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Violeta Gligorovski
Faculty of Economics – Prilep, University "St.Kliment Ohridski"
Bitola, Republic of North Macedonia

e-mail: violeta.gligorovski@uklo.edu.mk

Monika Angelsoka-Dichovska
Faculty of Economics – Prilep, University "St.Kliment Ohridski"
Bitola, Republic of North Macedonia

e-mail: monika.angeloska@uklo.edu.mk

Dejan Zdraveski
Faculty of Economics – Prilep, University "St.Kliment Ohridski"
Bitola, Republic of North Macedonia

e-mail: dejan.zdraveski@uklo.edu.mk

Margarita Janeska
Faculty of Economics – Prilep, University "St.Kliment Ohridski"
Bitola, Republic of North Macedonia

e-mail: margarita.janeska@uklo.edu.mk

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MANAGER'S EMOTIONAL INTELLIGENCE: IMPACT ON BUSINESS PERFORMANCE AND DECISION-MAKING

Abstract: Workplace is characterized by significant diversity, dynamism, varied teams, and rapid decision-making, which requires mindful awareness and calmness in interpersonal relationships. Therefore, the use of emotional intelligence elements (self-awareness, self-regulation, empathy, social skills, and motivation) are essential for both understanding and implementation by managers and employees. Managers play a crucial role in the problem-solving process, where emotional intelligence is essential, as emotions influence every phase - from the first recognition of an issue to the choices, assessments, and measures taken to resolve it.
The subject of this study is the impact of emotional intelligence on managers and their business decision-making. The aim of this paper is to examine the application of emotional intelligence elements in the management practices of Macedonian companies and to analyze their dependence on specific variables. A survey method was employed using closed-ended questions and a Likert scale. The anonymous questionnaire was created using Google Forms and distributed via email to 220 companies, obtaining responses from 62 respondents. Descriptive statistics, including the calculation of the arithmetic mean and standard deviation, as well as the χ^2 -test, were applied in data processing. The collected responses were analyzed using Microsoft Excel and SPSS software.
The majority of managers indicated that elements of emotional intelligence have a significant impact on business operations and play a crucial role in decision-making. Specifically, the findings confirm that the impact of emotional intelligence elements on business performance and decision-making depends on the work experience of the managers.
Keywords: emotional intelligence, managers, business decision-making, Macedonian companies.

1. INTRODUCTION

Today's fast-paced and complex lifestyle affects both personal and professional aspects of life, increasing the need for emotional awareness and intelligent decision-making. Emotions are ever-present in business operations, shaping interactions, influencing decisions, and impacting overall performance. However, these emotions can have varying

effects on the performance of daily tasks, either enhancing or hindering productivity. Emotional intelligence is becoming a necessity that must be practiced in diversity in work environments, filled with challenges. Hence, emotional intelligence plays a crucial role for both managers and employees, as it enhances decision-making, fosters effective communication, and drives workplace success. When employees are in a positive mood, their productivity increases due to enhanced efficacy and flexibility, which, in turn, improves decision-making skills. Conversely, negative emotions such as anger and anxiety can hinder the mind's ability to process information effectively. Additionally, a negative organizational climate can further contribute to unfavorable outcomes (Prins, Niekerk & Weyers, 2018). Managers who spread negativity hinder business success, while those who cultivate and share positive energy foster a more productive and thriving organization. Emotional intelligence acts an important psychological factor, significantly influencing employees' abilities, engagement, and overall performance (Anyim, Ilesanmi, 2019).

A manager is ultimately responsible for the performance of their subordinates or team, using formal authority, rules, policies, and procedures to drive results. However, this responsibility should encourages managers to apply the right emotional intelligence skills to effectively motivate, coordinate, and guide their team towards organizational performance. Emotional intelligence is a dynamic trait in both leaders and organizations, and it can be developed by actively cultivating key emotional competencies. Emotional intelligence encompasses both personal and social competencies, each requiring continuous development. Personal competencies involve self-management and self-awareness, while social competencies focus on effectively managing relationships and social awareness (Goleman, Boyatzis, McKee, 2013). By mastering these skills, managers can enhance their performance, build stronger relationships, and achieve greater success in their professional work (Singh, 2006).

