

CERTAIN PROBLEMS AND CONTROVERSIES WITH EMOTIONS IN BUSINESS

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ABSTRACT

The paper aims to eliminate some problems and controversies regarding emotions, feelings and emotional intelligence, both in theory and in practical application in the sphere of business. The work asks questions more than giving answers so as to leave room for a different thinking, or a maker of re-examination, above all the hard-line positions that exist in the liturgy on this issue. The influence of employees, ie emotions on business success, is evident. Practice shows that a significant number of people spend a great deal of time on focusing on the other's, and far less on his own achievements. Here reason should prevail and search for balance, because it is impossible in all areas to be the best.

Keywords: emotions, emotional intelligence, business

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1 INTRODUCTION

It is known that man is not only a social, but also an emotional being. While man as a social being is spoken about quite a bit, man as an emotional being is neglected, and especially the influence of emotions on business. This phenomenon is mainly dealt with by psychologists and sociologists, which is insufficient for the holistic understanding of emotions. The problem is compounded because there is a certain problem and controversy about the understanding of emotions, both in theory and in practical application when it comes to organizational systems.

The classic theory of management and organization denied emotions and feelings. The theoreticians of this school felt that business and emotions were incompatible and that business meant excluding emotions from the workplace. In other words, excessively emotional individuals were evaluated in the selection of staff negatively, and for those who were employed, they were asked to leave their emotions and feelings "in front of the factory gates" and to devote themselves to the organization of tasks, operations and tasks defined by descriptions jobs. Every manifestation of emotions in the organization is more sanctioned, and if it is about the appointment of managers., The sensible persons are mostly eliminated, and especially those who succumb to little positive feelings and understanding for all actions of those to whom they are conditionally subordinated.

2 PROBLEM OF DEFINITION AND EMOTION

The issue of emotions and emotional intelligence was a little discussed in business management literature. The topics that dealt with this issue are mostly based on psychological and sociological literature, on research that is relatively old and which do not correspond with contemporary business and dramatically changed circumstances of: social, sociological,

organizational, technological nature. So we get the correct answer to the wrong question, which is not only unacceptable, but also harmful from the point of view of science. The epilogue of the above is that there are disagreements about the determination of emotions, their good and bad sides, the relationship between emotions and emotional inference, and the influence of emotions on the business success of organizational systems.

Emotions are considered as spending mental energy with the tendency to explain how people in some professions emotionally spend themselves in workplaces and what impact that spending has on people, but also on the work they do. It turns out that a large number of people are emotionally “outstripped” to such an extent that they become incapable of performing a particular job. Many people get sick and lose a sense of judging what is good, what is bad, what is useful, and what drives a certain business. The reason for this can be in “emotional combustion at work”, where besides physical, individuals are exposed to both intellectual and emotional stress.

2.1 The relation between emotions and emotional intelligence

Often emotions are equated with emotional intelligence, which is unacceptable. It is known that emotions are a word of French origin, which means to be excited or disturbed, but that this is a far narrower notion of emotional intelligence. Feelings are defined as: “An intense feeling directed at someone or something, which arises as a reaction to a particular person, or to participation in an event” [1]. This is at the same time the definition that best answers the business sphere, that is business.

In fact, the notion of emotional intelligence was introduced by well-known psychologists P. Salovey and Dž. Mayer. Daniel Goleman was a special contributor to the popularization of emotional intelligence. This group of psychologists thinks that emotional intelligence “deals with the question of how people can get better and more fully understood, taking into account the fact that both sides at the moment of interaction possess certain emotions.” Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions effectively in ourselves and others [2].

Daniel Goleman thinks that the core of emotional intelligence is in: “How do I feel”? “And how do other people feel about me?” So not one thing, or the other, but how the individual is concerned and those who are next to him. Obviously, here the core of emotional intelligence is reduced to feelings and to communicational relationships. This understanding of emotional intelligence produces greater success, which Goleman confirms with the following statement: “People who have higher levels of emotional intelligence can be much more successful in all social interactions, making other people feel good about them too” [3].

