SZÉCHENYI ISTVÁN UNIVERSITY

SZE - GYŐR

DOCTORAL SCHOOL OF REGIONAL- AND ECONOMIC SCIENCES

Leader: Prof. Dr. János Rechnitzer professor

Viktória Magyar-Stifter

Master of Science in Economic

Components of organizational excellence:

Examination of the emotional intelligence and knowledge sharing of North-Transdanubia companies

Thesis summary

Project leader: Prof. Dr. Andrea Bencsik, professor

Győr

April 2016

Content

List of Figures

List of Tables

"Divide and conquer."

1. INTRODUCTION

I am a part of the current researches in Széchenyi István University, Department of Marketing and Management, which examines the tacit knowledge transfer habits in Hungarian companies, and their methods too. During this time, the phrase of „Divide et impera" has become some kind of motto for me. This slogan, which expresses the political method of the Roman Empire, has become a paradigm for other disciplines nowadays. Thus, in addition to political science it has become an integral part of information technology and management sciences too. The figurative interpretation of the method also describes the impact of the knowledge transfer, and the success of the company. The primary research of my dissertation is the third survey on this topic. During the research numerous companies gave a positive answer to the question of how important is the knowledge management for them, and how much they support the sharing of tacit knowledge. And when I ask how to do this, the answer is for how much training and course their staff were enrolled in order to their personal development, because they know that knowledge can mean competitive advantage in today's market environment. They support the creative ideas, and teamwork. But knowledge management system is really viable because of this? The companies are trying to accumulate more and more knowledge in the individuals, because once they must have heard somewhere that the potential for development is a kind of motivation for employees. Will this knowledge acquired during training really be the part of the company to serve it as a competitive advantage? In my opinion no, as Helen Rothberg's motto "more is not better, better is if we know what is more" suggests, the organizations which have more knowledge will not necessarily become a leader in the market. They can gain competitive advantage if they know what's more, what the market needs.

I concluded from previous exploratory research that there is no company nowadays who has not heard of knowledge management, in fact many are able to isolate tacit and explicit knowledge, while they still consciously seek only to share the latter. For the question of sharing tacit knowledge remained the search of objections that there is no time for it, not enough money for it, or the classic "they are all just gossip, if there are more of them" response. We heard a wide range of barriers to knowledge transfer in the literature as an explanation to why

they not encourage the transfer of tacit knowledge, in addition to "our organization is not ready for knowledge share" (Bencsik - Stifter - Falcon, 2012). However, what is overlooked that one of the conditions for success during knowledge-sharing is the human factor: staff attitude. After all, the sharing of tacit knowledge is voluntary in the most cases, thus stems from the intrinsic motivation of participants (Abdullah Ottman, 2009). The organization is able to influence the positive attitude of employees to knowledge transfer, and motivation of satisfying higher order needs. If the organizations intend to increase employee satisfaction, they promote cooperation and team tasking, communicating a clear vision, that is, emotional intelligence.

In my dissertation I just want to deal with the latter more detailed. What kind of individual and group capabilities should companies have to build their competitive advantage on the knowledge of individuals? I wish to project, what is more, that they need to operate more successful. How can you increase the company's employees' satisfaction, positive attitude, and work efficiency in order to perform perfect. How can you improve your emotional intelligence, and thus become successful?

1.1 Research purpose and questions

In my doctoral dissertation I strive to answer the following research questions:

1. What are the components of emotional intelligence in a company? What connection can be observed between the components of emotional intelligence in a company?
2. When can we say about a company that it has emotional intelligence?
3. What is the impact of emotional intelligence on the company's knowledge transfer?

In order to answer the questions I intend to examine the emotional competences of companies in North-Transdanubia with empiric, quantitative and qualitative methods, basket of typical competences, which are characteristic of emotionally intelligent companies, and its effect on the company's knowledge transfer processes. I intend to prove the relationship of factors involved in the design of corporate emotional intelligence with the help of investigating of e hypotheses, and then I place the set up model in the known family of emotional intelligence models, and finally I also investigate the knowledge transfer of emotional intelligent companies.

- H1: Leader with higher emotional intelligence promotes its organization more likely to obtain self-awareness and self-control above average.
- H2: Organizations where above-average organizational self-awareness and self-control can be observed, possession of relationship competencies with employees can be observed in a greater extent.
- H3: The above-average result of relationship competencies with employees predict the above-average result in the field of relationship competencies with partners.
- H4: Between the above average relationships of employees and partners, and emotionally intelligent, resonant organisational culture a strong relationship can be identified.
- H5: The emotionally intelligent company must have above-average performance with respect to the six components (emotional intelligence of leader, organizational self-knowledge, organizational self-control, relational competencies with employees, relational competencies with partners, resonant organizational culture).
- H6: Possession of corporate emotional intelligence promotes the transfer of tacit knowledge in the organizations.

Firstly I wish to demonstrate the hypothesis after the assessment of survey, during which I examine the relationship between the hypotheses formulated on components of corporate emotional intelligence. Based on responses to the questionnaire I classified the companies into clusters according to given competency results, which show above average, average or below average results based their own admission. Based on this groups, I performed relation and dependency analysis using the SPSS system. Then I performed a restricted analysis among companies, which demonstrated above-average performance during the questionnaire survey, and I added interviews and document analysis too. The aim of this was to confirm the results of the descriptive researches, and to contribute to their deeper understanding. Finally, within the framework of a workshop I wish to sketch the possible ways of emotionally intelligent company evolution.

The main goal of my doctoral dissertation was work out an approach, which can also be used in practice, and it is at the same time theoretically and methodologically grounded, which promotes the conscious establishment and implementation of activities related to tacit knowledge management of the

organizations, pointing out, that companies must have primarily emotional competencies to really work in the transfer of tacit knowledge.

