

Emotional Intelligence and Management Behavior: A Case Study in Amazon, Brazil

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Abstract

The Administration brings variables that reflect the manager's job performance. It requires an insight into the dynamic and emotionally intelligent behavior. These are the rational and emotional styles that interact in the successful leadership learned from the Theory of Human Relations and the Behavioral Theory of Management. These approaches show that accurate identification of emotions provides appropriate measures, whereas, when misinterpreted produce a result and any inaccuracies that ranges from the impact on daily work and private individual life. In this logical perception this learning of interpersonal relationships skills which promotes comfort and ease, into the known emotional scheme, those variables observed and detected in the turbulent organizational environment, when the professional may conduct a valid strategy on consistent settings. This sphere of Applied Social Sciences, led to the present task designed through Case Study, a qualitative approach and cognitive nature, focusing on the ability of the Administrator and the Emotional Intelligence.

Keywords: Administration, Behavior, Emotional Intelligence, Leadership, Decision making.

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INTRODUCTION

Initial studies point out that the modern market will drive the business executive to a competitive differential as a survival tool in the dispute for the success of the venture. The advent of competitiveness requires development of tools directed to qualification acquisition and preparation in the merit of knowledge. This is the journey that the professional is faced with the challenges in regards of power, competence of the people who will equally search for prominence and status; here, the hurry for success will bring stress and the individual will seek in the emotional intelligence the point of support for his positive stability, when then will transmit the peace needed for his security and self esteem, for his comfort and satisfaction amongst those around the organization. Being these the introductory elements, the same which, raise emotional intelligence as a fundamental competence for the administration's professional in the conduction of the improvement of their impulses and self-control, the facilitator of the decision making; as well as creating a motivated atmosphere amongst staff, formation of qualified teams, and further on conduction to the road to entrepreneurial success. This article brings focused drawing of the emotional intelligence study as an instrumental element useful to the capacity building and knowledge generation of those involved in various situations in the professional environment.

The objectives describe the problem to be analyzed and the research's aim, therefore it was presented as the foundation for understanding the criteria assessment of the subject in question, emotional intelligence, providing fundamental traces to a balanced style, efficient in concentration, empathy and aims' orientation, guiding the sequence of subjects approached in the work executed. This study brought expectations of instrumental approach. Here is presented a proposal as general objective, to analyze the interference form of Emotional Intelligence in the success of the manager. And as specific objectives investigating the

interventionist elements to the development of Emotional Intelligence of the consulted professionals, describe the importance of the Emotional Intelligence in the managerial decisions and analyze the importance of Emotional Intelligence in the organizations surveyed.

THEORETICAL LANDMARK

The theoretical framework assists in the information systematization and arguments in the investigative process, as it strengthens arguments and allows conceptual formulation of fundamental of ideas crucial to the work of operation and organization of qualitative research. This research brings as a Theoretical Landmark, the Behavioral of Administration Theory, with focus in the arguments offered by Chiavenato (2003), when dealing with the human nature, considered focus to undertake the research task involving the emotional intelligence of the Administration's professional. This author brings explanation which complete the comparative reasoning with the Human Relations Theory to a task which, demands basic concepts, scientific knowledge of reality phenomenon, analysis of conjectures and interpretation of managerial phenomenon; consistent theory launched to the state of art. This compartment is composed of five subtopics bringing the initial contribution of the Human Relations Theory and the Behavioral Theory with basis and foundation to the study which allows to understand the search for the basic theory; following is the interventionist elements study to the Emotional Intelligence development; balance between emotion and reason provides emotional abilities; here enter the approach of the concepts and importance of the study in regards of Emotional Intelligence and the quality of communication and feedback and at last, the characterization of the limbic system and the behavioral relation with the peripheral foundation in the interrelation of the individual in the professional workplace. According to the following exposed by Chiavenato (2003), Human Relations Theory has its origins in the context in

moving emphasis from the structure and tasks to emphasis to people identifying the administration from a new conception of the nature of the human being, the sociable man, from the contact between people and groups, also dealing with emotional aspects administered by humanistic authors. The organizational behavior, human element, according to Mariane and Silva (2004), it is a differential factor of the organizations, being part of communication, organizational culture and people's management, being predominant factors for success of organizations.