Emotional intelligence plays a essential role in shaping decision-making processes, especially for managers who face choices that can significantly impact their organizations. Developing emotional intelligence enables managers to better understand and regulate their own emotions while recognizing and empathizing with the emotions of others. This, in turn, leads to more balanced, informed, and effective decision-making, ultimately driving business success (Gligorovski, Angeloska-Dichovska., Janeska & Zdraveski, 2024)

The theoretical framework of this research focuses on emotional intelligence and the importance of its awareness and application, particularly among managers, to support effective decision-making and enhance organizational performance by achieving business goals and objectives. Section 2 examines the key elements of emotional intelligence, highlighting it as a interrelated competencies and abilities that can be developed and enhanced over time. Section 3 presents the empirical research findings on the application of emotional intelligence among managers in Macedonian companies included in the survey. This section details the research methodology, data collection, and analysis, followed by an overview of the surveyed companies, descriptive statistics, and hypothesis testing results. The final section provides concluding insights, recommendations, and acknowledges the study's limitations.

2. EMOTIONAL INTELLIGENCE FOR EFFECTIVE MANAGEMENT

Emotional intelligence is the "ability to monitor one's own and others' feelings and emotions", enabling informed decision-making and effective actions (Salovey & Mayer, 1990, p. 189). Goleman defines emotional competency as a "learned capability based on emotional intelligence that results in outstanding performance" (Cherniss, Goleman, 2001). This competency can be developed through awareness, practice, and persistence in its application. Its effective use positively impacts workplace activities and overall performance. Namely, Goleman (1995) and Salovey and Mayer (1990) assert that emotional intelligence is not a static or inherent trait but rather a malleable skill that can be cultivated and enhanced through deliberate practice and constructive feedback (Antonopoulou, 2024). As Drigas and Papoutsi (2018) state, "emotional intelligence is the rudder for feeling, thinking, learning, problem-solving, and decision-making".

Suman (2022) elaborates that manager's emotional intelligence in organizational efficiency is gaining increasing attention and an organization's effectiveness can be evaluated based on how it handles issues related to leadership, interpersonal relationships, communication, and relationships with other organisations. Cherniss (2001) highlights the critical role of emotional intelligence in managerial decision-making and its contribution to achieving organizational effectiveness. Therefore, any factor influencing organizational effectiveness is ultimately shaped by emotional intelligence. He provides a detailed overview of the areas where emotional intelligence has a significant impact, such as: employee recruitment and retention; development of talent; teamwork; employee commitment; morale, and health; innovation; productivity; efficiency; sales; revenues; quality of service; customer loyalty; and client or student outcomes.

Managing emotions in the decision-making process requires a focus on the following (Singh, 2006): recognizing and understanding your own emotions, becoming an emotional "winner," practicing empathy towards others, building high self-esteem, managing stress, controlling anger, enhancing the ability to influence others, and more. Caruso and Salovey (2004) outline an intelligent approach to emotions that managers should adopt, offering detailed guidelines that include developing the following skills: identifying emotions, or "reading people"; using emotions to guide the thinking and reasoning of others; understanding emotions to predict future emotional responses; and managing emotions by integrating them thoughtfully into decision-making. In fact, emotional intelligence consists of five components (Goleman, 1998; Rahim, & Psenicka, 2002):

- *Self-awareness* as a component of emotional intelligence means recognizing and understanding one's own emotions, moods, and impulses, including their underlying causes. It also encompasses an awareness of how these feelings impact others.
- *Self-regulation* is ability to keep one's own emotions and impulses in check, to remain calm in potentially volatile situations, and to maintain composure irrespective of one's emotions.
- *Motivation* is ability to stay committed to goals despite setbacks, to be driven by the hope of success rather than the fear of failure, to practice delayed gratification, and to embrace change in pursuit of achieving those goals.
- *Empathy* is the ability to share and understand another's "state of mind" or emotion. i.e. ability to "put oneself into another's shoes", or in some way experience the outlook or emotions of another being within oneself (Ioannidou & Konstantikaki, 2008). This skill enables managers and employees to offer emotional support when needed and to understand the connection between others' emotions and their behavior.
- *Social Skills* are a crucial component of emotional intelligence they enable individuals to interact effectively with others, build relationships, and communicate effectively. These skills are essential for managers in building strong workplace relationships.

