

Why Are Emotionally Incapable Managers Selected

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The study examined the perceptions of Finnish human resource managers about the prevalence, quality and causes of problems with emotional intelligence in organizations where they have worked during their careers. In addition, the values of HR managers and their perceptions of the top managers' values in their organizations were examined. The study revealed the causes of problems with emotional intelligence and the lack of emphasis on emotional intelligence in the selection of new managers. In addition, the study revealed that HR professionals and managers are not able to adequately influence the selection of new managers. We suggest that organizations and HR managers should use emotional intelligence scores as a metric in manager candidate selection in order to increase their chances of hiring an effective leader. We also suggest that emotional intelligence should in the future be included in as a factor to the concept of ethical leadership and culture of organizations.

Keywords: Problems with Emotional Intelligence, Selection of Managers, HR and Top Managers, Values

INTRODUCTION

The study examined the perceptions of Finnish human resource managers about the prevalence, quality and causes of problems with emotional intelligence in organizations where they have worked during their careers. In addition, the values of HR managers and their perceptions of the top managers' values in their organizations were examined. The research was based on a web survey conducted for 75 Finnish HR managers, which was put on the website of HENRY RY, the association of Finnish HR managers. The results of the survey were quantitatively analyzed by the SPSS statistical program and qualitatively by content analysis. This is a so-called mixed-method study.

The study is unique in the sense that we have never been aware of the importance of emotional intelligence, analysis and recommendations by human resource experts in the final management choices in relation to managerial candidates' other skills and past performance scores, and in the final selection decisions of senior executives. On the other hand the differences in the values of HR managers and senior managers have never been mapped out in the same study, nor has the potential impact of this on managers' choices been studied.

The study revealed the causes of problems with emotional intelligence and the lack of emphasis on emotional intelligence in the selection of new managers. In addition, the study revealed that HR

professionals and managers are not able to adequately influence the selection of new managers. This may be due to the fact that, according to the study, HR managers and senior executives have very different values, and they emphasize these values differently when choosing new managers. The values of the top executives override the values of HR managers in the selection of new managers.

We suggest that emotional intelligence should in the future be included in as a factor to the concept of ethical leadership and culture of organizations. We also suggest that organizations and HR managers should use emotional intelligence scores as a metric in manager candidate selection in order to increase their chances of hiring an effective leader.

MOTIVE TO THE RESEARCH

Measuring the effectiveness of organizations is basically difficult to understand and unambiguously measurable, since as early as 1974, Campbell (Campbell, 1977, 13–54) listed up to 30 different definitions and indicators of organizational performance. If you want to measure the effectiveness of your organization, you should first define exactly what is being measured and for whom.

In this study, the emotional intelligence of leaders is considered to be an attribute of good human leadership, and low scores in emotional intelligence are believed to undermine the comfort of employees at work and can cause workers to be distressed and stressful. We also believe that together with other untreated mental risk factors, it can even lead to mental health problems. Therefore the great motive and purpose of the research is to try to improve the quality of people's mental well-being in working life and to lower the costs of mental illness through better leadership of people, especially in Finland. As mentioned, the premise of the study is that good human leadership includes good emotional intelligence. According to some previous case studies (Koskela, 2018), managers have serious deficiencies in emotional intelligence even in large companies, although according to other studies, this should not be possible at least in Finland, because in work ads recruiters expect that new managers are highly skillful in emotional intelligence (Varis, Majaniemi & Wilderom, 2018). As a result, people can suffer from work-related stress and poor feelings at workplaces and that can cause mental health problems and long-term sick leaves, which in turn can lead to a lot of psychological, social and financial costs for individuals, businesses and society. Because of this, we are trying to obtain information about the reasons for this contradiction and try to find suggestions to solve his problem.

According to a recent OECD report, one in six people (17.3%), or 84 million people in Europe, suffers from mental illness and cost of it is €600 billion. It corresponds to 4% of European GDP (OECDpublishing, 2018). Finland is at the forefront of this statistic. In Finland, 18.8% of people suffer from mental health problems and the total cost is 11.1 billion euros, or 5.3% of GDP (OECDpublishing, 2018). According to another new study conducted in Finland, mental health problems, depression, anxiety and sleep disorders increased in 2018 as the most common cause of absenteeism due to illnesses of 20–29 year olds. According to the study, the number of absenteeism due to mental health problems has increased strongly over the last three years also in the age group of 30–40 years. In the service sector, mental health problems are already the second biggest cause of absences due to sickness. According to Unto Palonen, Chief Physician at Occupational Health Company Terveystalo, the intensification of working life requirements, coupled with the transformation of life, seems to be a challenge for many employees, and mental health problems are constantly increasing. The study was based on data collected from the Occupational Healthcare Patient Database, which represents 120,000 corporate customers and 1.2 million employee clients, representing 60% of Finland's total active labor force (Räsänen, 2019). As Finland has been said to be the happiest country in the world according to the World Happiness Report 2019 (WR, 2019), it is likely that similar problems are common in other Western countries, and that the shortcomings of managerial emotional intelligence are at least somehow related to these problems.

If we make a very rough assumption, based on any research data, that 10% of people's mental health problems, such as depression, are due to issues related to the quality of working life, especially leadership, then the phenomenon becomes very interesting and significant. With this assumption, the cost of poor leadership in Europe is at least EUR 60 billion and in Finland about EUR 1.1 billion.

If we assume that the cost of mental health problems in the US is the same as in Europe, which is about 4% of GDP, we can say that the corresponding cost in the US is \$820 billion (4% of 20494 billion USD (Wikipedia, 2019), or €726 billion (Convereter, 2019). Similarly, the total cost of poor leadership is at least \$82 billion and €73 billion. The total cost of leading poorly people in Europe and in the US is €133 billion. If this cost could even be reduced by up to 10%, it would be an annual saving of EUR 13 billion or USD 14.7 billion, which is also a huge sum of money.