Study of the interventionist elements of the emotional intelligence development

According to bibliographic survey from Weisinger (1997), the permanent consciousness of own feelings is essential to the sensitivity to emotions of other people. Emotional Intelligence development enables better dealings with positive or negative emotions, presenting more disposition and productivity.

Balance between Emotion and Reason provides Emotional Abilities

Bibliographic Survey in Goleman (1995), indicates that the emotional system is intimately associated to behavioral factors while the cognition interprets and understands the world. Soto (2002), affirms that reasoning is mainly a form of organizing thoughts, being a biologic function of the brain. However, for Damásio (1996), the reason is the rational side, it is the one which distinguish the human being from the rest of the animals, now the emotion is a momentary state which, the organism is stimulated by specific motive, being present, with it, biological reactions, to the light of rational direction, emotion and reason, need to work together to create the intelligent behavior, coming out automatically to an emotionally intelligent manager, in a way of providing satisfactory result to the organization. In this way is possible Figure 1 presented below:



Figure 1: Relation between emotion and reason

Source: Damásio (1996) adapted by authors (2010)

The relation between emotion and reason reflected in the manager's actions presents a significant weight to its triumph as both need to be together to raise to leadership with emotional intelligence allowing balance in the decision

making and the practice of satisfactory managerial action. From this balance, emotional abilities come automatically, allowing Table 1 to follow exposed.

Table 1: Interventionist Elements of the Emotional Intelligence

Elements	Author	Characteristics
1. Reason	Damásio (1996)	1.1 Capacity to reason; 1.2 Allow to a complex of beings, the talent of construction;
2. Emotion of Emotional Collection: passion, fear, pleasure, disgust, shyness, others	Soto (2002)	2.1 It is the link of importance in the chain of causes of the human behavior; 2.2 Take significant role in the motivational process;

↕

Emotional Abilities in Goleman (1995)	
Empathy	Self Motivation
↕	↕
Impulses Control	Intuition

Source: Damásio (1996), Soto (2002) and Goleman (1995) adapted by authors (2010)

Goleman (1995) confirms that in the emotional collection, each emotion performs a specific function as revealing distinctive biological signatures. Like this, the emotion is any agitation or disturbance of the mind, feelings such as passion, mental state, fear, pleasure, love, surprise, anger, disgust, duty and shyness. They are impulses which trigger immediate action. The emotional mind determines a specific state, from the domineering sensations. According to the author, people differ in the way they perceive, think, feel and act. These individuals' differences are inevitable and bring influences to the interpersonal dynamics. The human being needs to interact to develop an interpersonal relationships power which is efficient, incorporating bonds which get emotional weight, making sense for the interpersonal communication. A big facilitator of this is

Emotional Intelligence, which provides abilities such as empathy, act of feeling what others are feeling, allowing strengthening of the link with the individuals; self motivation, being the ability to motivate oneself seeking designs with determination, impulses' control, ability to identify the emotion and monitor it, utilizing it in an adequate manner; and intuition, intuitive signals which guide the impulses. If the ability to socially interact is tested by the ability to alleviate painful feelings, to control someone in the top of their anger perhaps is the last measure in the mastery. It is necessary to be at ease to deal with turbulent situations and lighten them, causing personal vision. Mira y López (1988), affirms that all the emotions that can be felt, there are those considered the four giants of the soul, allowing the construction of the Table 2:

Table 2: Elements: Four Giants of the Soul in Mira y López

Elements of the Emotional Collection	Characterization of the Influence over Emotional Intelligence
1 - Fear	1.1 Nervous Inhibition , impossibilitating the control; 1.2 Behavior Alteration preventing logical reasoning;
2 - Anger	2.1 Attitudes of attack (impulsive character); 2.2 Loss of control of actions;
3 - Love	3.1 Move sentimental fiber in the human being; 3.2 Force which motivates the inclination, depending of the affection felt;
4 - Duty	4.1 Cumprimento de ordens (obrigações); 4.2 Necessidade de aprovação de atividades realizadas;

Source: Mira y López (1988) adapted by authors (2010)

According to Mira y López (1988), human being through Emotional Intelligence, will be able to control these giants by controlling the temperament to sculpt with perseverance a superior personality, improvement of the emotional characteristics. Exposing with master aptitude, Goleman (1995), affirms that emotions can affect or increase our ability to think and make plans, solve problems, defining limits of our innate power of using mental abilities. According to this emphasized author, emotions can help or interfere in the ability, in function of this, it could be affirmed that the emotional intelligence is a mastery aptitude, even when facing setbacks, the person who has it, keeps obdurate, translating emotional characteristics such as motivation, persistence, enthusiasm and self-consciousness.