1.2 Research significance and topicality

We can say about the theory side of knowledge management that today publications, books, studies are more and more common, in which the authors show through excellent models and case studies the formation of knowledge management, and the difference between tacit and explicit knowledge, but there are few approach based on quantitative samples in the literature. There is no shortage in exploratory research, as I myself carried out researches among organizations in North-Transdanubia about how their knowledge management works, and within that I examined the transfer of tacit knowledge in case of Hungarian companies. However, the majority of these studies made such conclusions, that the company's size, capital, (Tomka, 2009) or the lack of time (Bencsik - Stifter - Falcon, 2012) explain the marginalization of tacit knowledge transfer. However, in my opinion they cannot be influenced or just very slowly, making it necessary to consider carrying out an analysis, which is more descriptive, and as a result, I provide a device for all the companies who truly strive to reach their competitive advantage and success with sharing of tacit knowledge.

So as a result of my doctoral dissertation I intend to provide a methodology to these companies that provides guidance on what steps should they take to ensure that the organizational knowledge of the company grist to the mill of the company. I think methodologically this can be supported with quantitative research, since I get an objective view with the analyses of questionnaire survey results during the examination of relationships and correlations. However, I consider it important that the results must be strengthen with depth interviews as its reason for existence in recent years is growing. During the depth interviews I had the opportunity to test my model to get a clear view of what ways the emotionally intelligent companies achieve their organizational excellence before I may suggest any false conclusions for the development of organizations.

The topicality of practical side of this doctoral thesis is also justified by the theoretical literature, namely to dispel those views according to which knowledge management can only work in large companies. Thus, I involved small and

medium companies in the research, so the model facilitate the transfer of tacit knowledge can reflect their experiences and thereby promote their organizational development properly.

2. RESEARCH METHODOLOGY

As a young researcher I believe it is important to issue the full understanding of the problem, and to sketch a possible solution, so in the first round I carried out inference, descriptive research, with the aim to explore the emotional intelligence of Hungarian companies and to explore the impact of corporate emotional intelligence on sharing knowledge. After this I conducted a restricted post quantitative research in order to justify the results of describing research.

2.1 Quantitative Research Methodology

My main goal was to make data numerical and better analysable with the quantitatively conduct of research. I receive samples from multitude only once with the help of a structured questionnaire. They answered the questions in a specific order with the help of the questionnaire, considering that I presented the purpose of the research before the beginning of filling, so the research process can be called direct. Mostly closed questions were used in the questionnaire, and respondents chose option from predefined attributes, which was most suitable characteristic for their company, so the data obtained are reliable, and their coding and analysis proved to be simple (Malhotra, 2008).

Before making the questionnaire I studied the available literature about emotional intelligence test on the Internet and in the literature so based on them I can build my own questionnaire. The forms of available mixed emotional intelligence tests follow attitudes test procedure so I built up the questionnaire from statements too. The questionnaire used in the quantitative research consists of three main parts. The first section examines the emotional intelligence of organizations along 112 statements. Most of the issues are positive attitude statements, which is the characteristic of emotionally intelligent organizations, while 27 statements were formulated as control in negative form in order to examine the outstanding cases, as verification purpose. The closed questions are structured questions where the respondent can choose most typical alternative from predetermined choices, which are the most suitable for their company, their manager, and their organizational culture. In the questionnaire I employ a few nominal scale which are coercive in nature, so I did not give the option for respondents that they can choose the option to not give an answer for a question.

However, the majority of questions were analysed using a 5-point scale. In the case of these questions, the respondents had to indicate on a polarity interval with an odd number, that to what extent do they agree with a particular statement. The second part examines the practices related to knowledge management, specifically the respondent must identify the frequency of use of methods of knowledge transfer on 5 grade Likert scale, marking interval from not at all usage to frequent usage. In this section, I studied 18 and 13 explicit tacit knowledge transfer methods, which are the most common forms of knowledge sharing. I recorded overall demographics of the company in the last part, because of control of the representativeness of the sample and obtain general information regarding organization. Filling the questionnaire took about half an hour. The data were analysed using the SPSS system. To confirm the hypotheses cluster analysis, cross analysis and variance analysis were used.

2.2 Post-Quantitative Research Methodology

First of all I considered necessary to conduct a post-quantitative empiric research to support the results of quantitative research, to conduct more detailed examination of medium relationships, and of course to explore other dependency relationship between factors, so in this way I can examine deeper the relationships between elements of model, and they can sketch the way towards development of emotional intelligence and tacit knowledge sharing. In this context, therefore, an investigation was carried out to explore the development path of emotionally intelligent companies based on their results participating in quantitative research.

In order to the re-examination of the hypotheses, I conducted a more closely related analysis at the visited companies: the existence of hard factors were analysed by the analysation of documents, the existence of soft factors were analysed by deep interviews. Therefore I chose a more structured and more direct information form. My goal was to forge closer my assumptions, to support the results of the quantitative research, to explore asked subjects' views and feelings about the results of previous research with a deep interview. As a result of these studies, I overall intended to outline the path of an emotional intelligence acquisition of a corporate.

Thus, the research subjects were 63 companies, who were emotionally intelligent during quantitative research, and all of whom I looked for with the intention of carrying out a more in-depth research. From these 63 companies, only 16 companies authorized my research until March 2014, each of whom I spent an

average of one day direct observation, two days conducting interviews with an additional 1-1 days of testing documents allowed for inspection (strategy, organization charts, internal regulations). And at the end of it, I spend one day with a workshop for outline the development of emotional intelligence. In the case of documents in addition to the actual existence of them I performed text analysis, I searched the written evidence of statements formulated in the previous quantitative research, while I tried to determine the path of development and establishment of emotional intelligence on workshop in an unstructured form - largely questionnaire, without guiding. Since quantitative research has a major barrier, which is that I asked the leader's emotional intelligence from its employee, I tried to eliminate this, and I asked the opinion of both the leader, and leaders participating in the company's operation, project managers, team leaders, and I formulated the results of my research as a comparison between the two of them.