When we assume that poor leadership and lack of emotional intelligence cause stress, discomfort, and even mental health problems and absenteeism, and we know that HR managers are involved in managerial choices, we want to know what role human resource managers and emotional intelligence play in final manager choices. Or is it that the other qualities and know-how of the managers dominate in the final managerial choices? Researchers say HR managers need to know which personality traits and abilities are important for managers and affect leadership effectiveness (Caligiuri & Tarique 2012). In their recent article, Miao, Humphrey and Qian emphasize the importance of emotional intelligence in good leadership (Miao, Humphrey & Quian, 2018, 463–474). In another quite new article Steven H. Appelbaum et al. (Appelbaum;Belisle-Mignacca; Mehta and Parisse, 2018) suggest that organizations can improve their hiring practices by integrating transformational leadership screening via emotional intelligence testing into their interview processes.

We also want to know whether the top managers make the final managerial choices despite the HR managers' analyses and recommendations. If this happens, it is misuse of the expertise of HR managers and HR experts. In addition, we want to get an idea of whether the values of HR managers and senior management differ from each other and form further research hypotheses about why those managers who are weak in their emotional intelligence skills are selected. In this respect, our research represents the combination of data and previous theoretical knowledge into a new theory-based research that would require further data and research to verify new hypotheses. The aim of our study is also to improve the use of the expertise of HR managers and experts in organizations and improve the co-operation between them and the top management in recruiting and selecting managers.

Finally, we want open up conversation of a new topic and encourage international comparative research on the same topics.

LITERATURE REVIEW

The Concept of Emotional Intelligence

Emotional intelligence, as a psychological concept, was developed by Peter Salovey and John Mayer, according to whom "emotional intelligence is the ability to perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions to promote emotional and intellectual growth" (1997, 10). Salovey's and Mayer's (1997) model is about the domain of emotional intelligence and describes several discrete emotional abilities which can be divided into four classes (Sternberg 2000, 401). The most basic skill in this domain of emotional intelligence is the perception and appraisal of emotion. The second area is assimilating emotion in thought. The third and fourth areas are understanding and analyzing emotions, and reflective regulation of emotions.

The term "emotional intelligence" implies something having to do with the intersection of emotion and cognition (Stenberg, 2000, 398). Emotional intelligence refers to the ability to recognize meanings of emotional patterns and to solve problems based on them (Salovey & Mayer, 1990, 185 - 211), (Salovey & Mayer, 1997 and Sternberg 2000, 400). Emotional intelligence entails the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use the knowledge that comes from those actions to guide one's thinking and functioning (Emmerling;Shanwal,V.,K.;& Mandal, M.,K., 2008). Emotional intelligence includes the competence in perceiving and communicating emotions, as well as in understanding emotions of self and others and regulating emotions (Moshe;Mathews, G.;& Roberts, R.,D., 2009, Preface). The abbreviation EQ, often used of emotional intelligence, refers to "emotional quotient", a measure of EI, which is more known than EI itself (Henry, 2011).

Emotional intelligence refers to a generic competence in perceiving emotions and a competence that helps us regulate emotions and cope well with emotive situations (Moshe et al. 2009, 3). It is said that the concept of “intelligence” is poorly formulated and badly misunderstood, because enumerating a person’s IQ does not inform us of how their intelligence plays out as an ongoing process in real life contexts (Sternberg 2000; Moshe et al. 2009, 22). This lets us understand emotional intelligence as a process: it too should be viewed through how it is expressed in handling everyday problems. An example of this is how a person adapts to difficult situations in life (Moshe et al. 2009, 22.).

Sternberg describes several competing models labelled as “emotional intelligence” (Sternberg 2000, 400). After Salovey and Mayer published their first model on emotional intelligence, Bar-On developed his own theoretical model (Bar-On, 1997, 363 - 364). Bar-On’s model was originally developed to evaluate the different aspects of emotional ability and to conceptualize it. Bar-On says that emotional intelligence means the combination of personal, emotional, and social factors that affect an individual’s ability to cope with the pressure and demands of the environment (Bar-On, 1997, 3). Bar-On’s model was intended to answer the question “Why some individuals are more capable to succeed in life than others?” (Sternberg, 2000, 402.) The model reviewed psychological literature for personality characteristics that seemed to be related to success in life, as well as identified five broad areas of functioning relevant to success. These five areas are (a) intrapersonal skills, (b) interpersonal skills, (c) adaptability, (d) stress management, and (e) general mood (Sternberg, 2000, 402.).

The third emotional intelligence model is by Goleman (Goleman, 1995). It has five areas: (a) knowing one’s emotions, (b) managing emotions, (c) motivating oneself, (d) recognizing emotions in others, and (e) handling relationships (Sternberg 2000, 402). More than five million copies have been sold of Goleman’s book “Emotional Intelligence: Why It Can Matter More Than IQ”, which tells a lot about the interest towards emotional intelligence.

Nowadays, there is an increase in studies on how to develop emotional intelligence (DukeUniversity, 2016).

Emotional Intelligence, Leadership and Performance

In inclusive organizations, managers respect their people and treat them well. In other words, in inclusive organizations managers have good leadership and emotional intelligence skills. This is expected to enhance people’s motivation, productivity and wellbeing in organizations. These ideas and relationships have been leaned on in a recently published meta-analysis (Miao, Humphrey & Quian, 2018, 463 - 474) It demonstrates that leaders’ emotional intelligence (EI) demonstrates incremental validity and relative weight in predicting subordinates’ task performance and organizational citizenship behavior (OCB) after controlling for the Big Five and cognitive ability. The relationship between leaders’ EI and subordinates’ task performance is stronger in collectivistic, feminine, and high uncertainty avoidance cultures. The relationship between leaders’ EI and subordinates’ OCB is stronger in high power distance, collectivistic, feminine, high uncertainty avoidance, long-term oriented, and restraint cultures.