Concepts and the importance of the study about emotional intelligence.

According to Goleman (1995), emotional intelligence is the ability to create motivations for

themselves and to persist in an objective regardless of the obstacles, to control impulses and to know how to wait for their desires' satisfaction to keep in good spirits and to prevent anxiety to interfere in the ability to reason, to be emphatic and self-confident. So much so that Weisinger (1997), affirms that the intelligent use of emotions, to intentionally make emotions to work in your favor, utilizing them to help to dictate your behavior, your reasoning in a manner to improve your result. According to Sobrinho (2009), emotional balance is constituted of thoughts, positive attitudes, this stage is the main one to enable all the others to come to exist. The emotional energy must be taken seriously in the organizations being an influencing factor to the professional success. Bibliographic research allows affirmation that people with emotional intelligence well developed present higher probability to feel satisfaction and success depicted in Table 3.

Table 3: Theoretical and Conceptual Elements of Emotional Intelligence

Author	Focus	Theoric and conceptual elements valid in the decision making
1. Riback (1998)	Characteristic trace of Emotionally Intelligent Leadership	1.1 Emotionally able; 1.2 Transcend your personal needs at the workplace; 1.3 They are objectives aimed at organizational results;
2. Senge (1999)	Personal Mastery in the managerial decisions	2.1 Development of personal vision; 2.2 It is indispensable to the leader in the decision making; 2.1 Interfere in the procedures improving management;
3. Caruso e Salovey (2007)	Leadership with Emotional Intelligence	3.1 Take on board the various connexions - attention, thought, reasoning; 3.2 At ease to resolve problems; 3.3 Source of information and inspiration in the decision making.

Source: Riback (1998), Senge (1999), Caruso and Salovey (2007) Adapted by authors

According to Riback (1998), emotionally intelligent leaders have flexibility to let appropriate attitude to stand out in each special situation, a characteristically trace of leadership with emotional abilities. It can be affirmed according to Senge (1999), that working with personal mastery means entering the field of emotional subjects. Caruso and Salovey (2007), come to confirm the importance of leadership with Emotional Intelligence when exposing the problems' resolution in an organization, it needs certain balance to enable success in the managerial decisions.

Emotional intelligence, quality in the communication and feedback in the organization

Various conceptual adjustments allow confirmation of the use of the communication in the internal entrepreneurial relations; open doors to feedback which helps in the affinity relations, attributing values to the satisfaction. Appropriate Survey from Weisinger (1997), allows affirmation that the basis of any relationship is communication, because it establishes the bonds and these create relationships depicted in Table 4.

Table 4: Importance of Emotional Intelligence in Organizations

Author	Focus	Conceptual and Theoretical elements valid to the organizational field
1. Goleman (1995)	Emotional Intelligence in organizations	1.1 Better use of Human Resources; 1.2 Improvement in the interpersonal relationships amongst areas; 1.3 Team work encouragement;
2. Caruso e salovey (2007)	Emotional Intelligence in organizations	2.1 Contribution towards the solution of turbulent cases; 2.2 Conduct ethical conflicts; 2.3 Selfconfidence promotes organizational changes;

3. Pedro Filho (2009)	Emotional Intelligence in organizations	3.1 Better individual performance; 3.2 Essence in the decisive conduction of the human being; 3.3 Knowledge and control in the way of success;
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Source: Goleman (1995), Caruso and Salovey (2007) and Pedro Filho (2009) Adapted by authors

Survey from Goleman (1995), allows understanding that criticism is one of the most important tasks of a manager. According to Riback (1998), emotionally intelligent executives know how to deal with setbacks having in mind a final outcome, controlling the impulse of giving in to momentary crisis and concentrating in the long term results. Study from Goleman (1995), allows affirmation that management is not only rational, but also emotion must be used, firming further the empathy and solidarity, improving the team spirit and fulfillment of organizational aims.

