dorfman & Hanges, 1998). We used the GLOBE project “as it is” and “as it should be” parts of the instrument for measuring the organizational culture dimensions. The GLOBE questionnaire consists of 34 items and the answers are measured on a 7-point Likert scale. These instruments measure nine organizational culture dimensions: Performance orientation, Future orientation, Gender egalitarianism, Assertiveness, Institutional collectivism, In-group collectivism, Power distance, Humane orientation and Uncertainty avoidance.

Emotional Intelligence at Work (EIW: Weisinger, 1998). The EIW consists of five items for each dimension of emotional competencies, starting with “you have the ability to” (the range of responses is from 1 = *I don't agree at all* to 5 = *I completely agree*). Some items are: “associate physical cues with emotions”, “know when you become defensive”, “know what senses you are currently using” (for Self-awareness); “know when you are angry”, “know when you are thinking negatively”, “relax when under pressure” (for Managing emotions); “regroup quickly after a setback”, “follow words with actions”, “produce high energy when doing uninteresting work” (for Self-motivation); “know the impact of your behaviour on others”, “recognize when others are distressed”, “help others manage their emotions” (for Empathy); and “develop consensus with others”, “make others feel good”, “provide advice and support to others” (for Social skills).

Results

Descriptive statistics for GLOBE organizational culture dimensions

From Table 1 we see that the Power distance “as it is” dimension has the greatest value in respect to the other “as it is” dimensions which can be interpreted as an indicator of a high bureaucratic management structure in Serbian organizations. On the other hand, the “as it should be” Power distance dimension has a very low value (3.20) which is an indicator for a strong need for organizational changes toward a lower value of the Power distance dimension. Similarly, a strong need for organizational changes exist with respect to the Gender egalitarianism, Assertiveness and Performance orientation dimensions.

Table 1

Mean values, standard deviations and reliability for the GLOBE organizational culture dimensions "as it is" and "as it should be"

GLOBE organizational culture dimension	"As it is" organizational culture dimensions		"As it should be" organizational culture dimensions	
	<i>M (SD)</i>	α	<i>M (SD)</i>	α
Uncertainty avoidance	3.80 (1.34)	.66	4.90 (0.96)	.62
Future oriented	4.31 (1.63)	.67	6.04 (1.18)	.71
Power distance	4.80 (1.43)	.65	3.20 (1.18)	.68
Institutional collectivism	3.82 (1.36)	.69	4.67 (1.10)	.70
Humane orientation	4.22 (1.42)	.64	5.60 (0.80)	.69
Performance orientation	3.94 (1.37)	.71	6.18 (0.68)	.68
In-group collectivism	4.56 (1.19)	.65	5.65 (0.76)	.62
Gender egalitarianism	2.93 (1.21)	.62	4.83 (0.93)	.65
Assertiveness	3.77 (1.09)	.63	2.86 (0.97)	.64

Descriptive statistics for EIW competencies

From Table 2 we see that the lowest value of EIW competencies is the value for Empathy and the greatest value of EIW competencies is the value for Social capability.

Table 2

Mean values, standard deviations and reliability for EIW competencies

EIW abilities	<i>M</i>	<i>SD</i>	α
Self-awareness	4.01	0.67	.84
Managing emotions	3.79	0.70	.81
Self-motivation	3.99	0.67	.83
Empathy	3.74	0.68	.81
Social capability	4.06	0.65	.82

Differences between "as it is" and "as it should be" for all GLOBE dimensions

Using *t*-test we found differences between all "as it is" and "as it should be" means for all GLOBE organizational culture dimensions to be significant (Table 3). All differences, excepting Institutional collectivism, reflect large effects, whereas the Institutional collectivism difference reflects an effect of medium size according to the Cohen's rule. From Table 3 we can conclude that all the GLOBE organizational culture dimensions „as it is“ are statistically less than the corresponding dimensions „as it should be“ except for the Power distance dimension „as it is“, which is statistically greater than the Power distance

dimension „as it should be“.