The previously discussed components of emotional intelligence are interconnected and mutually reinforcing. For managers (and employees) to effectively contribute to organizational outcomes, they must develop these skills and competencies by comprehending and applying them.

3. RESEARCH AND DISSCUSION

3.1. Methodology

To accomplish the purpose of the research, the survey method was used and closed-ended questions and a 5-point Likert scale of responses (I totally agree, I agree, Neutral, I don't agree, I don't agree at all) were used. Likert scales are the creation of Rensis Likert (1932). Likert scale is applied as one of the most fundamental and frequently used psychometric tools in educational and social sciences research (Joshi, Kale, Chandel & Pal, 2015). The Likert-scale has been used by many researchers and mostly used in survey research. The advantage of using Likert scale is because it is simple and easy to use. The reliability of data conducted with this scale is highly valued (Neuman, 2000).
The anonymous questionnaire was created using Google Forms and distributed via email, receiving responses from 62 companies (managers). The questionnaire consists of three parts. (V. Gligorovski, M.A. Dicovska, D. Zdraveski, M. Janeska, Authors research project 2025, survey available at: https://docs.google.com/forms/d/e/1FAIpQLSeSOla5xYqixhjVefOFW2bCw502DfCJA7hZ3GSb6Jvx_Ti_JQ/viewform?usp=sf_link). The first part consists of five questions that refer to the general characteristics of the companies (activity, number of employees, years of work experience, and gender). The second set of questions is designed to assess emotional intelligence and its impact on decision making. The third group of questions is designed to obtain data on the application of elements of emotional intelligence in business operations. The emphasis of the research is placed on the second and third part of the survey questionnaire, and on those questions that had to be answered with a Likert scale. In processing the results, descriptive statistics (calculation of arithmetic mean and standard deviation) and χ^2 - test were applied. The answers obtained were analyzed using Microsoft Excel and SPSS software packages.

3.2. Results and discussion of the research

3.2.1. General characteristics of the surveyed companies

The survey included 62 respondents, of whom 40.32% are employed in the manufacturing sector, 40.32% in the trade sector, and 19.35% in the service sector. According to the number of employees in the company they work for, 38.71% are employed in companies with 1-9 employees, 40.32% in companies with 10-49 employees, 14.52% in companies with 50-249 employees, and 6.5% in companies with more than 250 employees. Of the total number of respondents, 48.39% have more than 20 years of work experience, 32.26% have 10-20 years of work experience, 14.52% have 5-10 years of work experience and 4.84% have 1-5 years of work experience. In terms of gender, the respondents have an equal percentage of participation. Of the total number of respondents, 66.13% are familiar, 12.9% are not familiar, and 20.97% are partially familiar with the term emotional intelligence. Of the 62 respondents, 74.19% are aware of their emotions, 4.84% are not aware, and 20.97% are unsure about that aspect.

3.2.2. Results of Descriptive Statistics

The following tables present the results of descriptive statistics. Based on the values of the arithmetic mean and standard deviation for each individual variable (indicator), conclusions have been drawn.