<div align="right">1. Table</div>

<div align="center">*Summary of research methods used in qualitative research*</div>

| Examined emotional intelligence area	Applied research method
The person of emotionally intelligent leader	Interview with the leader Interview with group leaders
Possession of organizational self-awareness and self-control	Interview with the leader Document analysis
Possession of contact competencies with employees	Interview with team leaders Document analysis
Possessions of competences related to partners	Document analysis Interview with the leader Interview with team leaders
The organizational culture	Interview with the leader Interview with team leaders
Knowledge transfer of companies	Document analysis Interview with the leader Interview with team leaders
The emotionally intelligent company's growth path	Interview with the leader Interview with team leaders

<div align="center">*Source: Own edit*</div>

3. DESCRIPTION OF THE SAMPLE

Before the launch of the questionnaire a trial questions were asked in a company for the test of the questionnaire, in order to filter the possibly not relevant or difficult to interpret questions, and if it is necessary, provide additional response alternatives in certain cases. After its completion, they survey was launched in

May 2013, and it ended on 31 October 2013. The participation was voluntary from the side of the requested companies. Criterion was, that the person who completed the questionnaire had to be middle manager who has a realistic insight into both the corporate processes, the top leadership style and employee attitudes. In order to this, a minimum of two years working time was required in the current company. During this period, about 500 questionnaires were sent out. A total of 227 questionnaires were returned, after which I controlled them, and I managed to involve 214 questionnaires into my study. The majority of companies (49.1%) operates in Győr-Moson-Sopron county due to the easy accessibility, but 22% of surveyed operates in Pest county, while 10.7% of them were in Vas County. The sample was also involved 15 companies in Komárom-Esztergom county, 12 companies in Zala County, and 12 companies in Veszprém county too.

<div align="right">**1. Figure**</div>

### The seat of surveyed companies
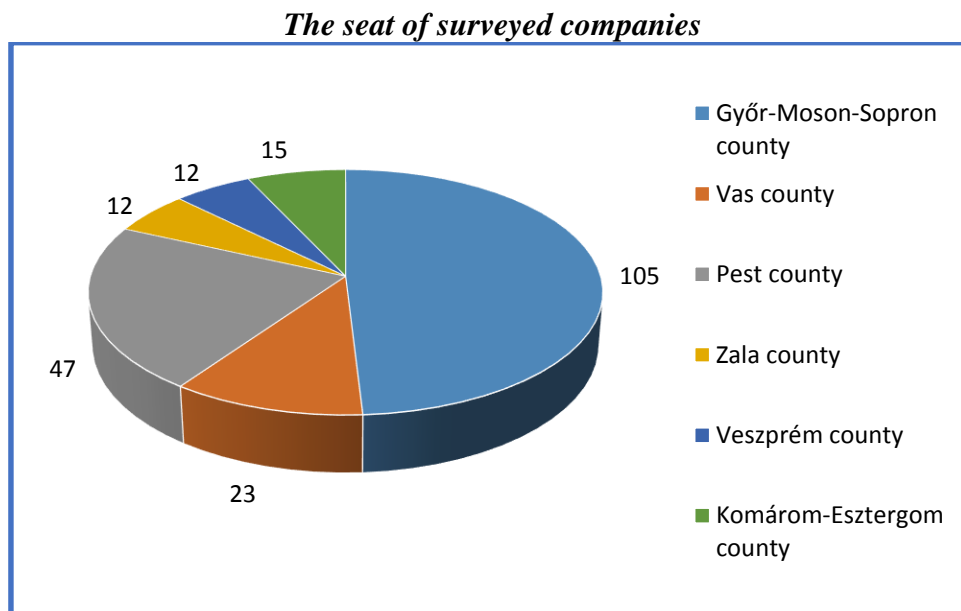
Source: Own edit

In terms of industries all of the three sectors are represented in the sample. In the largest percentage, with 23.8% the telecommunication and trading companies responded, and the automotive and construction companies followed them with the result of 16.4 - 16.4%. The third most common respondents can be classified into the light industrial area with 10.3%. After that followed the field of public administration (8.4%), companies in education and consulting area (7.0%), representatives of agriculture (6.1%) and the banking sector (5.6%), companies in the filed of tourism (3.3 %), and finally companies in the field of healthcare with