Table 3

Paired samples t-test for the differences in the means for GLOBE cultural dimensions “as it is” and “as it should be”

Cultural dimension	<i>t</i> (223)	Cohen's <i>d</i>
Uncertainty avoidance	-10.19	-0.94
Future orientation	-14.44*	-1.21
Power distance	12.12*	1.22
Institutional collectivism	-7.88*	-0.68
Humane orientation	-12.99*	-1.19
Performance orientation	-22.20*	-2.07
In-group collectivism	-12.51*	-1.09
Gender egalitarianism	-19.96*	-1.76
Assertiveness	10.20*	0.88

* $p < .05$.

Correlation between “as it should be” GLOBE dimensions and EIW competencies

Since we are interested only for the predictive values of EIW competencies on “as it should be” organizational culture dimensions we give in Table 4 only Pearson correlation coefficients between “as it should be” GLOBE dimensions and EIW competencies.

Table 4

Pearson correlation coefficients between “as it should be” GLOBE dimensions and EIW competencies

EIW competencies	GLOBE organizational culture dimensions “as it should be”								
	UA	FO	PD	IC	HO	PO	GC	GE	A
Self-awareness	.18**	.01	.06	.08	.10	.05	.10	.05	-.11
Managing emotions	.24**	.09	.02	.02	.13	.14*	.10	-.02	-.06
Self-motivation	.13	.13*	.06	.15*	.08	.14*	.18**	.02	.17*
Empathy	.21**	.07	-.02	.09	.07	.21**	.16*	.01	.04
Social capability	.20**	.01	-.01	.07	.03	.14*	.16*	.10	.02

Note. UA = Uncertainty avoidance; FO = Future orientation; PD = Power distance; IC = Institutional collectivism; HO = Humane orientation; PO = Performance orientation; GC = In-group collectivism; GE = Gender egalitarianism; A = Assertiveness.

* $p < .05$. ** $p < .01$.

From Table 4 we see that “as it should be” Uncertainty avoidance dimension is positively correlated with Self-awareness, Managing emotions, Empathy and Social capability; “as it should be” Future orientation dimension is positively correlated with Self-motivation; “as it should be” Institutional collectivism

dimension is positively correlated with Self-motivation; “as it should be” Performance orientation dimension is positively correlated with Managing emotions, Self-motivation and Empathy; “as it should be” In-group collectivism dimension is positively correlated with Self-motivation, Empathy and Social capability and “as it should be” Assertiveness dimension is positively correlated with Self-motivation.

Prediction of GLOBE cultural dimensions “as it should be” based on EIW competencies

In Table 5 we give only those regression equations with EIW competencies as predictors and some GLOBE „as it should be“ dimensions as criterion variables where there exists at least one beta coefficient which is significantly different from 0.

Table 5

Regression equations with EIW competencies as predictors and GLOBE dimensions “as it should be” as separate criterion

	Predictors	GLOBE organizational culture dimensions “as it should be”					
		UA	FO	IC	PO	GE	A
Model 1	Gender	.05	.11	-.06	-.07	.28*	-.11
	Gender	-.02	.10	-.07	-.07	.26*	.13
	Self-awareness	-.04	-.25	.07	-.34*	.26*	.18
	Managing emotions	.29*	.10	-.25*	.17	-.19	.16
Model 2	Self-motivation	-.20	.28*	.31*	.11	.09	.16*
	Empathy	.09	.13	.07	.27*	.19	.15
	Social capability	.12	-.16	-.10	-.01	-.36*	.17
R^2		.08	.06	.05	.08	.13	.09
F		3.01**	2.44*	2.28*	3.24**	5.35**	3.63**

Note. UA = Uncertainty avoidance; FO = Future orientation; PD = Power distance; IC = Institutional collectivism; HO = Humane orientation; PO = Performance orientation; GC = In-group collectivism; GE = Gender egalitarianism; A = Assertiveness.

* $p < .05$. ** $p < .01$.