In other words, emotional intelligence is a system, and feelings, or emotions, are a subsystem, that is, only one part and the product of mental energy. People and leaders, or leaders of organizations, or teams that have a higher level of emotional intelligence, provided that other elements are the same, show a higher degree of success in social interactions.

What matters to business is not emotion and intelligence as a phenomenon, but whether and what effects they produce. It turns out that intelligence has nothing to do with education and technical knowledge and skills. “True intelligence is a natural gift and comes from both the spirit and the heart. A simple farmer can be 100 times more intelligent than a university professor with half a dozen degrees.” [4].

Emotions can reverse, even destroy business, but can also improve it. This is especially evident in big businessmen and strategic managers, where it is often insisted that big decisions should not be made by “heart”, but by the head, or by reason. This is similar to the messages that today are increasingly coming from psychologists, that marriages should not be made at the moment of culmination of love, because a man who is led by “the heart” rather

than the “brain” sooner or later finds himself in a problem, but when emotions flare up and come in balance with reason.

The second pole of human intelligence is motivational intelligence, or energy that creates motives and searches for instruments that will contribute to satisfying the needs and wishes expressed. In a negotiating, or business process, emotions create a desire that an individual, or organization has, and a motivational pole creates energy, that is, creates a motive or will to achieve that desire in the negotiating process gets fulfilled.

The key to understanding the previous findings is that mental activities can occur when an emotional and motivational pole is involved, such as joining a positive and negative pole in the establishment of an electric circuit in which electricity is generated. If only one pole is involved, there is no electricity, and if both are not included in the man, both poles have no mental activity, that is, there are no inventions or ideas, nor innovations as their products.

From the above, it is clear that in every business, and especially in the negotiation process, the balance between emotional and motivational energy, that is emotional and motivational pole, is established. In practice and generally classical management and organization, emphasis is placed on the motivational pole, where in theoretical sense, specific techniques of motivation, or forcing with hierarchies of needs and their satisfaction are built. It is clear that exclusion, or marginalization of emotions, does not achieve satisfactory effects.

3 IMPACT OF EMOTIONS ON BUSINESS SUCCESS

The influence of emotions and the human factor for business success was first established by neoclassical theoreticians of organization and management, where they used research and achievements of psychology and sociology in this field. This discovery, determinism, clock mechanism, and schematism have lost significance, as it has been proven that a person can not be treated as a machine, or a pendant to a machine, but that he is a social, interest, but also a sentient being. Accordingly, the emotions and the emotional part of the man, together with the conscious and the rational, got on the importance, at the expense of the physical and the manual.

The fact is that the processing of emotions is in a big discrepancy with the significance of this issue on the overall individual, or organizational performance. The reason for the good part lies in the undeniable fact that a man has not yet met enough to meet a man and his emotional side. Regarding the above, Adler concluded: “The true knowledge of man must lead us to some modesty, because modesty teaches us that there is a huge task ahead of us, on which the humankind worked the beginning of its culture. Knowing a man is a work that has always worked, but unconscious and non-systematic, so that we find only certain giants who have surpassed the average in the knowledge of man” [5].

It often seems that there is no need for knowing a man, because we are all people, we know each other, and that we do not need to study ourselves or study ourselves. The problem is precisely what a man, and especially the leaders, are trying to get to know others, but the biggest problem is to get to know himself, confirming the old folk saying that: “Crossing your own threshold is the longest part of the journey”.

The above a serious consequence to man because ignorance is the first condition of misunderstanding, and misunderstanding leads to conflicts, stress, and bad interpersonal relationships as a key factor in organizational success. This is confirmed by well-known psychologist Z. Milivojević with the following statement: “Until a person understands his emotions and feelings, he will not be able to understand himself, nor he will be able to understand another person” [6].

Management, especially from the first hierarchical management line, must understand the feelings of its employees and create an environment in which positive emotions will emerge.

This is because it is necessary for the organization to have a worker with balanced emotions in order to be able to respond to the demands of his/her workplace. Management needs to recognize an emotional conflict, and when it arises to solve it as soon as possible. In the foregoing it is important to bear in mind the thought of Aristotle: “Everyone can get angry, that’s easy. But to get angry at the right person, at the right time, at the right time, for the right reason and in the right way, it’s not easy.”