2.8%. The composition of the sample reflect the industry distribution on national level, but in terms of regional conditions it considered to be representative, however the survey results can be generalized, because the survey is not random.
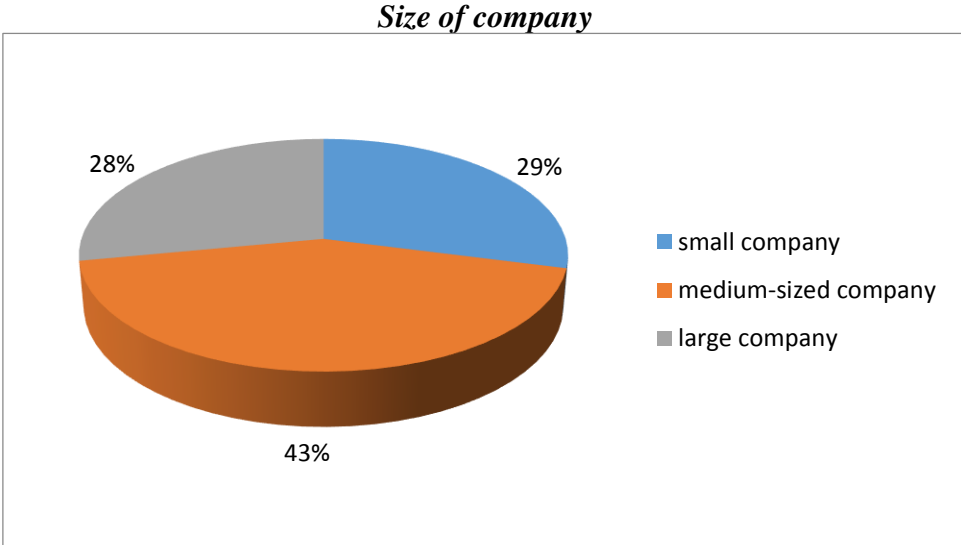
The distribution of respondents by sector
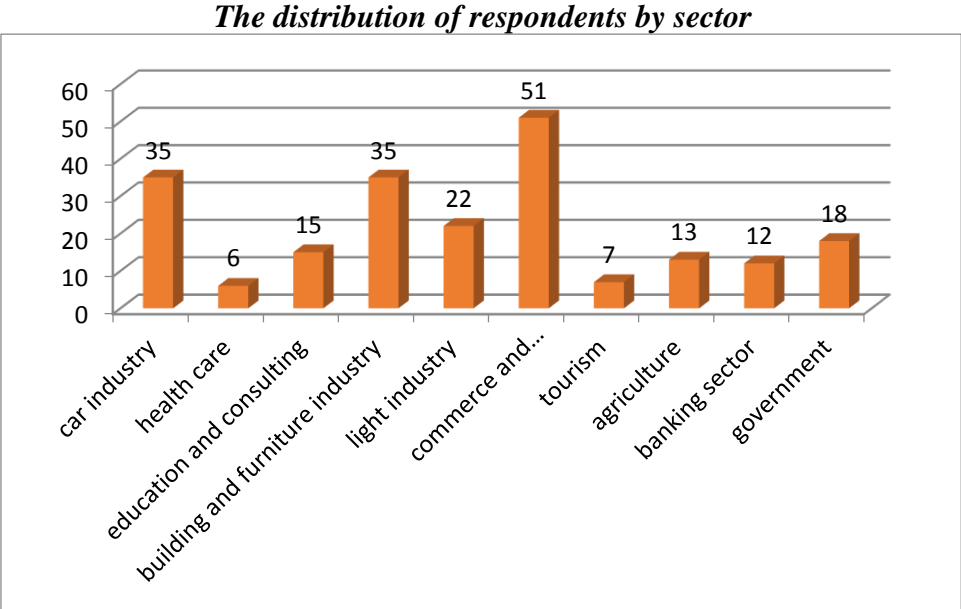
Source: Own edit

In my research, I would like to dispel the notion that knowledge management is only widespread among large companies, so I involved small and medium companies in the sample with a substantial 72% size.

Size of company

Source: Own Edit

After the analysis of selected arbitrary sampling and composition of the samples it can be concluded that the results of research cannot be generalized and they are not representatives of Hungary or the population. However, due to the rudimentary of research it provides an excellent opportunity for the base of Hungarian companies' research of emotional intelligence.

3.1 Preparing Data for analysis

The examination of 112 statements in the questionnaire would have made my task difficult, so I performed a cluster analysis prior to confirmation of the hypotheses in order to compress groups of respondents. Thus, less variable made the test possibly clearer for me. Ward method was used to compress the respondents into clusters, in which during the examination of two-five various clusters along with the six separate clusters of company emotional intelligence I thought that the optimum choice is the classification into three separate clusters. In the case of each factor (emotional intelligence of leader, self-awareness, self-control, relationship skills with employees and partners and the resonant organizational culture) respondents can be divided into three groups: companies with above average performance, average and below average performance. Examination of the hypotheses was made based on the comparison of classified cluster members using variance analysis and cross table. The cross table analysis the existence of connection and the strength of that, and its explanatory power, while the variance analysis wishes to point out, which factors show the biggest difference between the three members of the cluster.

In the case of each factors, the classification into three clusters showed different results, however, taken individually, we can conclude that the averages of responses of clusters to the statements are significantly different in terms of respondents from different clusters. The best averages, of course, belonged to the respondents in the above average group, and the second highest average value was classified as average group, while the lowest average values belonged to the respondents in the below average cluster. However, the differences between the averages, and the number of group respondents showed a different image for each factor.

Frequency of respondents in clusters formed along the six factors

	Above average	Average	Below average	Not classified
Emotional intelligence of leader	54	74	76	10
Corporate self-awareness	53	124	36	1
Corporate self-control	35	73	100	6
Relation competencies with employees	128	60	17	9
Relation competencies with partners	128	38	44	4
Organizational culture	115	64	29	6

Source: Own edit

However, we can make another important finding based on these, that being in the above average group has not always the condition, that companies must achieve high/above average values in each factor. While the above average results of emotional intelligence of leader and corporate self-awareness can be tracked in the average too, with regard to the self-control and employee and partner relationship competencies, the good result was enough for the above average result, and with respect to the organizational culture, the slightly better than medium value was enough for above average value for the respondents after the completion of cluster analysis.

3.2 Verification of hypotheses with quantitative research

In order to verify the hypotheses, a dual study was conducted based on the results of the questionnaire:

- Firstly I investigated the differences in nominal scales generated as a result of cluster analysis using cross tables, in order to verify the existence and strength of significant relationship between the results.
- On the other hand, I conducted a variance analysis in order to assess the differences, which can be found in the average of each statements of questionnaire

In the H1-H4 hypotheses, I examined the relationship between the outlined factors of company emotional intelligence model. In the first hypothesis, I assumed that companies with higher emotional intelligence shows more willingness to learn self-control and self-awareness, and monitoring the continuous change of market, and know the environment of company. I wanted to test with my researches, that the leaders who possess emotional competencies at individual level, they are much more likely to consider their own company market position realistically. The statistical analysis show that although companies with above average emotional intelligence place greater emphasis on continuous analysis of the market environment, and receiving external information, but it is often good in the case of average emotional intelligence companies too, and they are just below of values of above average clusters. The biggest difference inside the organization shows itself in the management of parallel projects, where companies with above-average values show good results, while the average groups only show moderate results. In the case of H1 hypothesis, although there is a relationship between the emotional intelligence of leader, and factors of self-awareness and self-control, statistical numbers testing the strength of the relationship show a moderate strong relationship because of the above said things.