Many researchers have examined factors that boost work-unit performance. The question whether the emotional intelligence (EI) of managers is associated with the performance of their work units has been raised more in the literature than examined empirically (Humphrey, 2012; Kaplan Cortina, Ruark, LaPort & Nicolaidis, 2014; Klumper, DeGroot & Choi, 2013; Rajah, Song & Arvey, 2011; Walter, Cole, Van Der Vegt, Rubin & Bommer, 2012). The research rests in part on ample evidence that both managers and individual contributors who have EI are more effective at work (George, 2000; Gooty, Connelly & Gupta, 2010; Humphrey, 2002). In a quite new study by Wilderom et al. (Wilderom, Hur, Wiersema, Van Den Berg & Lee, 2015) no direct relationship between managers’ emotional intelligence and objective store performance was found. Instead, the results supported the hypothesized four-variable, three-parth mediation model: a store manager’s emotional intelligence was related to store cohesiveness, which in turn was related to sales-directed behavior of the front line employees, which in turn predicted the objective performance of the stores. Managers’ emotional intelligence and store cohesiveness are seen as intangible organizing resources or socio-psychological capital for non-managerial store employees. An

emotionally intelligent manager's excellent interpersonal skills, such as empathy, affirm employee expression of individuality (satisfying the need to be autonomous). On the other hand, an emotionally intelligent manager appeals to the employee's need to belong and this increases work-unit cohesion. Finally, socio-emotionally well-channeled sales-directed behaviors enable an employee to satisfy the need to feel competent (Kovjanic, Schuh, Van Quaquebeke & Van Dick, 2012). Thus, adding emotional intelligent managers to service teams can lead to an organizational advantage of significant sales performance growth, as suggested by Wilderom et al. (2015).

The role and impact of emotional intelligence on performance has been studied also at team level. A brand new study (Paik;Seo, and Jin, 2019) found out that team members with higher EI were better at facilitating teamwork and playing the role of informal leaders than those with lower EI. The positive contribution on team performance was stronger for teams with greater diversity, larger sizes, and with lower average levels of team member EI. The study suggests that managers of self-managing teams should emphasize EI in their selection, training and evaluation systems. The study was based on a multilevel data set collected from 599 individuals in 102 self-managed teams.

According to Majaniemi's et al. study (Varis;Majaniemi;& Wilderom, 2018), the emotional intelligence skills required of Finnish managers and directors in newspaper ads in 2016 are the same as those usually required by Western managers. Majaniemi et al. used Bar-On's (1997) theory of emotional intelligence (EI) in their paper. At least the newly selected Finnish managers should have good emotional skills and people should therefore be able to do well in Finnish organizations. Unfortunately, some other recent studies (Koskela, 2016) have reported completely different results. The reasons for these differences were the subject of this study.

Emotional Intelligence and Transformational Leadership

According to many researchers, leadership and especially transformational leadership is a vital component of the overall success of an organization (Schneider & Jones, T., 2017). Langton et al. (Lanton;Robbins & Judge, 2016) define leadership as the ability to influence a group toward the achievement of a vision or set of goals. Transformational are leaders who inspire followers to transcend their self-interests for the good of the organization and can have an extraordinary effect on their followers (Chi;Chung & Tsai, 2011). Kim and Kim (Kim & Kim, 2017) confirmed that several empirical studies back the existence of the link between emotional intelligence and transformative leadership behaviors. The leader with high emotional intelligence is likely to possess characteristics of a transformative leader, and vice versa. It can also be said that emotional intelligence competencies are what lay the groundwork for transformational leadership (Modassir & Singh, 2008) although much of the research in the past decades has indicated that emotional intelligence and transformational leadership are not definitively linked (Harms & Crede, 2010).

However, in their broad and profound literary comparison, Appelbaum et al. (Appelbaum;Belisle-Mignacca;Mehta and Parisse, 2018) found that there are several noteworthy associations between emotional intelligence competencies and transformational leadership characteristics, but the degree to which they are linked differs. Research has indicated that there is a subset of emotional intelligence competencies, emotional regulation and self-awareness, that has a significant relationship with transformational leadership. In summary, their research led to the conclusion that idealized influence, inspirational motivation and individual consideration of transformational leadership have a stronger connection to emotional intelligence than intellectual stimulation has.

Well-being at Work and Absenteeism

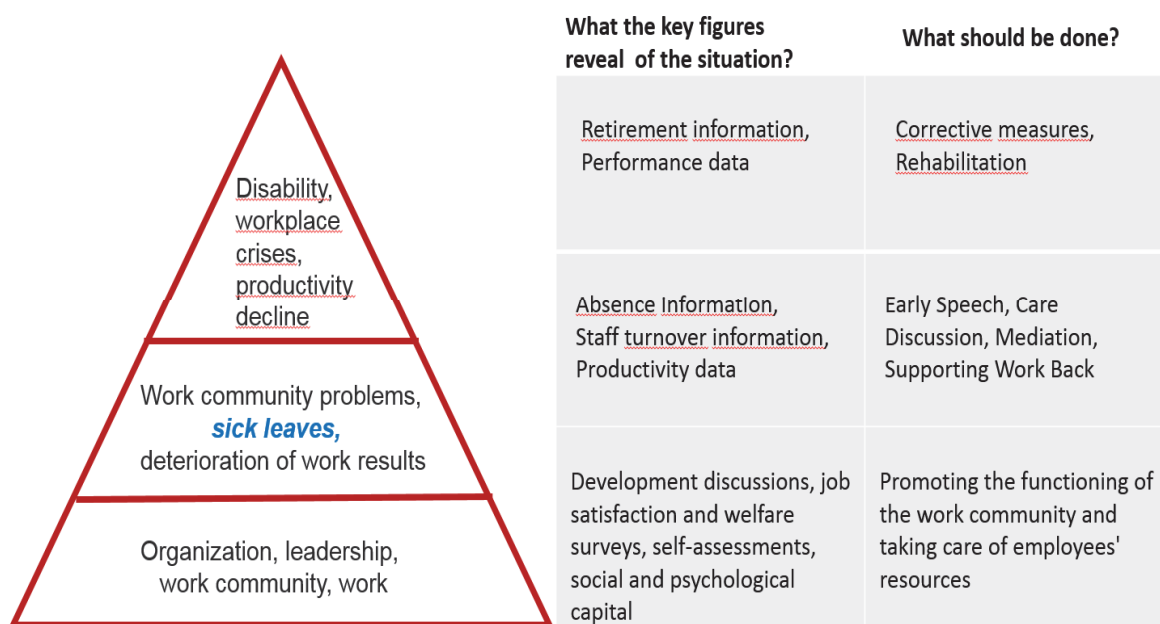
The features of the psychosocial work environment are broadly related to the number of absenteeism in many studies. According to one estimate, at least a third of sick leaves is due to the organization. The reasons may be, for example, leadership problems, poor working community, and too much hurry (Liukkonen, 2006).