(red color indicates the positive attitudes of respondents whose arithmetic means are higher than the average, blue color indicates the homogeneous attitude of respondents whose standard deviations are lower than the average, and purple color indicates the homogeneous attitude of respondents regarding the indicators for which they have a positive attitude)

Table 1: Descriptive statistics (arithmetic mean (M) and standard deviation (SD)) of the responses on the impact of emotional intelligence on decision-making and the application of elements of emotional intelligence

Factors	M	SD
Impact of emotional intelligence on decision-making and elements of emotional intelligence in business operations		
Q1 I know exactly how to identify my emotions, my strengths and weaknesses	4,0323	3,605551
Q2 My emotions affect my business decisions	3,0645	2,741556
Q3I have a lot of control over my emotions when making business decisions	3,7419	3,33602
Q4I make my decisions impulsively	2,2258	1,967478
Q5Sometimes I make wrong decisions because my emotions prevail	2,5806	2,321012
Q6I understand the emotions of the people I work with	3,9516	3,501152
Q7I have empathy for my colleagues	4,0968	3,672039
Q8I stimulate creativity and innovation in my employees/colleagues	3,9839	3,57861
Q9I have effective communication with my employees/colleagues	4,0323	3,596593
Q10Emotions of my employees/colleagues have a great impact on my business decision-making	2,9032	2,565277
Q11I ignore the emotions of colleagues in the interest of some business decision that brings profit	2,5968	2,236068
Arithmetic mean and standard deviation	3,3827	3,011032

From the table it can be ascertained that the largest number of respondents declared positively, that is, they have a high score for the statements: Q1, Q3, Q6, Q7, Q8, and Q9, because the arithmetic mean for them is higher than the average. Of these, the best evaluated components are: that they know how to identify their emotions, have empathy for colleagues and have effective communication with colleagues. However, it is important that for the same indicators that companies consider to be relevant, they have higher standard deviations than the average, which means that the agreement of the respondents regarding the assessment of their relevance is at a low level. From the values of the standard deviation (deviation from the arithmetic mean) it can be concluded that the lowest value is for the statements: Q2, Q4, Q5, Q10 and Q11, which means that the respondents have a homogeneous attitude towards them. Of these, those statements that refer to impulsive decision-making (Q4) and ignoring the emotions of colleagues in the interest of a business decision that brings profit (Q11) have the lowest value. On the other hand, if the data on the arithmetic mean and standard deviation are analyzed separately, by activity, number of employees, by number of years of service, job position and by gender, it can be concluded that there are significant deviations from the total results among the respondents. According to the number of years of experience and the number of employees in the company they work for, in relation to the standard deviation, i.e. according to the agreement of their views in relation to the statements for which the arithmetic mean is greater than average. Namely, as can be seen from the following two tables, respondents who have up to 5 years of work experience have a homogeneous attitude regarding statements Q1, Q6, Q7 and Q9, respondents with 10-20 years of work experience have a homogeneous attitude towards statements Q7 and Q8 and respondents with more than 20 years of work experience have a homogeneous attitude towards statements Q1, Q3, Q7 and Q8 and have a high score in relation to them. Respondents who work in companies with up to 9 employees have a homogeneous attitude in relation to statements Q1, Q6 and Q7, respondents who work in companies with 10-49 employees have a homogeneous attitude in relation to statements Q1, Q6, Q7 and Q9, respondents working in companies with 50-249 employees have a homogeneous attitude towards statements Q7 and Q8 and respondents working in companies with more than 250 employees have a homogeneous attitude towards statements Q1, Q3, Q7 and Q8 and have a positive assessment for them (which is not the case with the data for the standard deviation from the summary table). Q7 and Q8, the respondents who work in companies with 10-49 employees have a homogeneous attitude regarding statement Q1, respondents who work in companies with 50-249 employees have a homogeneous attitude regarding statements Q1, Q3, Q6, Q7, Q8 and Q9 (which means for all statements for which they have a positive attitude) and respondents who work in companies with more than 250 employees have a homogeneous attitude regarding statements Q3, Q6, Q7 and Q8 (which is not the case with the data for the standard deviation from the previous table). As a general conclusion from the descriptive statistics, a larger number of respondents declared themselves positively and believe that the elements of emotional intelligence significantly affect business operations and emotional intelligence significantly affects decision-making because the average value is M = 3.38.