In the second hypothesis I examined the relationship between organizational self-awareness and self-control and the existence of relationship competencies with the staff. I assumed that those companies who were classified in above average cluster with regard of former, their employees are more satisfied, and they place more emphasis on the development and support the cooperation and creativity of staff, since the exact knowledge of the organization, formulation of common goal or an accurate description of the job show guidance, while providing more freedom for employees.

In the third hypothesis I examined whether the possession of relationship competencies with employees is in connection with the establishment of an excellent relationship with partners during the establishment of emotional intelligence. I tried to find the answer, that companies, who show excellent relationship in the field of relationships with employees, whether are able to influent their partners as well, and whether they have satisfied suppliers and customers or not. These organizations whether have the aim to exceed customer expectations, and the implementation of innovative ideas. The statistical analysis demonstrated strong, significant relationship between these factors. Above

average employee relationships in the case of this hypothesis shows itself the most in the formulation of excellent partner networks, and the knowledge of specific client needs.

In the fourth hypothesis I intended to demonstrate that employee and partner emotional competencies among social skills of companies have also impact on the creation of organizational culture. I studied whether those organizations that nurture above average employee relations, are hovered around by open atmosphere for employee satisfaction. Those companies that encourage collaboration, can create an open atmosphere for the free movement of knowledge, whether those are experiences and knowledge related to their employees or partners. Cross-table analysis conducted to verify this hypothesis shows a strong and significant relationship between the factors, and the result of variance analysis has revealed that above average relationships between employees and partners serve as breeding for knowledge flow, creative conversations between co-workers, decision-making of active participation of employees - although in case of this latter, above average organizations also require improvements.

In H5 hypothesis I was looking for the most typical competences of emotionally intelligent companies, responding to the second research question formulated in the introduction of the thesis. I investigated, that inside the emotional intelligence factors of a company, in which competences are the greatest difference between the respondents of average and above average clusters. I viewed these competences as characteristics of an emotionally intelligent organization and I showed, that from 214 surveyed companies, 63 proved to be emotionally intelligent along these competences. Comparing these respondents I revealed, that in order to be an organization emotionally intelligent itself, it is not necessary for them to be above-average in all areas of competence, because 4 factor is also enough. Based on the results, it became clear that these organizations are mostly above-average in the field of relationship competences with employees and partners, and in case of resonant organizational culture, however, the greatest deficiencies can be determined in the field of corporate self-awareness and self-control.

In case of the last hypothesis (H6), I examined the relationship between corporate emotional intelligence and transfer of tacit knowledge. I lived with the assumption that there is a dependency relationship between tacit knowledge and emotional intelligence supported in the literature, so the company promotes the

use of a wide range of instruments for the transfer of tacit knowledge. I examined 18 tacit and 13 explicit knowledge transfer methods in the quantitative research, from which 9 tacit and 3 explicit method showed significant difference during statistical examination in the practice of emotionally intelligent companies in contrast with those, who do not have them. There is a very strong link between organizations supporting the transfer of knowledge and emotionally intelligent corporations, so the transfer of tacit knowledge was the last step.

3. Table

Summary of hypotheses evaluation

| Hypothesis	Accepted/denied
H1: A leader with high emotional intelligence is more likely to promote its organization to obtain above-average organizational self-awareness and self-control.	Accepted
H2: Organizations where above-average organizational self-awareness and self-control can be observed, possession of relationship competences with employees can be more fully observed.	Accepted
H3: The above-average result of relationship competences with employees can predict the above-average result of relationship competences with partners.	Accepted
H4: Between the above average partnership with employees and partners, and emotionally intelligent, resonant organizational culture a strong relationship can be identified.	Accepted
H5: The emotionally intelligent company must have above average performance with respect to all the 6 components (emotional intelligence of leader, organizational self-knowledge, organizational self-control, relationship competences with employees, relationship competences with partners, resonant organizational culture).	Denied
H6: Possession of corporate emotional intelligence facilitates the transfer of tacit knowledge in organizations.	Accepted

Source: Own edit

Summarizing the results of quantitative research we can say that there are significant relationships between model factors of corporate emotional intelligence outlined by me. In the case of the first two hypothesis, I established a moderate relationship, which reason is, that in these 2 cases I did not find enough evidence during data analysis in relation that being in above-average cluster relates the above-average cluster classification of the next component. Nevertheless, studies in support of the hypothesis have shown a link between the factors. In case of H3, H4 and H6 hypothesis, there a strong connection exists.

3.3 Verification of hypotheses with quantitative research

My dissertation basically aimed to outline such a model, which can be utilized in practice, but it is also based theoretically and methodologically. In this model, I examined emotional competencies formulated by Goleman examined on corporate level, and I analysed the existence of connection between competence areas with quantitative research, and I would have like to strengthen the results of them with qualitative research. With my research, I wanted to prove that the emotional intelligence of a company promotes the conscious establishment and implementation of tacit knowledge management of organizations, pointing out that companies need to master primarily emotional competencies to make tacit knowledge transfer work.