Particularly the management which is considered to be fair clearly reduces sickness absences (Elovainio, Kivimäki & Vahtera, 2002). In a study, short absences of less than ten days of men were

associated with inadequate support, limited knowledge of the future of the organization and limited relevance of the work. In addition, men's absence of more than ten days of sick leave was predicted by limited opportunities for participation in decision-making. Women had short sick leaves which were associated with the opportunity to use knowledge at work. Long sick absences, in turn, were explained by the limited opportunities to participate in decision-making and high psychological requirements at work (Nielsen, Rugulies, Christensen, Smith-Hansen & Kristensen, 2006).

Thus, there is sufficient scientific evidence in Finland and other Nordic countries that the lack of workers' well-being at work increases sick leaves. For example, the Ministry of Finance of Finland has developed a risk model for dealing with the phenomenon in time. The model is illustrated in Figure 1 below (Manka, Heikkilä-Tammi & Vauhkonen, 2012, 16).

**FIGURE 1
PYRAMID OF OCCUPATIONAL WELLBEIGN RISKS**



(Modified of the model by State Treasury Finland)

The foundation of the model is the organization, the work community and the work and leadership. If there is something wrong with them, it will lead to work community problems and absences, decline in productivity and in the worst case, work-related early retirement. The model also tells you which key figures reveal problems and what can and should be done with possible problems. As the model is designed and implemented by the Finnish Ministry of Finance, it is also the official statement of the Finnish state.

Ethical Organization, Leadership and Sickness Absence

Kaptein (Kaptein, 29/2008) has developed a measure of testing the level of corporate ethical virtues and culture. The measure consists of 58 items and eight (8) main factors, which are clarity, congruency of supervisors, congruency of senior managers, feasibility, supportability, transparency, discussability and sanctionability. It does not include emotionally intelligent behavior of managers as an ethical factor. On the other hand, Antelo et al. (Antelo, Henderson & St. Clair, 2010) have proposed twelve attributes that characterize followers participating in a leadership process and one of them is emotional intelligence.

However, it seems very strange that followers of leaders are required to be emotionally intelligent, but not leaders. In our opinion it should be the other way around.

An ethical organizational culture has been found out to cause many positive outcomes for individual in organizations. It seems to promote organizational virtues and provides a sense of shared meaning and values to the organization's members.

Brown and Treviño (2006) (Brown & Treviño, 2006) proposed that a stronger ethical culture encourages ethical conduct and supports the development and maintenance of ethical leadership in organizations. Mari Huhtala's (2013) research has shown that an ethical culture was connected in several ways with psychological outcomes. First, a stronger ethical culture associated with lower ethical strain (the prevalence of ethical dilemmas and stress caused by these dilemmas) which, in turn, was related to lower job exhaustion (the core dimension of burnout). Second, a stronger ethical culture had a direct association with higher work engagement. Third, a stronger ethical culture was related to employees' having organizational goals (personal aspirations related to the success of their organization) and goals related to gaining influence on a societal level. Fourth, an organizational culture that was perceived as less ethical associated with an increased probability of employees' having goals unrelated to the organization, namely career-ending, job change and progression. To summarize, an ethical culture was found to have significant associations with different psychological outcomes at both the individual and work unit levels. Thus, it has a significant role in promoting and maintaining occupational well-being.

According to Kangas (Kangas, 2016), a strong ethical culture was found to associate with less individual-level sickness absence. At the work unit level the same tendency was not found, implying that sickness absence is more of an individual than a shared outcome at the work unit level. Third, the results indicated that the more present the virtues of congruency of supervisors and senior management, discussability, and sanctionability were, the more likely managers were to stay in their organization. Moreover, in those organizations where the ethical culture was seen as weaker, managers gave reasons for turnover related, for example, to dissatisfaction with the job or organization, value misfit, and decreased well-being.

On the other hand, Huhtala et al. (Huhtala, Kangas, Lämsä, & Feltdt, 2013) found out that managers who appraised their own leadership style as ethical also evaluated the ethical culture of their organizations more positively. The result implies that an ethically behaving leader can develop the culture of his/her organization towards more ethical practices. We believe that there are good reasons for already existing studies and their results that emotional intelligence should be a factor in ethical leadership and ethical organizational culture.

RESEARCH QUESTIONS AND METHODOLOGY

Questions

The grand purpose of the research was to find out some preliminary reasons and hypothesis for the main question "Why are emotionally incapable managers selected".

Other smaller research questions were:

1. How commonly do emotional intelligence problems exist in current Finnish organizations?
2. Whose fault, managers' or subordinates', are these problems mostly?
3. In what forms of emotional intelligence problems occur?
4. How much can HR managers influence the final selection of managers compared to senior business and functional management?
5. How big role do substance knowledge and previous business results play in the final selection phase of directors and managers compared to leadership and emotional intelligence skills?
6. Do values of HR managers and top business management differ?
7. Should emotional intelligence have a bigger role in selecting managers?
8. What are the possible reasons for that emotionally untalented managers are and will be selected?

Qualitative Presuppositions and Hypotheses

In order to find answers to these research questions, Keijo Varis, the main researcher formed a qualitative research presuppositions and hypothesis based on his long-term professional experience in business management and theoretical knowledge:

1. Organizations have a reasonably high number of emotional intelligence problems
2. Emotional intelligence problems in the workplace are caused more by the shortcomings of managers than subordinates' emotional intelligence
3. HR managers are not able to adequately influence the final choices of managers; the senior business managers make the final choices, despite the recommendations of the HR professionals
4. In the final leadership choices, the senior business managers put more emphasis on the former industry and substance knowledge and performance scores of management candidates than on leadership and emotional intelligence skills
5. There are significant differences in the values of HR managers and senior business managers, and management values are more powerful when choosing new managers
6. Due to differences in values and power between HR managers and senior business managers, HR managers have difficulty in convincing senior business executives why emotional intelligence is crucial for new managers: therefore emotionally untalented managers have been and will be selected, if this cannot be changed.

Target Group, Sample and Surveys

The target group of the survey was Finland's human resource directors and managers, which according to Statistics Finland (FinlandStatistics, 2016) are 1252 persons (basic group) in 2016. The target size of the sample was calculated to be about 100 respondents, while the statistical margin of error of results is not more than 10%. The final number of respondents was 75, representing 5.9% of the population. It corresponds to a statistical margin of error of about 10%.