Emotional intelligence has a major impact on both business operations (business operations) and decision-making. In business, it fosters a positive work environment, improves teamwork (better communication, collaboration, and conflict resolution in teams), increases motivation, thereby increasing efficiency and productivity of work, better communication with customers, and improves overall organizational performance.

In decision-making, it enables individuals to make more rational, less impulsive decisions, especially under pressure and stress (emotional intelligence plays a key role in managing stress and pressure, which are inherent in the decision-making process), and generate innovative solutions. Emotional intelligence significantly influences decision-making, distinguishing between intuitive and rational styles. Individuals with a higher degree of emotional intelligence tend to make decisions based on intuition, using their emotional awareness and empathy to understand situations and predict outcomes. In contrast, those with lower levels of emotional intelligence are more likely to rely on rational, data-driven decision-making. Thus, emotional intelligence contributes to more informed decisions, efficiency, and effectiveness of management processes.

Table 2: Descriptive statistics (arithmetic mean (M) and standard deviation (SD)) of the responses on the influence of emotional intelligence on decision-making and the application of elements of emotional intelligence in business operations by respondents' work experience

Factors	M (1-5)	M (5-10)	M (10-20)	M (>20)	SD (1-5)	SD (5-10)	SD (10-20)	SD (>20)
Q1	2,67	4,44	3,95	4,10	2,56	9,94	16,00	10,60
Q2	1,67	2,78	3,25	3,17	6,22	12,42	10,96	14,17
Q3	2,33	4,00	3,75	3,80	11,11	10,33	14,09	10,59
Q4	1,67	2,11	2,30	2,27	6,22	8,79	6,62	8,28
Q5	2,00	2,00	2,50	2,87	8,33	8,11	9,43	11,03
Q6	2,67	4,56	3,80	4,00	2,56	7,06	17,89	14,33
Q7	2,67	4,22	4,15	4,17	2,56	8,36	12,21	10,07
Q8	2,33	4,11	4,15	4,00	1,11	14,79	12,21	10,00
Q9	2,00	4,22	4,25	4,03	9,67	8,14	13,01	13,47
Q10	2,00	2,78	3,10	2,90	8,33	12,20	13,36	13,43
Q11	2,00	2,89	2,70	2,50	8,33	9,54	8,74	10,35
Arithmetic mean and standard deviation	2,18	3,46	3,45	3,44	6,09	9,97	12,23	11,48

Table 3: Table Descriptive statistics (arithmetic mean (M) and standard deviation (SD)) of the responses on the impact of emotional intelligence on decision-making and elements of emotional intelligence in business operations according to the number of employees in the company where the respondents work

Factors	M (1-5)	M (5-10)	M (10-20)	M (>20)	SD (1-5)	SD (5-10)	SD (10-20)	SD (>20)
Q1	3,88	4,12	4,00	4,50	14,83	10,12	10,11	9,13
Q2	3,25	2,80	3,33	3,00	13,05	11,59	12,70	14,75
Q3	3,42	3,88	4,00	4,25	12,56	12,28	10,11	7,06
Q4	2,50	2,16	1,78	2,00	9,52	6,29	6,75	8,00
Q5	2,63	2,72	2,56	1,50	11,94	8,55	10,62	5,38
Q6	3,83	4,00	4,00	4,25	18,49	11,88	10,11	7,06
Q7	4,00	4,04	4,22	4,75	11,42	10,92	8,14	2,69
Q8	3,88	4,04	3,89	4,50	16,16	8,36	9,21	0,63
Q9	3,92	4,08	4,22	4,00	13,66	12,52	8,14	13,50
Q10	3,04	2,84	2,89	2,50	14,63	11,67	12,88	11,63
Q11	2,46	2,44	3,11	3,25	8,94	8,78	14,23	8,81
Arithmetic mean and standard deviation	3,34	3,37	3,45	3,50	13,20	10,27	10,27	8,06