I managed to fully justify the above-average clusters of 16 participated emotionally intelligent organization with respect to all components during the qualitative research. However, the greatest achievements of qualitative research were development alternative paths outlined by participating companies. 4 different development path was outlined. However, the first and the last factor are identical. The former was the emotional intelligence of the leader. Respondents said that the acquisition of company-level competencies require changes in thinking, and culture, for which the leader must take the first step, and for the change his commitment is absolutely necessary. The last step is the complete knowledge management system, along with that the spread of tacit knowledge sharing, as all previous areas of competences are necessary as a prerequisite for the sharing of experiences and intuitions. However there are differences between the steps. I would highlight only the most common, which is confirmed by seven companies:

Development path of emotional intelligence
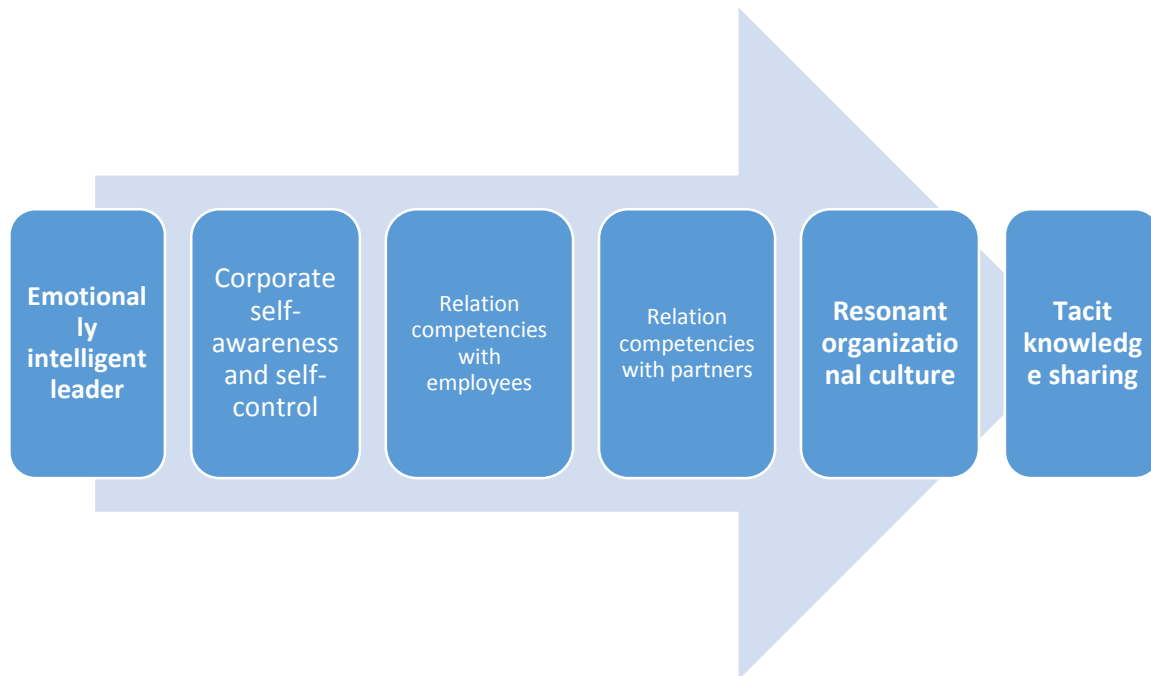
Source: Own edit

In their justification they stated that emotionally intelligent leader painted sufficiently ambitious vision, which was built to analyse the current market position of the company. The vision was shared after that with employees, it was divided to personal purposes, and inspired employees to achieve a common goal. Reward system was established for the individual goals, but it was also tied to customer satisfaction. The step of change of organizational culture was rather more rational, and it was on the last place due to theoretical reasons, since its modification takes longer time.

4. SUMMARY

Because of emotional intelligence has inherently interdisciplinary nature, during the research of literature, I relied on several disciplines' literary and researches. In the field of individual research in emotional intelligence there were no resource shortage, on the other hand, although previously emotionally intelligent

organizations were outlined, they were described with their culture or manager. And although the latest researches in Hungary has been moved to the organizational level of emotional intelligence assessment (Göndör, 2006; Balázs, 2014), I have built a new model in the field of design of emotionally intelligent organizations.

In theoretical chapters I dealt with the concept of tacit knowledge, transfer forms, knowledge management situation in Hungary, concept of emotional intelligence, its measurement methods, and two different aspects using foreign and domestic literature too. I highlighted the previously known corporate emotional intelligence models, and I sketched my own model based on them.

I presented the results of previous researches conducted among Hungarian companies, which have led to research presented in my dissertation, namely the complex factor interfering the transfer of tacit knowledge, for the examination of emotional intelligence.

I highlighted that although the corporate emotional intelligence is not new, the model I have outlined, in which the emotional competencies were formulated and tested at the company level, which has currently initiatives at the international level, but the publication and presentation of them has not yet been made. Thus, the novelty of my investigated model in determination of corporate emotional intelligence factors can also be seen in the study at the same time.

4.1 Conclusions drawing, drafting theses

I stated six hypotheses in the empirical part of my thesis, with which I examined the existence of relationships between components of corporate emotional intelligence model, and the characteristics of an emotionally intelligent company. I carried out a questionnaire examination for the testing of hypotheses in domestic organizations, for which strengthen I also carried out a qualitative research too.

I searched the answer for question previously described at the beginning of the thesis with H1-H4 overall hypotheses, that what kind of effect and relationship can be observed between corporate emotionally intelligent factors. Therefore, through the proof of this hypothesis I can formulate a consolidated thesis:

> *Thesis 1: The components of organizational emotional intelligence model are the emotional intelligence of leader, organizational self-awareness and self-control, competences with partners and employees and resonant organisational culture. There is a significant relationship between these components, so we can conclude based on these that possessing one factor may contribute and facilitate to the acquisition of other factors too.*

Thus, the emotional intelligence of leader helps the acquisition of organizational self-awareness and self-control, and organizational self-control and self-awareness helps to acquire relationship competencies with employees, and the above-average relationship with employees contribute to obtain relationship competences with partners, while the last two factor promote the establishment of resonant organizational culture.