For the research, an own, 17-item questionnaire was developed. It has also been translated into English (Appendix 1). This set of 17 questions was designed to answer not only to the first five (5) research questions, but also to get assurance of the first four (4) research hypotheses. This was followed by 57 parts of Schwartz's value survey (Schwartz et al., 2012, 663–688), which revealed the values of HR managers. The original Schwartz Value Survey is based on Schwartz's value theory (SVS: Schwartz, 1992, 1–65). According to the theory, the 57 value items of the SVS represent 10 motivationally distinct values that are theoretically derived from universal requirements of human life, namely Power, Achievement, Hedonism, Stimulation, Self-Direction, Universalism, Benevolence, Tradition, Conformity and Security. On the original SVS, the respondents first rate 57 value items for importance. Scores on each of the 10 values are then calculated by averaging the scores on items that belong to each value. Studies in some 70 countries have supported the validity of the SVS. These studies have shown that the 10 values measured by SVS encompass all basic values within and across cultures and that they have a quasi-circular structure in that conflicts and congruity of values are universally found as postulated by the theory (Schwartz, 25/1992, 1–65), (Schwartz & Bilsky, 1987, 550–562) and (Schwartz & Bilsky, 1990, 878–891).

Later in 2012, Schwartz and the international team of researchers renewed the SVS survey by adding sub-components to their core values. However, the main values remained the same and are calculated as arithmetic averages of the values given to the sub-components (Schwartz et al., 2012, 663–688). The renewed Schwartz's Value Theory defines and orders the total 19 values (including sub-components of the 10 main values) on the continuum based on their compatible and conflicting motivations, expressions of self-protection versus growth, and personal value focus. This new SVS Value Theory was assessed with new instrument in 15 samples from 10 countries (n=6059). The conformity factor and multidimensional scaling analyses supported the predicted motivational order of the values. The new instrument was designed to operationalize the refined theory that has been validated across diverse samples in 10 countries. This instrument, unlike its predecessor, PVQ40, consists of one sentence per

item. This eliminates a problem that respondents sometimes report, wanting to give different responses to two sentences on the same item. Respondents also require less time to complete each item. Dr. Verkasalo from the University of Helsinki in Finland has translated this instrument with an 8-scale into Finnish and we used this instrument in our survey to measure the values of HR managers.

Finally, the HR managers were asked to follow up on the previous 57 questions on how they felt about the values of the top management of their organizations. Here, a short value survey of Schwartz's, applied and validated by the researchers of the Department of Psychology at the University of Helsinki, Finland (Lindeman & Verkasalo, 2005, 170–178) were used. This short Schwartz Value Survey (SSVS) was used because another survey with the scale of 57 items would have been too time-consuming to fill in and may have taken up too much space in the questionnaire. Lindeman's and Verkasalo's research results have shown that a short 10-item survey had good reliability and validity and the values measured by the SSVS were arrayed on a circle identical to the theoretical structure of Schwartz's original values (Lindeman & Verkasalo, 2005, 170–178). That is why we used this short value survey to measure HR managers' perceptions of the top management values. From this survey we used an 8-scale survey designed by Dr. Verkasalo from the University of Helsinki in Finnish.

These two questionnaires were used to map the values and value differences of HR managers and senior business managers and answer the research questions six (6) and eight (8) and confirm the validity of hypotheses five (5) and six (6).

The survey was conducted in two stages. At the beginning of May 2018, a three-part Webropol online questionnaire was placed on the HENRY association's website, with three queries that were held in succession:

- a) Questionnaire on emotional intelligence problems in organizations (17 questions)
- b) Human Resources Managers' Value Survey (57 questions) and
- c) Top/Senior Management Value Survey (10 questions).

HR managers were asked to respond to all these queries within a month. Two additional reminders were made. It was found that the survey link had been opened 172 times, but only 33 replies were received. Of these 33 responses, statistical analysis was performed with SPSS software.

There were two hypotheses about why all those who opened the survey did not answer it. Either the emotional intelligence and the value inquiries were too sensitive, or the survey was just too long, and people did not want or did not have time to answer it.

In order to ensure the reliability and representativeness of the questionnaire in the population and to eliminate the unacceptability caused by the possible length of the survey, it was decided in the last two weeks of May 2019 to re-execute the questionnaire, leaving out the value issues of HR managers and senior management. The survey consisted of only 17 questions and could be answered in five to ten minutes. Now the survey was placed on the extra edition of the Henry Association's web pages for two weeks. In addition, the survey was sent to at least some members of the Henry Association directly via email. Both methods of collecting data used the same cover letter, which was developed not to respond to the questionnaire if the person had replied to it a year ago in spring 2018.

42 new responses were received to this second questionnaire. It was now confirmed that the number of responses did not diminish due to the length of the query and the resulting disadvantages and problems, since shortening the query increased the response rate by only 1.29 times. The number of responses to the survey is explained by the reading activity of members of HENRY RY's website and publications among members, by the attention received by the survey in the monthly publication of HENRY RY or by the sensitivity of the topic. The final conclusion is that without a direct email to HR managers, the number of replies cannot be increased. However, the problem with e-mail inquiry is that it is difficult to find out the e-mail addresses of HR managers and the e-mail query may not be considered as anonymous and readable as a web survey.

Concerning the results of the value surveys, their results are preliminary and can lead to stronger new research hypotheses as to why HR managers are not able to have a significant impact on the selection of new managers and why leadership and emotional intelligence skills are much less emphasized than other factors when the final choices of managers are made.

For SPSS statistical analysis, the survey results were combined, although the first survey included the first 17 questions plus 57 + 10 (in total 67) value questions in addition to the first 17 questions. Thus, in practice, the results of the first two similar questions of two successive surveys with 17 questions were combined.

On the other hand, because the answers to the open question of the research were qualitatively addressed using the theme analysis, this is a so-called mixed methods research that is a mix of quantitative and qualitative research (Tashakkori & Creswell, J.,W., 1/2007); (Tashakkori & Newman, I., Qualitative and quantitative approach to research - Intergation, 2010)(Tashakkori & Creswell, 2007 and Tashakkori & Newman, 2010).