Characterization of the Limbic System and the Behavioral Relation in the Organization

Emotional Intelligence is a description of brain and mental functions related to emotions. The neuroscience understands the mind functioning while matter and try to find scientifically, not only activated areas, but also thoughts, feelings, emotions and its intensity.

To Damásio (1996), the absence of emotion and feeling can destroy rationality, the intellect cannot give its best without emotional intelligence.

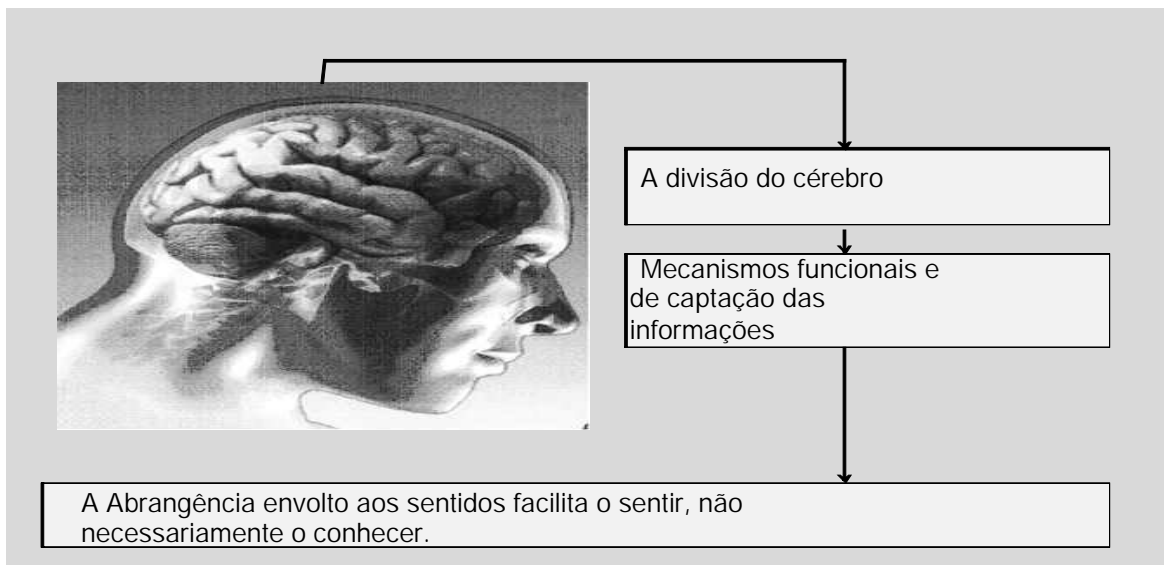


Figure 2: A Neuroscience and Entrepreneurial Learning

Source: <http://www.quia.heu.nom.br>

According to Damásio (1996) neuroscience has dedicated the majority of its efforts in the investigation of the cerebral cortex, human brain structure consistently dedicated to the thought process guided to a determined outcome. The

cognitive sciences and the neuroscience will allow finding of sophisticated ways to understand specific psychological aptitudes of the human being. The brain has abilities of sensorial nature found in the limbic system,

which can be developed, directing, even those individuals gifted of modest intelligence quotient to a successful life. Emotional weakness can cause depression, anxiety, lack of concentration, reserve and aggression, damaging the natural development of the cognitive aptitudes. In the understanding of the state of the art, biology has fundamental part in the knowledge involving Emotional Intelligence, as in the organic human structure is where it is pointed out the condition of the emotion

functionality. For example, the poorly fed individual has tendency to have difficulty to maintain mature relationships, having in view that a physical condition is outlined by organic influence in its physical environment. Relationship of the emotional wellbeing by Pedro Filho (2009) maximizes quality performance of the individual in the enterprise, while emotional intelligence is the point of this behavioral relation.