In the hypothesis H5 I was looking for the most typical competences in emotionally intelligent companies, responding to the second research question formulated in the introduction of the thesis. During the examination of H5 hypothesis I revealed, that in order to be emotionally intelligent, that company do not need to be excellent in all areas of competences, they only need 4 factors. Along this hypothesis I formulated my second thesis as follows:

> *Thesis 2: The emotionally intelligent businesses are not required to be above-average in respect of all the six components, because based on the examinations being above-average in 4 areas is enough, but the company must not show below-average results on none of the areas.*

In the case of H6 hypothesis I examined the relationship between corporate emotional intelligence and transfer of tacit knowledge. The quantitative research contained 18 tacit and 13 explicit knowledge transfer methods, from which statistical analysis showed a significant difference in the case of 9 tacit and 3 explicit method in the practice of emotionally intelligent corporations, and in contrast with those, who do not have it. There is a very strong relationship between emotionally intelligent corporations and organizations supporting knowledge transfer. Accordingly, the third thesis of my dissertation can be formulated as follows:

> *Thesis 3: The emotional intelligence of a company helps the usage of a wide range of instruments for the transfer of tacit knowledge.*

4.2 Extensions and future directions of research

My examinations are the first steps in the setting up of corporate emotional intelligence model. In my opinion, my research successfully managed to understand the phenomenon of the corporate emotional intelligence much deeper, and it managed to explore the context of factors. My aim was not to examine and explore this topic in every aspects, and it also cannot be, I only put down the initial research base stones, and in the future I will try to follow this path.

However, I believe that the topic will be really useful in many fields of science (such as organizational development, management science) for researchers because of the inherently interdisciplinary model of topic.

I believe it is absolutely necessary to increase the sample size and the inclusion of such regions in Hungary, which were not examined in this study due to my limitations. Furthermore, it would certainly be beneficial to make international comparisons too, especially in the countries who have leading knowledge management experience, and we could draw appropriate lessons from them regarding the domestic practice. I believe, that mapping and studying of differences fills definitely the gap.

In addition, emotional intelligence acquisition paths outlined in this thesis should be further analysed, and it should be examined too, and depicted more detailed, in order to be an instrument for companies, who do not have emotional intelligence, or who strikes to share tacit knowledge. So I hope the research of topic hide many opportunities for the researchers of management topics.

References

1. Balázs, L. (2014): Érzelmi intelligencia a szervezetben és a képzésben. Z-Press Kiadó, Miskolc

2. Bencsik, A. – Stifter, V. – Sólyom, A. (2012a): A tacit tudás átadásának kihívásai a Duna két partján. In: Majoros Pál, Beszteri Béla (szerk.): Változó világ: társadalmi és gazdasági útkeresés: a 2012. május 18-án Győrben rendezett tudományos konferencia előadásai. Pp. 53-62. MTA VEAB; Széchenyi István Egyetem, Veszprém

3. Göndör, A.(2006): Szervezetfejlesztés: Érzelmi Intelligencia Fejlesztési Stratégiák. Budapesti Gazdasági Főiskola Elektronikus Könyvtára, Budapest. URL: Http://Elib.Kkf.Hu/Okt_Publ/Tek_2006_08.Pdf Letöltés Ideje: 2012. 11. 03.

4. Malhotra, N. K. (2008): Marketingkutatás. Akadémia Kiadó, Budapest.

5. Stifter, V. (2013a): Az érzelmileg intelligens vállalatok és a tudásmenedzsment. In: Rechnitzer J, Somlyódyné Pfeil E, Kovács G (szerk.): A hely szelleme - a területi fejlesztések lokális dimenziói: A Fiatal Regionalisták VIII. Konferenciáján elhangzott előadások. Pp. 499-506. Széchenyi István Egyetem Regionális- és Gazdaságtudományi Doktori Iskola, Győr

6. Tomka, J. (2009): A Megosztott Tudás Hatalom. Harmat Kiadó, Budapest

Magyar-Stifter Viktória's publications

Bencsik – Rácz – Stifter (2015): A tehetséges szellemi munkavállaló tudásának menedzselése. In: Svéhlik Csaba (szerk.): X. *Kheops Nemzetközi Tudományos Konferencia: Tudomány és Felelősség.* Mór: KHEOPS Automobil-Kutató Intézet, 2015. pp. 274-282.

Bencsik – Stifter – Sólyom (2015): Hogyan építsünk érzelmileg intelligens szervezetet? *Tér-Gazdaság-Ember* Vol.3 No.1 pp. 75-90.

Rácz – Stifter (2015): Knowledge Definition and Transfer by Talented Intellectual Workers. *Acta Oeconomica Universitatis Selye* Vol.4 No.2. pp. 162-171.

Stifter – Rácz (2015): An examination of mentoring sytems in hungarian higher education. *Acta Oeconomica Universitatis Selye* Vol.4 No.1. pp. 174-187.

Bencsik – Rácz – Stifter (2014): Relationship between Knowledge Transfer and Mentoring System in Education. In: Czako et al. (szerk.): *Competitiveness of the CEE Region in the Global Economy: 1st AIB-CEE Chapter Conference and 2nd Working Conference Competitiveness: Book of Abstacts.* Corvinus University of Budapest, Competitiveness Research Centre (CRC), 2014. p. 70.

Rácz – Bencsik – Bognár – Stifter (2014): Management of Knowledge by Talented Intellectual Workers. In: Tomás Löster, Jitka Langhamrová (szerk.): *RELIK 2014 - Reproduction of the Human Capital Connections and Relations Conference Proceedings*. Slany: Melandrium, 2014.pp. 404-415.

Rácz – Bencsik – Stifter (2014): Knowledge management by talented intellectual workers. In: David Collings, Hugh Scullion, Vlad Vaiman (szerk.): *3rd Workshop on Talent Management*. Berlin: Paper Irma Racz. 14 p.