Data

The first phase of the study consists of 33 persons' responses. The second part of the study consists of 42 persons' responses. On the other hand, the second phase of the study lacks the value surveys of HR managers and top/senior business managers. Thus, the data of the two-stage study could only be combined for the first 17 questions, which resulted in a total of 75 responses. The study confirmed that the respondents were indeed different individuals in a similar survey conducted at these two different times. The two data collected in the study were analyzed both separately and combined with the first 17 questions.

In a way, it was a blessing in disguise that we had to execute the shortened query for the second time. The latter survey did not in practice change the results of the first 17 questions of the first survey, but the results of these two materials were very similar. On this basis, we dare to argue that the material already collected has been subjected to some kind of saturation, and the additional responses are unlikely to make the situation much different.

93% of the respondents were women. 75% of the respondents worked in profit-making companies and 25% in state, municipal or non-profit organizations. 53% of the respondents worked in organizations of more than 300 people and 47% in organizations of less than 300 people.

Of the respondents, 77% were human resources managers and 23% were human resources experts or in other HR related positions. Of these, 88% have participated in the process of selecting managers and 55% were members of their management team. 85% of the respondents were over 40 years of age and 56% over 50 years old. The average working time with their current employer is 10 years. Therefore, they had a long experience and insight into the affairs of their employer organization.

We believe this will increase the reliability of the results of our research.

RESULTS

In the following paragraphs, we will discuss the results of the surveys and divide them into the following sections: frequency of emotional intelligence problems in Finnish organizations, who is mainly responsible for these problems, types of emotional intelligence problems, who and what values dominate the final choices of managers, the importance of emotional intelligence and other factors in the final choices of managers and why previous results and expertise in the field are most important in the final managerial choice. Finally we will discuss these results and make practical recommendations to business and HR managers based on these results. We also make recommendations for international research topics.

Frequency of Emotional Intelligence Problems in Finnish Organizations

None of the respondents think that there have been no problems with emotional intelligence in the organizations where they have worked. 69% of the respondents felt that emotional intelligence problems had occurred to some extent and 31% felt emotional intelligence problems had occurred to a large extent in their organizations. The frequency of experiencing emotional intelligence problems did not depend on whether the respondent represented a business (business enterprises) or non-profit (state, municipality, association, foundation) organization. This result was statistically very significant according to Chi-

Square Test. The main result of the study is that emotional intelligence problems are common in Finnish organizations. Thus, the first hypothesis of "Organizations present a reasonably high number of emotional intelligence problems" was confirmed.

Who Is the Main Emotional Intelligence Culprit?

According to the study, managers have more (56%) problems with emotional intelligence than subordinates (44%). On the other hand, emotional intelligence problems occur with both managers and subordinates. If both parties have shortcomings in emotional intelligence, emotional insults and infections can form a domino effect and swell into a big and messy "ball of wool", which can be very difficult to unload afterwards. Anyway, the second research question got the answer and the second hypothesis was strengthened: "Emotional intelligence problems in the workplaces are mainly due to the shortcomings of managers in emotional intelligence".

Types of Emotional Intelligence Problems

Flaws related to emotional intelligence occur almost equally as much in all areas of emotional intelligence described by Goleman (Goleman, D., 1995). These areas are (a) knowing one's own emotions (3.4), (b) managing own emotions (3.4), (c) motivating others (3.7), (d) recognizing emotions in others (3.7), and (e) handling relationships (3.6) when the scale is 1–5. However, perhaps the most worrying in the research results is that most emotional intelligence problems, according to Goleman's classification, were thought to be present in a general lack of interpersonal skills, weakness in identifying other people's feelings, and in particular, unwillingness to take into account other people's feelings. The research confirms that there is a need for emotional intelligence training both in the bachelor's and master's degrees in business administration in universities and in subsequent adult workplace training.

The Top Management Walks Often Over Human Resources Managers in Final Managerial Choices

Nearly half of the respondents, namely 43% of the respondents, felt that HR professionals and managers had not been able to influence the final managerial choices enough. 55% of the respondents felt that the business management had taken into account HR experts' analyses and recommendations in their final chief and managerial choices. On the other hand, 45% felt that the management had made the final managerial choices regardless of the recommendations of the HR experts. These research results did not differ according to the statistical t-test depending on the type of the organization (for-profit=business enterprise vs. non-profit). The cross-tabulation of results revealed that even in the case of respondents (34) who believed that HR managers had been able to influence on the final decision-making of choosing managers, top/senior management has made about every fifth (20%) final manager's choice despite HR management's analysis and recommendations. Therefore the hypothesis 3, "HR managers are not able to adequately influence the final choices of managers, but the senior business managers make the final choices, despite the recommendations of the HR professionals", was partly strengthened.

The Importance of Emotional Intelligence and Other Factors in the Final Choice of Managers

The respondents felt that these final selections are based more on previous "hard" financial track record and expertise in the field, with an average weight of 66% than leadership or emotional intelligence skills, with an average weight of 34%. These research results did not differ according to the statistical t-test depending on the status of the respondent (HR manager vs. HR expert /other position) (Sig. 2-tailed = 0.326) or the organization (for-profit=business enterprise vs. non-profit) (Sig. 2-tailed = 0.794).

We believe that hypothesis 4: "In the final leadership choices, the senior business managers puts more emphasis on the former industry and substance knowledge and performance scores of management candidates than on leadership and emotional intelligence skills", received confirmation. However, this is not a desirable situation, because about 94% of HR professionals and managers thought that emotional intelligence should be emphasized more in leadership choices. This is probably difficult to achieve due to the very different values of HR professionals and managers.