Table 5: Limbic System Relation with Human Functionality

Part of Limbic System	Human Functionality	
	Function	Forecasted Human Attitude
1. hypothalamus	1. Sensory Integration	1.1 Cordiality to the other 1.2 Affinity sensitivity to all
	2. Motor Integration	2.1 Agility at work 2.2 Movement precision for efficiency
2. Tonsil	3. Loss of Fear	3.1 Individual 'audacity 3.2 Spontaneity and Frankness
	4. Extreme Curiosity	4.1 Liberation towards learning 4.2 Proactive attitude to innovate
	5. Quick forgetting	5.1 Dificuldade para decorar 5.2 Demora no resultado cognitivo
	6. Sexual Urge	6.1 Inappropriate libidinous behavior at work 6.2 Explain sensual attitudes
3. Hipofield and others	7. Other Behaviors	7.1 Other attitudes

Source: Pedro Filho (2009) Adapted by authors

It is fitting at this point, an explanation in regards to the response to the everyday stimulus or psychic self stimulus such as ideas, memories and emotions. These elements activate the group of parts between the emotional area or limbic system and the cerebral areas, indispensable for attention. It is what denominates emotional mind, determining factor to understand human expressions, such as personality, character, temperament, conduct, decisions and others. These are the elements which form personal skill to face and resolve situations which are emotionally unstable with success, from this, it is explained how emotional intelligence is capable

to turn a human being into an audacious individual, cordial, self taught and agile at work, making him an insightful and spontaneous professional according to Picture 1 to follow. Emotional Intelligence, by Weisinger (1997), provides four components, allowing specific skills development, which will form the basis of Emotional Intelligence. According to the cited author, the individual can expand his emotional intelligence by learning to control his emotions and motivate himself, being able to maximizing emotional intelligence efficiency, developing communication skills, interpersonal skills and emotional mentoring skills. From there, it is

possible to learn how to dribble situations having the control of emotional involvement. In regards

to the emotional intelligence development, Weisinger (1997), presents four components:

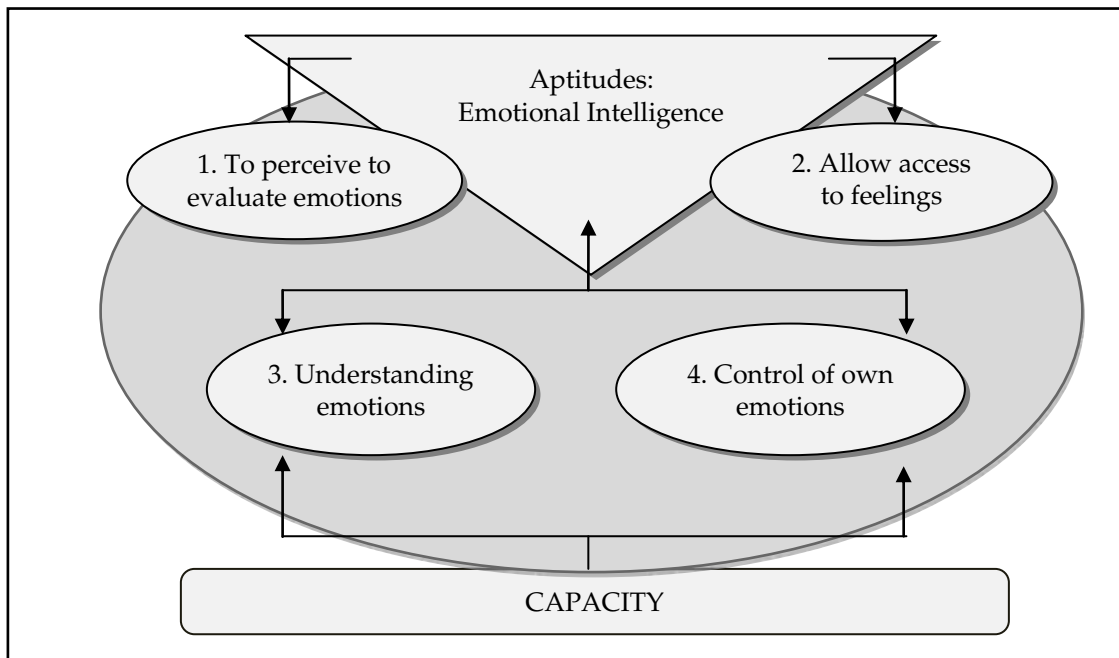


Figure 3: Emotional Intelligence Aptitudes

Source: From Weisinger Hendrie (1997) adapted by authors

The Figure 3 contain Significant elements to the characterization of the Emotional Intelligence development bringing a correlation with activities from the entrepreneur, trying to open new horizons to the organizational universe, emphasizing the human factor.