From Table 5 we can notice that GLOBE dimension Uncertainty avoidance is the best predicted by the Managing emotions, Future orientation is the best predicted by the Self-motivation, Institutional collectivism is the best predicted by the Self-motivation and Managing emotions, Performance orientation is the best predicted by the Empathy and Self-awareness, Gender egalitarianism is the best predicted by gender and Self-awareness and Social capability, and Assertiveness

is the best predicted by the Self-motivation. In terms of GLOBE values, “as they should be” in Serbian organizations, the three emotional competencies with the were the best predictors - Performance orientation, Gender egalitarianism (including gender as a predictor) and Assertiveness.

Discussion

We see from the “it should be” part of GLOBE questionnaire results that middle managers in the organizations under investigation are more willing to question existing power distance in the management hierarchy (low power distance value index), that they are willing to take risks and adapt to the challenges of a free market (high performance orientation value index), and more disposed to taking the longer perspective in their businesses (high future orientation value index). Middle managers in Serbian organizations have a high level of preference toward human orientation and both types of collectivism which may be a useful quality in any promotion of team-work within an organization. Comparing the perceived and desirable GLOBE organizational culture indices, we encountered the so called “pendulum effect”, i.e. a substantial contrast between the “as it is” and “as it should be” indices, which is in accordance with previous findings from Bakacsi (1999). The desired values were found to be significantly different from the existing values for all GLOBE dimensions. These changes can also be expected in the CE countries cluster, which should be seen as a change in the right direction (Pučko & Čater, 2011).

What is a surprise in a certain sense is the high mean score for “as it should be” uncertainty avoidance. Future managers in Serbia (the same as in Slovenia) have an expectation of a higher level of uncertainty avoidance which goes against the trend of harmonization with the global market. People in cultures with high uncertainty avoidance tend to minimize the occurrence of unknown and unusual circumstances, and they are ready to proceed with gradual changes, relying on step-by-step planning and on the implementation of new rules, laws and regulations.

The specific conditions of the transition in Serbia may serve as a partial explanation for this high level of organizational uncertainty avoidance preference. Middle managers who work in state enterprises are aware that in these enterprises the chances of their contributing to positive organizational changes are significantly blocked from the top management side. Namely, at this moment in Serbia’s economic development top managers are most commonly appointed by political structures. The repeated rejection of middle managers’ initiatives by top management and the unpredictability of their decisions may create an organizational culture of high uncertainty that is not due to strategic initiatives, but rather the result of reluctance in the choice of directions for

further development.

We obtained the result that “as it should be” uncertainty avoidance is best predicted by the EIW dimension of managing emotions. Managers who are highly skilled in managing emotions are fully aware of their own feelings when unpredictable conditions bring a high degree of uncertainty. Hence, they have preferences toward a high level of uncertainty avoidance. Managers self-motivation is the best predictor of the organizational culture dimension of “as it should be” future orientation. In spite of the fact that the social circumstances related to economic instability may be characterized by a high degree of uncertainty, both locally and globally, the category of managers with a higher level of self-motivation believe that such a situation can serve as a challenge to undertake organizational changes. Their ability to intensify motivation for work helps them to create the belief that a successful change toward a higher level of future orientation is both necessary and possible.

We found self-motivation to be the best predictor of “as it should be” institutional collectivism values. One of the characteristics of organizations oriented toward organizational institutional collectivism is that employees believe they are highly connected with the organization, group loyalty is encouraged even at the expense of individual goals, the reward system is based on the principles of fairness, and the decision-making process is characterized by employee participation. Middle-managers who are highly self-motivated to perform tasks are interested in encouraging employees to participate in decision making. The exchange of ideas between managers and employees, which is easier under conditions of high institutional collectivism, can open up new ways for solving work tasks which has a good fit with the ability of middle managers who are highly self-motivated to intensify the will to perform tasks. Hence, such middle managers have a preference toward institutional collectivism orientation. On the other hand, employees know that such managers back up their promises with deeds, which can further motivate the employees to participate in the decision making process. All this contributes to preferences toward a high degree of “as it should be” institutional collectivism values. In organizations with a high level of individualism (i.e. a low level of collectivism) employees freely express their personal opinions, and ask personal questions without any fear of possible consequences and such an organizational culture has a good fit with a high level of managing emotions.