3.1 Emotions are influenced by a large number of factors

The relationship to emotion in the business world is different. It depends on the type of activity, organizational culture and behavior, technical and technological equipment, etc. It is clear that in the service sector, the significance of emotions and feelings at all will be higher than in the manufacturing industry, because the service sector is dominated by more live work, because many jobs can not be mechanized, and if it can be done, the assessment is that this could not have achieved a greater effect. It turns out that many jobs, processes, or operations are performed face-to-face. Accordingly, feelings and emotions in the service sector have a greater specific weight compared to the primary and secondary sectors.

Both national and organizational cultures have a significant impact on emotions. In some cultures, the emission of positive energy, or positive emotions, is considered to be an integral part of the work, but even life is considered at all. For example, the Japanese are grateful, that is, they have kindness in gratitude when a service is done to them, but also when they provide a service, such as “Thank you for allowing me to help you” or something like that. Given that all Japanese behave the same way, that emotions are an integral part of their life, it does not produce an effect, but if negative emotions are expressed, this is considered a departure from the adopted culture and can produce a negative effect. In other words, emotion here does not produce a new value, but can minimize it, which is not acceptable for not acceptable for any Japanese organization, because kindness, smile, good communication as expressions of positive emotions cost nothing, and it are worth a lot.

The well-known Swiss foresist A. Rice described the characteristics of the Serbian people in terms of emotions, ie the kindness of the highest state authorities and individuals and their influence on significant national outcomes. He stated: “Many of your diplomatic failures are the consequence of unkindness and “I do not care”. The officials, of course, imitate managers and totally deny that they are there for the sake of the people, not the people for them.

Everywhere in the public services, there is an unpleasant spirit by the reputation of senior executives, and even more pronounced when it comes to ministry. It was the post office, the police or the Ministry of Foreign Affairs, where kindness would have to be strictly compulsory. Instead, people only meet officials who think that decent and humorous behavior with people is degrading” [4].

One of the reasons for the Japanese national success, that is, the Serbian national failure over a long period of time, in part on numerous issues, also exists in adequate or inadequate manifestation of emotions.

It is different with the so-called companies in the. service sector, which, in the descriptions of its employees, especially those in direct communication “face to face”, prescribes and imposes an obligation to express positive emotions. It is a profession of medical social workers, employees in kindergartens and kindergartens, staff working at counters and toll booths, flight attendants on intercontinental flights, consultants in consultations on various issues, etc.

The famous catering empire, McDonalds, in its normative acts, prescribed the obligation for a person who issues a receipt: he salutes the customer, then looks him in the eye, and then give a smile. This is a work obligation, and its neglect leads to a serious violation of

working discipline, which is sanctioned, and often gives up cancellations. The big American retailer, Wall Mart, has introduced a rule that every retailer needs to reach the customer at four feet, and he looks in the eyes and he communicates with them. This rule is imposed, because it is known that there are cultures in which people in communications are too close to each other and in that way they reduce the efficiency of the communication itself.

Through emission of positive energy and emotions, here client's confidence is gained and the willingness to transform the potential customer into the real one. This is natural, because it appears that today nobody wants to communicate with people who emit negative energy, who are lascivious and who exhibit negative emotions. Numerous analyzes show in the retail sector that two shops in the same location with the same assortment and the same prices operate differently, exclusively due to the kindness of the staff.

Technological and technological factors can also determine the need for emotions and expressions of feelings. This is related to activities, but it has its own broader context.

Namely, organizations that have a higher organic composition of capital, or where the processes of production or processing are automated, the importance of emotions falls, and it is retained in the administrative technical part where the production is planned, it performs the trade, conducts consulting and other services. For example, the Swedish "Volvo" shows that it has almost automated production from the production of the so-called. steel milk, until the assembly of assemblies and subassemblies for cars and finally assembly. It is similar to other automotive, but also other sectors of the mechanical, agricultural and forestry industries.

Bearing in mind the above, some companies are training their employees how to emit positive energy, how to communicate with employees and potential customers, but also other stakeholders. They believe this has a significant impact on business performance.