Why Previous Results and Expertise in the Field Are Most Important in Final Managerial Choices

The survey respondents were asked to provide an open written explanation of why they had divided number 10 between past performance scores and industry expertise or leadership and emotional skills influencing final managerial choices. 33 comments were received on this open question. By combining and typing these thematically, the following themes were obtained and included examples of answers:

- A. Industry or subordinates require mainly technical or other specialized knowledge in the field
- B. Old-fashioned and rational organizational culture
- C. Owners and senior management mainly value financial results
- D. Knowledge and past performance of the industry can be more easily demonstrated
- E. HR management is not appreciated and utilized sufficiently or does not exist
- F. Expert is selected as a supervisor

A. Industry or Subordinates Require Mainly Technical or Other Specialized Knowledge in the Field

Eight (8) respondents mentioned this reason. For example:

“In the field of technology we operate, substance competence is very important, and the skills of human and emotional know-how are not even discussed”

“Our engineering studies in the field emphasize expertise and the teaching of leadership skills is limited”

“In our field and in the company, managers need to have strong expertise mainly in production”

“In the field of insurance, knowledge of business in the industry is most important”

“Our industry is such that managers are especially required to have substance expertise”

“Expert organization also appreciates expertise of supervisors, subordinates appreciate it and lower organization requires it (also F)”

“Municipal decisions are appealable and "hard" knowledge is easier to prove and compare than leadership and emotional intelligence skills”

Thus, it appears that in highly technical or otherwise highly knowledge-intensive industries or similar sectors of the public sector, both senior management and subordinates require managers to have "technical" know-how and, secondarily, good leadership and emotional intelligence, and HR management has adapted to this practice at least in Finland. Even this "cultural" practice can be somewhat difficult to suddenly change.

B. Old-fashioned and Rational Organizational Culture

Six (6) respondents mentioned this reason. For example:

“Unfortunately, our industry and our company still have old-fashioned perceptions, and the skills of emotional intelligence are not seen important at all levels of management”

“The old way of leadership prevails”

“Our organizational leadership culture is rational and based on strict control”

“In many Finnish organizations, the strong belief is that a good substance expert is a good leader”

These comments represent cultural beliefs that are difficult but not impossible to change as Schein has mentioned a long time ago (Schein, 1987).

C. Owners and Senior Management Mainly Value Financial Results

Five (5) respondents mentioned this reason. For example:

“We go business first”

“We have too narrow a view of what responsibility means”

“I have worked in the financial sector, where values have been cold in those companies where I have worked. The owner's view weighed a lot, even if the management had disagreed”

“The performance and productivity targets set for the public sector over the last few years are considered to be only efficiency gains and measures. Soft values, such as emotional intelligence, etc., are usually the “hustle” brought by women to the conversation, which we do not need to know much about, let alone implement”

One respondent mentioned that “HR managers and top management’s own values and human management knowledge and skills determine what is valued in selecting managers”.

It is clear from these quotes that, for some organizations, the financial performance and effectiveness of the owners and top management are much more important than good and emotionally intelligent leadership that has been almost forgotten. There is not necessarily a difference between profit-seeking and non-profit public organizations. While companies seek to maximize profits, some public sector organizations are striving to minimize costs. For the public sector, this doctrine has been brought about by the so-called New Public Management (NPV), which highlights performance and has borrowed its management models in the field of business management (Zifcak, 1994) and (Van Dooren, 2011, 15–27).

D. Knowledge and Past Performance of the Industry Can Be More Easily Demonstrated

Seven (7) respondents mentioned this reason. For example:

“It is difficult to prove the existence and benefits of soft things”

“Previous results are easier to detect”

“It is easier for senior management to understand and evaluate the industry’s expertise (2 mentions)”

“Difficulty in measuring and verifying soft skills (2 mentions)”

“Applicants emphasize the results and know-how in their CV and find it easier to identify”

In these responses, HR managers and experts rightly state that previous expertise and previous results are more easily verifiable than good human management or emotional intelligence. On the other hand, these factors can serve as an excuse for ignoring them.

E. *HR Management Is Not Appreciated and Utilized Sufficiently or Does Not Exist*

Only two (2) respondents mentioned this reason:

“The top management does not value HR people and does not understand anything about HR”

“HR is missing from some companies or top management can't use it in the right way”

Based on more than 20 years of professional experience and co-operation with HR managers, the main researcher was surprised that respondents in this study rarely complained that senior management would not value their work. On the other hand, this research result can only tell you that the HR managers who responded to the research have their own professional appreciation.

F. *Expert Is Selected as a Supervisor*

Two (2) respondents mentioned this reason:

“Less often a person has asked or even wanted managerial responsibility, and even more rarely a person has even considered new responsibilities or would they even be natural to him”

“Expert organization also appreciates expertise of supervisors, subordinates appreciate it and lower organization requires it”

The quotes describe well the situations in which the management of an expert organization chooses experts as leaders who, as an accident, run as superiors without any desire and training. This is often the case, for example, in universities or hospitals. It is therefore a sector that is typical of certain experts, although the organizations in these fields may be very large and may employ up to thousands of people.

The Summary Why Other Qualifications Than Leadership and Emotional Intelligence Are Decisive

The open responses highlighted the reasons why previous results and expertise in the field play a more prominent role than human leadership or emotional intelligence in the final choice of managers. These were:

- Industry or subordinates require mainly technical or other specialized knowledge in the field
- Old-fashioned and rational organizational culture
- Owners and senior management mainly value financial results
- Knowledge and past performance of the industry can be more easily demonstrated
- HR management is not appreciated and utilized sufficiently or does not exist
- Experts are usually selected as managers in certain sectors

Some of these things are deeper in the culture and we know that the culture is slowly changing. On the other hand, we also know well that new generations represent new values and that when generations are replaced by new generations in working life, working practices are also changing. On the other hand, an HR manager gave the following interesting comment: "When new leaders are chosen by managers with good leadership skills and when HR people have dared to say their own divergent opinion, if the expertise has initially played too much role in the selection, leadership and emotional skills are more emphasized in the final manager's choice". We believe that this is the core of the solution to the problem: does the HR management dare and have the right arguments to disagree and justify to senior management why human leadership skills and emotional skills are necessary for the new managers to be elected.

The Values and Differences of HR Managers and Senior Managers

According to the study, the most important value of HR professionals and managers is universalism (4.5 or 75% of the maximum 6), which emphasizes tolerance and caring. An equally strong value for HR professionals and managers is self-guidance (4.5 or 75% of maximum 6). The next important values for them are safety (4.2 or 70% of the maximum value 6) and consistency (3.5 or 58% of the maximum 6). HR experts and managers working in public administration and non-profit organizations, compared to those working in business organizations, value to some extent more universalism (4.9 vs 4.3) and humanism (3.7 vs. 3.5), but the differences between the two groups are not great at least in Finland. In other words, HR professionals or managers are “normally” humanistic people, usually women.