Empathy and self-awareness are the best predictors of “as it should be” performance orientation values. One of the characteristics of organizational performance orientation is the need for frequent feedback information in order to improve the work performance of employees. High unemployment rates mean that employees in organizations in Serbia are under stress due to the potential loss of jobs, which further increases in organizations with a high degree of

performance orientation. Middle managers with a high level of empathy recognize when stress is present in employees, are engaged in close conversations with employees (one of the items for empathy), show empathy towards them and help others to manage their emotions. Such an ability fitted well with the need for organizations to maintain high levels of employee performance. Namely, Lazarus and Folkman (1984) suggested that stress reduces performance through its influence on the personal appraisal process. Threat stressors share a negative relationship with performance and lead to behavioural withdrawal, whereas challenge resources are positively related to performance and facilitate approach-oriented behaviours.

Threat stressors debilitate performance by rerouting an employee's emotional and cognitive work-related performance resources toward work-related coping (Gilboa et al., 2008). The net result of this resource reallocation is behavioural withdrawal and reduced performance (Hobfoll & Shirom, 2000). A strong interpersonal network provides a safety net that can be relied upon during times of resource fatigue or loss (Hobfoll & Shirom, 2000). In the absence of alternative resources, a strong social network represents an additional pool that an employee can draw upon in times of stress to facilitate resource gain that can be used to buffer against stress (Hobfoll & Shirom, 2000). A high level of empathy represents one such interpersonal support resource that can be used to reduce the negative effect of work-related stress. Managers with a lower degree of self-awareness prefer a higher degree of performance orientation which provides a reward system which rewards innovative results. Such an organizational culture helps managers to reduce anger (one of the items in the questionnaire for self-awareness is the brief presence of anger) in situations where there are clear reasons for any reduction in salary.

Results shown that gender, self-awareness and social capability (negative beta coefficient) are the best predictors of the "as it should be" gender egalitarianism values. Female middle managers show a preference toward a more gender egalitarian organizational culture. Middle managers who have a high level of self-awareness are aware of the possible emotional consequences of organizational gender inequality and they prefer a high level of organizational gender egalitarianism as a measure of protection from such consequences. Middle managers with a high level of social capability do not prefer a higher level of organizational gender egalitarianism because they are convinced of their ability to solve problems related to gender inequality through open communicational channels.

We found self-motivation to be the best predictor of the "as it should be" assertiveness values. A preference toward a high assertive organizational culture means that employees should be more competitive, the language they use should be more straightforward and stern, and conflict and confrontational debate must

be acceptable in the organization. Managers who display a high degree of self-motivation have a strong need for autonomy and competence, which makes them prepared to take care of themselves in an assertive way.

The relationship between EI dimensions and Globe “as it should be” values is relatively weak and the addition of some moderators or mediators in our regression models such as, for example, the job satisfaction of middle managers or the quality of their relationships with leaders (LMX construct) may help in the improvement of predictive values of our regression models.