Other companies or organizations find it unnecessary for employees to show emotions, as this is contrary to their profession, and in particular do not express positive emotions, kindness, or propensity to compromise. This applies to the professions of a policeman, a soldier, a prison guardsman, a manager in mines, railroads, but also to specific intellectual professions such as lawyers, professors, teachers, etc. Significance for these professions is important unkindness, that is, seriousness, rigor, uncompromising, etc. [8].

Previous, but also similar claims are based on research of psychological nature of two or more decades ago and it is difficult to imagine a profession today that should emit seriousness, rigor, authority, as a form of expressing negative feelings. In Japan, it is considered that someone in a higher hierarchical position should show a higher degree of modesty and kindness, which the Japanese associate and compare with the grain class. The more it matured, the more it goes to the country. "The same situation with other professions".

Today, in a developed world, police officers, as well as soldiers, or other professions must behave professionally with the emission of positive energy, often with kindness, smile, readiness to help and provide advice, etc.

Related to the previous one is also the practice of some companies to conceal emotions, believing that too much focus on emotions calls into question the efficient and effective performance of jobs. This is also the result of the theoretical arguments that emotions do not show or hide, which in time leads to the awareness of people as reasonable and conscious living beings whose essential character is to have and manifest emotions [9].

It is not difficult to conclude how much psychological effort a person feels, but can not express his emotions, in this or that way. It turns out that he will eventually become an object, that is, a man without feeling, and this is his own machine and computer. A man without a feeling is a machine that kills. It can not produce more value, it has a negative effect on the environment and, as a rule, produces damage.

4 ENVY AS A SPECIAL EMOTION IN BUSINESS

A special kind of feeling or feeling is envy. It is a phenomenon in which an individual does not want success to another, or his success is downgraded to the extent that he seeks to present himself as a failure (10,89). Therefore, envy is the discomfort that people feel when others get what they want and as such is an integral part of human feeling and behavior.

When this particular feeling affects the organization as a whole and it becomes a way of thinking and behaving, there is a huge problem that is difficult to solve, but for which solution it is a long time and huge energy, first of all from the first people of the company. So, the dilemma is whether you are looking forward to, or to condemning somebody's success in a modern business, realistically there. Research shows that envy exists in all organizations regardless of size, ownership, or organizational hierarchy. Nevertheless, envy is more pronounced in times of crisis in organizations where there are losses, poor interpersonal relationships and organizational behavior in which the success of a colleague is questioned, or when individuals are more obsessed with others, that is, rival than their own success. It is a problem for those who express envy, as well as those who show envy, and especially those who suppress and not express their envy is public.

The problem of envy is more pronounced in industries and organizations dominated by living labour. The reasons for envy can be different from: beauty and charm, expertise, better communication, greater recognition by superior, better position and greater influence in the organization, etc. The outcome, or epilogue of envy, is the removal of people and the cessation of communication, disrespect, etc. It is interesting that envy is especially evident when close friends achieve success in their private work, or life, than when they succeed in the unknown people. This statement was made by well-known psychologist Abraham Tizer.

People tend to value ideas that come from collapse, rather than ideas coming from their rivals, or from internal, or company sources. "In one study, it was asked questions from managers from various industries to develop a strategy of change in restaurant design. One group was told that the design proposal came from the side, and the other that the proposal came from people from their company. The group to whom the idea was announced, that is, the innovation came from the fields were more valued by the idea and were twice as ready to use it, while the group that believed that ideas came from the inside of the vortex much less valued these ideas." [11].

4.1 What is the cause of these differences and how to eliminate envy?

The researchers found possible answers in the concern of employees for their position in the organization. When the idea is external, it is a minor threat to the individual's position.

When an idea or innovation comes from an internal source, an individual, or group that has given the idea a leading power, becomes a leader that can endanger individual positions in the organization.

This kind of state and situation poses a great danger to the organization, and the result is envy that leads to irrational solutions, because the external ideas are more valued, from unknown persons, which, moreover, cost more, and in the course of realization, there are more difficulties because the external authors do not know enough of organizational culture, which is why there is a risk whether the idea will come to life in practice.