HR professionals and executives saw senior executives very much appreciated for performance (9.3 or 91% of maximum 8), power (5.2 or 64% of maximum 8) and self-guidance (5.1 or 64% of maximum 8). On the other hand, it is strange that HR professionals and managers see that senior managers also greatly value security (5.0, or 63% of the maximum value 8) and consistency (4.7, or 59% of the maximum 8). In this context, consistency means acting primarily according to the rules of the game. At the very least, they see senior managers to appreciate adventure and risk-taking (2.5, or 30% of maximum 8) and universalism, i.e. caring and tolerance (humanism) (2.9, 36% of maximum value 8). So the top managers are usually people, mostly men, who have "hard" values. Thus, HR experts and managers differ greatly in their values and, in most cases, in their gender too. Therefore, it is no wonder that the values of more powerful senior business managers dominate the final choices of other managers, and leadership and emotional intelligence skills remain second to performance orientation in the selection of new leaders.

These results do not directly give an answer to the last research question eight (8) nor do not directly confirm the hypotheses six (6), but they give stronger reasons than before in this research to believe that the top/senior management's orientation towards performance and differences of values with HR managers can be the main reason why emotional intelligence is not in decisive role in the final manager selections and why emotionally incapable managers are selected. Actually an open comment of an HR manager in the research also revealed this:

“Only when there are many otherwise equal manager candidates, will the social and leadership skills, including emotional intelligence, become a selection criterion”

DISCUSSION AND PRACTICAL IMPLICATIONS

Emotional intelligence is not the most important factor in the appreciation of top/senior executives. It must be managed to some extent, but it is not decisive in who is the manager. Nor is it about who is removed from the manager's position unless there is a sufficiently large “scandal” that always leads to removal. The situation is not ideal for the subordinates. On the other hand, in terms of the success of organizations, management is also very important for the effective operation of all organizations. However, management cannot replace shortcomings with leadership and emotional intelligence. If we want to develop inclusive organizations, we need to select “suitable” persons for managerial positions: persons who are strong with leadership and emotional intelligence skills and can develop in these skills.

On the other hand, the survey revealed that HR experts and managers as well as senior executives share some common values, such as appreciation of self-direction, security and consistency, at least in Finland. By focusing on these, it is possible that HR experts and managers could build trust with senior managers, at least in Finland, and thus gain more credibility and influence in the choices of other executives. In this way, leadership and emotional intelligence skills could gain more weight in the final choices of managers in the future. In addition to this and other researches on emotional intelligence mentioned in this study, HR leaders know that managers' emotional intelligence has connections not only to human well-being and mental health, but also to the effectiveness of organizations. By arguing these results convincingly to the senior management, HR leaders could convince top managers that it would be

worthwhile to increase the importance of emotional intelligence in the final election of leaders, as almost all HR leaders who participated in this research themselves hoped.

The research conducted now is thus unique in many ways. It revealed that emotional intelligence problems are quite common in Finland and mainly due to shortcomings with emotional intelligence among managers. On the other hand, the study revealed limited opportunities for HR experts and managers in setting the final selection criteria for managers. Thirdly, the research revealed the prevailing values and great differences between HR experts and managers and senior managers. Knowing and understanding all these aspects helps to understand the prevalence of shortcomings in managerial emotional skills and to develop strategies to reduce them.

Finally, we want to tell the true story of a high-level manager of bad and emotionally unacceptable leadership. About 29 years ago the main researcher, Keijo Varis, was at a salesmen's meeting, where sales in the early part of the year were badly off the budget and the commercial director of a company commented it as follows: "Tim, you Satan's lazy shit, do something to improve your sales results, just don't fuck your ass in the office bench."

All of Tim's sales colleagues and his immediate superior, sales manager, Matt, and Keijo heard that public zeroing. When the commercial director had left, Tim's sales colleagues and his immediate superior, Matt, said, "How on earth could we get rid of that commercial manager's bastard?" The situation was very embarrassing for both Tim and his immediate superior Matt.

The commercial director assumed that the drop of sales compared to the budget was due to the laziness of the salesmen, and because all of them were men, the "normal" man would endure hard talk and be willing to be motivated because of the targets, and wants to show himself and his colleagues that he can reach these targets.

A few years after the event, it became clear that the underdevelopment of the sales budget was not due to the laziness of the salesmen of the company, but because of one of the worst economic recessions in Finland's in 1989–1992. Thus, the blame was not only completely unfounded, but also very demotivating and a good example of emotionally unacceptable leadership. Unfortunately, the main researcher of this research, Keijo Varis, has had to testify several times the similar kind of "racketeering" in the most diverse senior management teams during his over 20-year career in business enterprises, and such experiences have been the cause of this research, even though the main researcher himself has not suffered emotionally because of this kind of behavior during his own career.

By conducting and publishing this research we want to prevent people with weak emotional intelligence skills from getting into the positions of managers and help HR managers and experts involved in the selection of managers. In this way, we want to improve people's well-being at work and reduce the cost of absenteeism by requiring that emotional intelligence should be added to good leadership and ethical leadership standards, which is not the case today - as we found out in the literature part of this article. In our suggestion, emotional intelligence would form the boundaries of ethical leadership or the rules of the game, which should not be overcome or broken when managers attempt to achieve organizational results with the help of people. This might be a workable solution because, according to our research, senior management values consistency and compliance with the rules of the game. Like Appelbaum et al. (Appelbaum;Belisle-Mignacca; Mehta and Parris, 2018), we also suggest that organizations and HR managers should use emotional intelligence scores as a metric in manager candidate selection in order to increase their chances of hiring an effective leader.

LIMITATIONS OF THE RESEARCH AND SUGGESTIONS FOR FURTHER RESEARCH

The research results can be generalized only in Finland, but not elsewhere. Because of the small number of responses (33) to the Schwartz value surveys, its results cannot be generalized even to all HR managers and top managers in Finland. Nonetheless, the research provides valuable indications as to the direction in which the emotional intelligence problems occurring in organizations and their causes should be sought in the future. We suggest and hope international comparisons of the same topics and have sent

such suggestions to our colleagues in the USA, the Netherlands, the UK, Italy and Lithuania. Therefore, we have already translated the first 17 items of the survey into English.

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