Conclusion and practical implications

The overall picture of today’s Serbian manager would suggest a person who is more willing to question any power distance in the management hierarchy (low power distance value index), willing to take risks and adapt to the demands of a free market (high performance orientation value index), and more disposed to taking the long view (high future orientation value index). Middle managers in Serbian organizations have a high level of preference toward human orientation and collectivism which may be a good predictor for team-work. Western managers seeking to do business in Serbia must be aware of the gap between the old (“as it is” values) and new values system (“as it should be” values) in order to fully adjust to the management praxis and organizational culture values of the management structure. A very important task for top management will be to adjust organizational culture to the preferences of middle managers, especially to those managers who have a high level of emotional intelligence and the potential to be successful agents for organizational changes. Those companies that are able to achieve a congruent fit between individual work values and organizational culture practice may benefit from higher worker satisfaction, longer tenure and greater loyalty. Emotional intelligence affects interpersonal facilitation, because managers with a high level of emotional intelligence are more capable of demonstrating patience with co-workers as well as influencing others which may help them to increase their level of satisfaction with co-workers. By demonstrating favorable emotions at work, consistent with those with a high level of emotional intelligence, managers obtain a greater allocation of rewards for others, which is one of the most important factors for achieving a competitive advantage. Hence, it is important for human resource management to increase the emotional intelligence of middle managers and at the same time to adjust organizational culture to the preferences of middle managers for lower power distance and higher future, performance and human orientation and both types of collectivism. Since we use for both questionnaires self reports of middle managers an influence of common method bias can not be excluded. Hence, it would be interesting to investigate the relationships between emotional

intelligence and GLOBE organizational culture dimensions „as it should be“ when EIW dimensions would be measured by peers. The specific conditions of the transition in Serbia may serve as a partial explanation for the obtained results and it would be interesting to investigate the predictive value of emotional intelligence abilities for desirable GLOBE organizational culture dimensions.

Acknowledgement

We are very thankful to the reviewers and Prof. Dr. Nebojša Majstorović for their valuable suggestions related to our paper.

References

- Alvesson, M. (2002). *Understanding organizational culture*. London: Sage Publications.
- Ashkanasy, N. M., & Daus, C. S. (2002). Emotion in the workplace: The new challenge for managers. *Academy of Management Executive*, 16, 76–86.
- Bakacsi, G. (1999). The Pendulum effect: Culture, transition, learning. In C. Makó & C. Warhurst (Eds.), *The management and organisation of firm in the global context* (pp. 111–118). Budapest: University of Gödöllő and University of Economic Sciences.
- Beyer, J., & Nino, D. (2001). Culture as a source, expression and reinforcer of emotions in organizations. In R. Payne & C. Cooper (Eds.), *Emotions at work: Theory, research and applications for management* (pp. 173–197). Chichester, UK: John Wiley and Sons.
- Branson, C. M. (2007). Achieving organizational change through values alignment. *Journal of Educational Administration*, 46, 376–395.
- Bretz, R., & Judge, T. (1994). Person-organization fit and the theory of work adjustment: Implications for satisfaction, tenure, and career success. *Journal of Vocational Behavior*, 44, 32–54.
- Cherniss, C. (2000, April). *Emotional intelligence: What it is and why it matters*. Paper presented at the Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Cooper, R. K., & Sawaf, A. (1997). *Executive EQ: Emotional intelligence in leaders and organizations*. NY: Grosset/Putnam.
- Dawis, R. V., & Lofquist, L. H. (1984). *A psychological theory of work adjustment*. Minneapolis, MN: University of Minnesota Press.
- Dorfman, P. W., & Hanges, P. J. (1998, August). *Questionnaire scale development and methodological issues in GLOBE*. Paper presented at the 1998 conference of the Academy of Management Association, San Diego, CA.
- Epstein, S. (1998). *Constructive thinking: The key to emotional intelligence*.

California: Praeger.