The state of envy as a dangerous phenomenon in the organization can be eliminated and thus make the work more productive, and even more humane, since envy exacerbates interpersonal relationships, i.e., creates an unfavorable organizational climate for business development. Theorists have made the following proposals to solve the envy: [11].

- Define what an individual is envious,
- Affirmation of one's own good sides and elimination of bad,

- Creating a culture that will appreciate success,
- Training.

Sources or reasons of envy can be different. An individual needs to determine what values he values and tries to recognize the circumstances and qualities in others that irritate, or trigger feelings of envy. At the same time, it needs to be evaluated, or determined which characteristics of the individual make it uncertain. For example, if you are seducing people who learn faster and gain new skills, then it's possible to work on envying a curse. Certainly, in order to reduce independence, it is possible to work on acquiring the missing skills, that is, those that irritate you and cause you to become envious.

Affirming yourself and achieving better results can reduce the envy of an individual. In this way, the degree of vulnerability, which is objectively existed by the rival or opponent, reduces envy. Instead of focusing the individual on the other, he dedicates himself and his achievements. "He has achieved great success in science, but I am more successful in the family sense, which is much more important than any other achievement." This reduces the negative energy that produces envy.

No organization in today's competitive world can have superior performance unless every employee is committed to the goals of the organization and unless he/she does not work as a effective member of the team. It is no longer sufficient to have employees who come faithfully every day to work and do their work independently. Employees should now think like entrepreneurs, working in teams and proving their value [12]. Each organization is specific and unique primarily in the diversity of people, their habits, needs and desires. Each organization has its own culture, that is, the organizational climate and behavior that produces, or marginalizes, envy. It is known that Buddhist belief creates a climate where there is a sharing of knowledge and a radiance of every single success, since the sum of individual successes is more and more the performance of the organization as a whole.

However, there are cultures that produce envy and that becomes the rule, with a great negative impact on the psyche of a man. It should be borne in mind that envy produces a negative impact on the one to whom it is directed, but it also produces a negative effect on the one who has a sense of envy. The company's management here can play a significant influence and try to eliminate envy primarily in the management team. A personal example, here, as well as in other areas, gives the best results. In this context, the fairness, respect, and trust of each individual, and the principle reward and sanction is the best way to create a favorable organizational climate to eliminate envy. Enlighteners should be the subject of special attention by direct managers. Management should be silenced with strong words, and especially strong emphasis on virtues and contributions by individuals, especially those who do not deserve such praise or neglect the merits of others. The main characteristic of modern social and economic life in its every aspect is changes [13]. Since the social environment is subject to constant changes, this means that the underlying assumptions that were valid yesterday may even become invalid and can easily go in the wrong direction [14]. However, equally important is the willingness and ability of employees to be actively and adequately involved in the process of change, as one of the important factors affecting the efficiency, profitability, reputation and survival of the organization [13].

From the above we can conclude that envy is an integral part of every human being and that the question is how much this negative trait is present in every individual. However, this negative trait can be mastered, that is, it can be controlled, but also turned envy into a positive thing, where competitions and divisions would turn into collaboration and integration, where everyone is looking forward to another's success.

5 CONCLUSION

The source of emotions is emotional intelligence, and emotional intelligence is the result of mental energy that exists in the human brain. In business terms, emotional intelligence is essential in that it creates desires, or needs for people and organizations. They are the key driving impulse for all other activities, i.e., if there is no need and desire, there are no other business activities. In other words, if we want success, it must first come about in the emotional part of the human brain, i.e., that this desire is expressed and fixed on the right side of the human brain that creates ideas, the idea of how ideas can be implemented and finally the idea of implementing the idea. Voice, emotions drive a person to do something, or make a mistake, or change something. Without them, mankind would simply not progress, that is, they would not change and live with change, as a natural law of survival. Training to eliminate envy, as well as other marriages (malice, slander, etc.) is an effective way to reduce envy in an organization. Experts in the field of psychology can give useful advice to reduce envy by pointing out that individuals do not need to focus on the other, but on themselves. A comparison with others should be avoided, but should be compared with oneself, or present in relation to a previous state, and determine how much the individual has progressed, and to what extent has he achieved the defined goals. If a significant result is made, it increases self-confidence, and thus the pressure on feelings of dependence on others.

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