In continuation of the analysis, a check of the internal consistency, that is, the reliability of the applied factors within the framework of the application of the elements of emotional intelligence in business operations and the application of

emotional intelligence in making business decisions was carried out. The assessment of the internal consistency was carried out using the Cronbach alpha test. In order for them to be considered reliable and thus to justify continuing with the analysis, the value of this test, that is, the Cronbach alpha coefficient, must be at least 0.7 (Hulin, Netemeyer & Cudeck, 2001). The results of the analysis showed that the value of this coefficient for the researched factors is 0.714073,which indicates the internal consistency of the factors and the reliability of the findings. Similarly, it is justified to proceed with further analysis.

3.2.3. Hypothesis Testing Results

The paper poses two general hypotheses.
Based on the research, the first general hypothesis is set:
H_{01} – The application of the elements of emotional intelligence on business performance and the impact of emotional intelligence on decision-making does not depend on the work experience of the managers. This hypothesis will be accepted or rejected based on the testing of the following two sub-hypotheses:
H_{011}- The application of the elements of emotional intelligence on business performance does not depend on the work experience of the managers.
H_{012}- The impact of emotional intelligence on decision-making does not depend on on the work experience of the managers.. The first sub-hypothesis refers to the questions from the third part of the survey questionnaire, while the second one refers to the questions from the second part of the survey questionnaire.
First sub-hypothesis:

Table 4: The empirical values of the respondents' answers by years of work experience

Years of work experience	I totally agree	I agree	Neutral	I don't agree	I don't agree at all	Sum
< 5 years	3	1	2	4	8	18
From 5 to 10 years	16	19	11	8	0	54
From 10 to 20 years	22	59	24	10	5	120
> 20 years	34	71	53	13	9	180
Sum	75	150	90	35	22	372

Table 5: The theoretical values (by years of work experience)

Years of work experience	I totally agree	I agree	Neutral	I don't agree	I don't agree at all	Sum
< 5 years	3,629032258	7,258064516	4,35483871	1,693548387	1,064516129	18
From 5 to 10 years	10,88709677	21,77419355	13,06451613	5,080645161	3,193548387	54
From 10 to 20 years	24,19354839	48,38709677	29,03225806	11,29032258	7,096774194	120
> 20 years	36,29032258	72,58064516	43,5483871	16,93548387	10,64516129	180
Sum	75	150	90	35	22	372

Results:
Number of Columns: 5
Number of Rows: 4
Alpha Error: .05
Degrees of Freedom: 12
Critical chi-square: 21.026
Computed chi-square: 70.622
p=2.4497E-10

Conclusion: Since the calculated χ^2 test is greater than the critical (table) value ($\chi^2_{cal} = 70.622$)>($\chi^2_{(0,05;12)} = 21.026.$), it can be concluded that the first sub-hypothesis is rejected, which means that the application of the elements of emotional intelligence on business performance depends on the work experience of the managers. The intensity of the mutual relationship is measured by the contingency (Dura, Driga, 2017) coefficient "C ", which is calculated by the following formula:

$$C = \sqrt{\frac{\chi^2}{\chi^2 + n}},$$

where n represents the sample size and χ2 represents the chi-square test value. The contingency coefficient ranges from 0 to 1. If its value is closer to 1, the stronger the relationship between the observed variables will be. For the purposes of this research, it was determined that for values from 0 to 0.3 there is a weak correlation, from 0.3 to 0.5 a moderate correlation, from 0.5 to 0.7 a strong correlation and from 0.7 to 1 a very strong correlation, association between observed variables. From the data for the first sub-hypothesis, the value for the contingency coefficient is C = 0.730 and it indicates that there is a very strong connection between the application of elements of emotional intelligence in business and the work experience of the respondents.