- Feichtinger, C., & Fink, G. (1998). The collective culture shock in transition countries – theoretical and empirical implications. *Leadership & Organization Development Journal*, 19, 302–308.
- Gilboa, S., Shirom, A., Fried, Y., & Cooper, C. (2008). A meta-analysis of work demand stressors and job performance: Examining main and moderating effects. *Personnel Psychology*, 61, 227–271.
- Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ for character health and lifelong achievement*. New York, NY: Bantman Press.
- Griseri, P. (1998). *Managing values: Ethical change in organizations*. London: Macmillan Business.
- Hobfoll, S. E., & Shirom, A. (2000). Conservation of resources theory: Applications to stress and management in the workplace. In R. T. Golembiewski (Ed.), *Handbook of organizational behaviour* (2nd ed.) (pp. 57–80). New York: Marcel Dekker.
- Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Beverly Hills CA: Sage Publications.
- Hofstede, G. (2001). *Culture consequences* (2nd ed.). Thousand Oaks: Sage Publications.
- House, R., Javidan, M., Hanges, P., & Dorfman, P. (2002). Understanding cultures and implicit leadership theories across the globe: An introduction to project GLOBE. *Journal of World Business*, 37, 3–10.
- Huy, Q. N. (1999). Emotional capability, emotional intelligence and radical change. *Academy of Management Review*, 24, 325–345.
- Jordan, P. J., Ashkanasy, N. M., & Daus, C. S. (2008). Emotional Intelligence: Rhetoric and Reality. In S. Cartwright & C. L. Cooper (Eds.), *Handbook of personnel psychology* (pp. 37–54). Oxford England: Oxford Univeristy Press.
- Judge, T. A., & Cable, D. M. (1997). Applicant personality, organizational culture, and organizational attraction. *Personnel Psychology*, 50, 359–394.
- Judge, T. A., Thoresen, C. J., Pucik, V., & Welbourne, T. M. (1999). Managerial coping with organizational change: a dispositional perspective. *Journal of Applied Psychology*, 84, 107–122.
- Kuljic, T. (2003). *Yugoslavia's workers self-management*. Retrieved December 26, 2013, from http://republicart.net/art/concept/alttranskuljic_en.htm
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal and coping*. New York: Springer.
- Lazic, M. (2002). Spread of value orientation among political and economical elites in Serbia. *Romanian Journal of Political Science*, 7, 67–83.
- Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings, and implications. *Psychological Inquiry*, 15, 197–215.
- Mossholder, K., Seron, R., Armenakis, A., & Harris, S. (2000). Emotion during

- organizational transformations. *Group and Organization Management*, 25, 220–243.
- O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34, 487–516.
- Pučko, D., & Čater, T. (2011). Cultural dimensions and leadership styles perceived by future managers: Differences between Slovenia and a cluster of central European countries. *Organizacija*, 44, 89–100.
- Radovanović, D. i Okanović, P. (2008). Personality traits as predictors of desirable organizational culture. *Primenjena psihologija*, 2, 61–74.
- Rogelberg, S. (2007). *Encyclopedia of industrial and organizational psychology*. SAGE Publications, Inc.
- Ryan, B. (2005). The problematic nature of organizational culture and a changing control context. *Strategic Change*, 14, 431–440.
- Salovey, P., & Mayer, J. (1990). Emotional intelligence. *Imagination, Cognition, and Personality*, 9, 185–211.
- Schein, E. (2004). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Schein, E. H. (1984). Coming to a new awareness of organizational culture. *Sloan Management Review*, 25(2), 3–16.
- Schneider, B. (2001). Fits about fit. *Applied Psychology: An International Review*, 50, 141–152.
- Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). The ASA framework: An update. *Personnel Psychology*, 48, 747–73.
- Tolmats, E., & Reino, A. (2006). Interconnections of emotional intelligence and organizational culture: based on the example of two business sectors in Estonia. In M. Vadi, A. Reino, & G. Hämmal (Eds.), *National and international aspects of organizational culture* (pp. 121–146). Tartu, Estonia: Faculty of Economics and Business Administration, University of Tartu.
- Trice, H. M., & Beyer, J. M. (1993). *The cultures of work organizations*. New Jersey: Prentice Hall.
- Vakola, M., Tsaousis, I., & Nikolaou, I. (2004). The role of emotional intelligence and personality variables on attitudes toward organizational change. *Journal of Managerial Psychology*, 19, 88–110.
- Van Maanen, J., & Kunda, G. (1989). Real feelings: Emotional expression and organizational culture. *Research in Organizational Behaviour*, 2, 43–103.
- Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology*, 85, 132–142.
- Weisinger, H. (1998). *Emotional intelligence at work*. San Francisco: Jossey-Bass.