Stifter - Bencsik – Sólyom (2014): Hogyan építsünk érzelmileg intelligens szervezetet? In: Tompos Anikó, Ablonczyné Mihályka Lívia (szerk.): *"A tudomány és a gyakorlat találkozása" Kautz Gyula Emlékkonferencia*. Győr: Széchenyi István Egyetem, 2014. Paper StifterV_estarsak. 12 p

Stifter – Bencsik – Rácz (2014): Emotional factors of organization's knowledge sharing systems. In: Tomás Löster, Jitka Langhamrová (szerk.): *RELIK 2014 - Reproduction of the Human Capital Connections and Relations Conference Proceedings.* Slany: Melandrium, 2014.pp. 446-456.

Bencsik – Stifter (2013): Knowledge Management System Building on the Basis of Employees' Satisfaction. *International Journal of Scientific Research*. Vol. 2. No. 8 pp. 229-231.

Stifter (2013): Az érzelmileg intelligens szervezet. In: Svéhlik Csaba (szerk.): *„Sokszínűség a közgazdaságtanban": VIII. KHEOPS Tudományos Konferencia: fiatal kutatók tudományos fóruma : előadáskötet.* Mór: KHEOPS Automobil-Kutató Intézet, 2013. pp. 108-115.

Stifter (2013): Az érzelmi intelligencia szerepe a tudás menedzselésében. In: Róbert Péter (szerk.): *Gazdaság és morál: tiszta társadalom, tiszta gazdaság: a 2012. június 12-i Kautz Gyula Emlékkonferencia válogatott tanulmányai.* Győr: Széchenyi István Egyetem Kautz Gyula Gazdaságtudományi Kar,2013. pp. 137-146.

Stifter (2013): Az érzelmileg intelligens vállalatok és a tudásmenedzsment. In: Rechnitzer J, Somlyódyné Pfeil E, Kovács G (szerk.): *A hely szelleme - a területi fejlesztések lokális dimenziói: A Fiatal Regionalisták VIII. Konferenciáján elhangzott előadások.* Győr: Széchenyi István Egyetem Regionális- és Gazdaságtudományi Doktori Iskola, 2013. pp. 499-506.

Stifter (2013): The role of emotional intelligence in knowledge sharing. In: Tomás Löster, Jitka Langhamrová (szerk.): *Reproduction of the Human Capital connections and relations: Conference Proceedings.* Prague: Melandrium, 2013. Paper 93. 10 p.

Bencsik – Stifter – Sólyom (2012): A tacit tudás átadásának vizsgálata magyarországi szervezeteknél. In: Svéhlik Csaba (szerk.): *VII. KHEOPS Tudományos Konferencia: „Aktuális gazdasági és társadalmi attitűdök Magyarországon".* Mór: KHEOPS, 2012. pp. 185-195.

Bencsik – Stifter – Sólyom (2012): Tacit Knowledge Transfer of Key Workers by Hungarian Companies. In: Gregory T Papanikos (szerk.): *Economic essays.* 534 p. Athens: Athens Institute for Education and Research, 2012. pp. 467-478.

Bencsik – Stifter – Sólyom (2012): A kulcsemberek és a tacit tudásuk megőrzésének vizsgálata M.O.-i vállalatoknál. In: Németh Szilárd, Sóska Renáta, Stifter Viktória (szerk.): *Kautz Gyula Közgazdász Szakkollégium Évkönyv 2010-2012: A Szakkollégium fennállásának 15 éves jubileumára.* 192 p Győr: Széchenyi István Egyetem Kautz Gyula Közgazdász Szakkollégiuma, 2012. pp. 71-81.

Bencsik – Stifter (2012): A mentori rendszer létjogosultsága a tudásmegosztásban. *Humánpolitikai Szemle.* Vol. 23. No. 5. pp. 3-16.

Bencsik – Stifter (2012): Mentori szerep mint a tacit tudás megosztásának eszköze. In: Svéhlik Csaba (szerk.): *VII. KHEOPS Tudományos Konferencia: „Aktuális gazdasági és társadalmi attitűdök Magyarországon".* 318 p. Mór: KHEOPS, 2012. pp. 93-103.

Bencsik – Stifter – Sólyom (2012): Cultural side of tacit knowledge management. In: Cegarra Juan Gabriel (szerk.): *Proceedings of the 13th European conference on knowledge management: ECKM 2012.* Cartagena: Academic Publishing International, 2012. pp. 1517-1523.

Bencsik – Stifter – Sólyom (2012): A tacit tudás átadásának kihívásai a Duna két partján. In: Majoros Pál, Beszteri Béla (szerk.): *Változó világ: társadalmi és gazdasági útkeresés: a 2012. május 18-án Győrben rendezett tudományos konferencia előadásai.* 442 p. Veszprém: MTA VEAB; Széchenyi István Egyetem, 2012. pp. 53-62.

Konczosné Szombathelyi – Platz – Stifter (2012): Változások és új elméletek a kommunikációmenedzsmentben. In: Majoros Pál, Beszteri Béla (szerk.): *Változó világ: társadalmi és gazdasági útkeresés: a 2012. május 18-án Győrben rendezett tudományos konferencia előadásai.* 442 p. Veszprém: MTA VEAB; Széchenyi István Egyetem, 2012. pp. 317-330.

Konczosné Szombathelyi – Platz – Stifter (2012): A nemzetközi PR aktuális kérdései. In: Dobos Csilla (szerk.): *A vállalati kommunikáció vizsgálatának nyelvészeti és interkulturális aspektusai.* 267 p. Miskolc: Miskolci Egyetem, 2012. pp. 181-194.

Sólyom – Bencsik – Stifter (2012): Transform Explicit Knowledge to Implicit: Status or Process. In: Cegarra Juan Gabriel (szerk.): *Proceedings of the 13th European conference on knowledge management: ECKM 2012.* Cartagena: Academic Publishing International, 2012. pp. 1517-1523.

Bencsik – Marosi – Stifter (2011): Desired Culture and Real Value Judgement: Prerequisites of a Knowledge Management System at a Hungarian University. *Problems of Education in the 21st Century.* Vol. 34. No. 34. pp. 9-23.