The second sub-hypothesis:

Table 6: The empirical values of the respondents' answers by work experience

Years of work experience	I totally agree	I agree	Neutral	I don't agree	I don't agree at all	Sum
< 5 years	1	1	1	7	5	15
From 5 to 10 years	7	13	7	12	6	45
1 ge	12	34	25	15	14	100
> 20 years	22	48	35	34	11	150
Sum	42	96	68	68	36	310

Table 7: The theoretical values (by work experience)

Years of work experience	I totally agree	I agree	Neutral	I don't agree	I don't agree at all	Sum
< 5 years	2,032258065	4,64516129	3,290322581	3,290322581	1,741935484	15
From 5 to 10 years	6,096774194	13,93548387	9,870967742	9,870967742	5,225806452	45
From 10 to 20 years	13,5483871	30,96774194	21,93548387	21,93548387	11,61290323	100
> 20 years	20,32258065	46,4516129	32,90322581	32,90322581	17,41935484	150
Sum	42	96	68	68	36	310

Results:
Number of Columns: 5
Number of Rows: 4
Alpha Error: .05
Degrees of Freedom: 12
Critical chi-square: 21.026
Computed chi-square: 23.172
p=0.026299

Conclusion:

Since the calculated χ^2 test is greater than the critical (table) value ($\chi^2_{cal} = 23.172$)>($\chi^2_{(0,05;12)} = 21.026$), it can be concluded that the second sub-hypothesis is rejected, which means that the influence of emotional intelligence on decision-making depends on the work experience of the managers.

From the data for the second sub-hypothesis, the value for the contingency coefficient is C = 0.522 and it indicates There is a strong connection between the influence of emotional intelligence on decision-making and the respondents' work experience.

General conclusion: The first general hypothesis is rejected, which means that the influence of the elements of emotional intelligence on performance and the influence of emotional intelligence on decision-making depend on the work experience of the managers.

Based on the research, the second general hypothesis is established:

H_{02} – The application of the elements of emotional intelligence on business performance and the impact of emotional intelligence on decision-making do not depend on the number of employees in the company. This hypothesis will be accepted or rejected based on the testing of the following two sub-hypotheses:

H_{021}- The application of the elements of emotional intelligence on business performance does not depend on the number of employees in the company.

H_{022}- The impact of emotional intelligence on decision-making does not depend on the number of employees in the company. The first sub-hypothesis refers to the questions from the third part of the survey questionnaire, while the second one refers to the questions from the second part of the survey questionnaire.

First sub-hypothesis:

Table 8: The empirical values of the respondents' answers by the number of employees in the company

Number of employees in the business entity	I totally agree	I agree	Neutral	I don't agree	I don't agree at all	Sum
< 9	17	74	29	15	9	144
From 10 to 49	34	57	31	17	11	150
From 50 to 249	14	13	25	2	0	54
> 249	10	6	5	1	2	24
Sum	75	150	90	35	22	372

Table 9: The theoretical values (by the number of employees)

Number of employees in the business entity	I totally agree	I agree	Neutral	I don't agree	I don't agree at all	Sum
< 9	29,03225806	58,064516	34,83870968	13,5483871	8,516129032	144
From 10 to 49	30,24193548	60,483871	36,29032258	14,11290323	8,870967742	150
From 50 to 249	10,88709677	21,774194	13,06451613	5,080645161	3,193548387	54
> 249	4,838709677	9,6774194	5,806451613	2,258064516	1,419354839	24
Sum	75	150	90	35	22	372

Results:
Number of Columns: 5
Number of Rows: 4
Alpha Error: .05
Degrees of Freedom: 12
Critical chi-square: 21.026
Computed chi-square: 41.407
p= 4.18945E-05

Conclusion: Since the calculated χ^2 test is greater than the critical (table) value ($\chi^2_{cal} = 41.407$)>($\chi^2_{(0,05;12)} = 21.026.$), it can be concluded that the first sub-hypothesis is rejected, which means that the application of the elements of emotional intelligence on business operations depends on the number of employees in the company. From the data for the first sub-hypothesis, the value for the contingency coefficient is C = 0.633 and it indicates there is a strong connection between the application of elements of emotional intelligence in business operations and the number of employees in the company.
The second sub-hypothesis:

Table 10: The empirical values of the answers of the respondents by number of employees in the company

Number of employees in the business entity	I totally agree	I agree	Neutral	I don't agree	I don't agree at all	Sum
< 9	10	45	28	25	12	120
From 10 to 49	21	37	22	28	17	125
From 50 to 249	7	9	16	9	4	45
> 249	4	5	2	6	3	20
Sum	42	96	68	68	36	310

Table 11: The theoretical values (by number of employees in the company)

Number of employees in the business entity	I totally agree	I agree	Neutral	I don't agree	I don't agree at all	Sum
< 9	16,25806452	37,16129032	26,32258065	26,32258065	13,93548387	120
From 10 to 49	16,93548387	38,70967742	27,41935484	27,41935484	14,51612903	125
From 50 to 249	6,096774194	13,93548387	9,870967742	9,870967742	5,225806452	45
> 249	2,709677419	6,193548387	4,387096774	4,387096774	2,322580645	20
Sum	42	96	68	68	36	310

Results:
Number of Columns: 5
Number of Rows: 4
Alpha Error: .05
Degrees of Freedom: 12
Critical chi-square: 21.026
Computed chi-square: 16.050
p=0,188975545

Conclusion: Since the calculated χ^2 test is lower than the critical (table) value ($\chi^2_{cal} = 16.050$)<($\chi^2_{(0,05;12)} = 21.026.$), it can be concluded that the second sub-hypothesis is accepted, which means that the influence of emotional intelligence on decision-making does not depend on the number of employees in the company. From the data for the second sub-hypothesis, the value for the contingency coefficient is C = 0.453 and it indicates that there is a moderate connection between the influence of emotional intelligence on decision-making and the number of employees in the company in which the respondents work.
General conclusion: The second general hypothesis is accepted, which means that the application of the elements of emotional intelligence on business operations and the influence of emotional intelligence on decision-making does not depend on the number of employees in the company.

CONCLUDING OBSERVATION AND RECOMMENDATIONS

The following can be highlighted as general conclusions from the research:

In the elaborated model there is a very high internal consistency of the factors, which indicates a high reliability of the findings;
In terms of the impact of emotional intelligence on decision-making, respondents give the highest marks to the identification of their emotions, strengths and weaknesses, and control over emotions when making decisions;
In terms of applying the elements of emotional intelligence in business, the respondents gave the highest marks to effective communication with employees, empathy towards colleagues, understanding the emotions of colleagues, and stimulating creativity and innovation among colleagues; This was confirmed by the first general hypothesis, i.e. by the values of χ^2 the test, the p values and the values of the contingency coefficient of its two sub-hypotheses. In terms of the consistency of the respondents' attitudes regarding the assessments of the individual indicators, they differ by the number of employees in the companies where they work only in relation to those indicators that relate to the application of the elements of emotional intelligence in business operations. This was confirmed by the first sub-hypothesis of the second general hypothesis, while there is no dependence between the influence of emotional intelligence on decision-making and the number of employees in the companies where the respondents work. This was confirmed by the values of χ^2 the test, p values, and the values of the contingency coefficient of the second sub hypothesis from the second general hypothesis.

Following Limitations Should Also Be Taken Into Account:

The application of the elements of emotional intelligence in business operations is measured through 6 variables and the application of emotional intelligence in making business decisions through 5 variables. The model can and should include a larger number of variables that will be representative of the five basic groups of factors of emotional intelligence. In that way, it would be possible to apply a greater number of statistical methods, in order to draw more conclusions from different aspects;
The following research would cover a proportionate number of micro, small, medium and large companies, as well as a proportionate number of companies from different sectors in relation to the total number of relevant companies, in order to obtain a complete and realistic picture of the application of emotional intelligence in the operation of the companies;
The same analysis would be done individually from each aspect: activity, years of service, job position and gender, in order to draw appropriate conclusions, and that in relation to these different aspects, as well as to make cross-analyses. Other aspects could also be covered.

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