**Olga Hadžić
Milena
Nedeljković**

Departman za geografiju,
turizam i hotelijerstvo,
Prirodno-matematički
fakultet, Univerzitet u
Novom Sadu

Milan Nikolić

Departman za
menadžment,
Tehnički fakultet,
Univerzitet u Novom
Sadu

**RELACIJE IZMEĐU GLOBE DIMENZIJA
ORGANIZACIONE KULTURE I
EMOCIONALNE INTELIGENCIJE
ZAPOSLENIH U SRPSKIM
ORGANIZACIJAMA**

Jedna od karakteristika savremenih organizacija je stalna potreba za promenama njihove organizacione kulture kao odgovor na dinamično organizaciono okruženje. Ova potreba je posebno izražena u zemljama u tranziciji koje nisu bile pripremljene na oštru tržišnu utakmicu. Stoga brojni istraživači ispituju antecedente spremnosti na promene posebno menadžera u organizacijama koji u najvećoj meri kreiraju organizacionu kulturu. Istraživanja organizacione kulture u zemljama u tranziciji zasnovana na projektu GLOBE-a ukazala su na postojanje takozvanog „pendulum efekta” odnosno statistički značajne razlike između percipirane organizacione kulture i poželjne organizacione kulture menadžera u organizacijama. Ovi rezultati ukazuju na „loše” fitovanje ličnosti i organizacije u tranzicionim zemljama uzimajući u obzir činjenicu da su organizacione vrednosti, izražene kroz poželjnu organizacionu kulturu, važan deo ukupnog vrednosnog sistema menadžera. Prisustvo diskrepancije između percipirane i poželjne organizacione kulture smanjuje zadovoljstvo poslom, kvalitet radnih performansi i organizacionu privrženost a povećava verovatnoću da najbolji menadžeri napuste organizaciju. Istraživanja su pokazala da su emocionalno inteligentni menadžeri najbolji „agenti” organizacionih promena i stoga je od naučnog i praktičnog interesa istražiti u kojoj je meri emocionalna inteligencija prediktor željene organizacione kulture. Osnovni cilj našeg istraživanja je da se utvrdi u kojoj meri je emocionalna inteligencija prediktor željene organizacione kulture prema modelu GLOBE-ovog projekta. Projekat GLOBE (Globalno liderstvo i efektivnost organizacionog ponašanja) je dvadesetogodišnji projekat koji je okupio istraživače iz 62 zemlje a istraživanje je obuhvatilo 18000 menadžera. Srbija nije bila uključena u ovaj projekat i ovo je jedno od prvih istraživanja u našoj zemlji koje treba da popuni ovu prazninu. Višegodišnjim

istraživanjem učesnika u projektu GLOBE je identifikovano 9 dimenzija organizacione kulture, među kojima su i one koje u određenoj meri uopštavaju poznate dimenzije organizacione kulture uvedene od strane Hofstede. Uzorak našeg istraživanja čini 224 srednjih menadžera iz 131 organizacije u Srbiji a rezultati pokazuju da ovi menadžeri preferiraju niži stepen distance moći i viši stepen orijentacije ka performansama, ka ljudima, ka budućnosti, izbegavanja neizvesnosti i institucionalnog i grupnog kolektivismu. Hijerarhijska regresiona analiza je pokazala da je upravljanje emocijama najbolji prediktor izbegavanja neizvesnosti, samomotivacija je najbolji prediktor orijentacije ka budućnosti, upravljanje emocijama i samomotivacija su najbolji prediktori institucionalnog kolektivismu, empatija i samosvest su najbolji prediktori performansne orijentacije, pol, samosvest i socijalne sposobnosti su najbolji prediktori organizacione ravnopravnosti polova a samomotivacija je najbolji prediktor asertivnosti. Dobijeni rezultati mogu biti korišćeni prilikom organizacionih promena koje treba da pomognu u zadržavanju emocionalno inteligentnih menadžera i razvoju njihove karijere, kao i prilikom selekcije menadžera.

Ključne reči: organizaciona kultura, emocionalna inteligencija, tranzicija