RESEARCH METHODOLOGY

Descriptive-exploratory studies and case study methods were utilized to carry out this research aiming to describe the phenomenon, as, for example, the case study which empiric and theory analysis are carried out. The method is derived from the methodology and according to Lakatos (2007), brings true and valid knowledge, assisting the researcher's decisions. This article proposes a Case Study about emotional intelligence in the ability of the professional Administrator. To develop the Case Study, deductive method was utilized, coming from the

general to the specific and the approach used is qualitative. This research was developed in entrepreneurial environment with organizations based in Alvorada do Oeste City, located in the state of Rondonia, having in view the players in this research living in this locality. According to available data from IBGE (2007), this town has approximately 20 thousand habitants; the economy is based in the agriculture and cattle-raising, not having a industrial sector. Three enterprises were selected which operate in different fields of economy activity, where the researchers work, interacting with the public marked by different interests. The identification of the focus group was a technical measure adopted in this preparation. This is made up of people of both sexes, from the age group 20 – 40 years old. They are professionals graduated in Administration who lead in the corporation, and their direct associates who support the perspective of the business success. Other

players and subjects were selected in the expectation of complementing the scenario for this task; offered the opportunity of impartiality in the treatment of the object while offering sustainability in the process. It was decided for the non identification of Administrators, choosing to codify them as Administrator A, Administrator B and Administrator C; and the establishments involved in the current research were characterized by the codes 1, 2 and 3; this measure envisages to secure impartiality and neutrality which are essential to work of this nature; remember that this investigative work involve people, facts and situations which characterize the universe of this research. It has been taken into consideration elements related to Education, religion, income, socio-economic positioning of individuals direct or indirectly bonded to the subject of research. According to Cooper (2003), ethics is the combination of norms and standards of behavior, the objective of ensuring that nobody is affected or suffers consequences due to the research's activities. For the execution of this research followed stages, applying collection of data established from the guiding techniques: Bibliographic Research, through tools such as books, magazines, academic Google and others. The observation was participative and the interview followed a structured line, being applied to Administration graduates accompanied with a term of free and clear consent for each interviewee. Questionnaires contained closed questions, being applied to Administrators and employees. The access to these for this practice of data collection occurred according to the availability of the cited in the period of September. Qualitative data was extracted from the information obtained, presented in a narrative text, analysis of the critical elements and later codification and results' presentation according with the investigation proposal exposed blatantly in the specific objectives.

ADMINISTRATOR'S ABILITY WITH FOCUS ON THE EMOTIONAL INTELLIGENCE APPROACH

The topic in question presents in its composition the result of the entrepreneurial case study involving the ability of the professional in Administration. This topic will be arranged in three parts, having as a principle the description of the result of the interventionist elements of Emotional Intelligence, taking on board the consulted professionals' contribution, to follow presentation in synthesis of contexts format, which reflects in the importance of the administrative Emotional Intelligence, decisions considered by the researched professionals and at the end, the exposure of the contextual analysis of Emotional Intelligence in the organizational relations.

Interventionist elements for the development of the emotional intelligence

The interventionist elements of the Emotional Intelligence in the individual's conduct can bring as much stability as can bring inconstancy. Research from Goleman (1995), points that depending on the mental state of the individual, there is involvement of feelings such as fear, passion, shyness, pleasure, love amongst others. Surveys carried out via interviews and questionnaire's application alongside Administrators involved in this work and who operate in distinctive areas, revealed that emotional stability is related to an ethical posture which provides to the Administrator a high spirit, contributing to a peaceful environment in the organization. So much so, that it has being well incorporated to this result to the Picture containing such positioning of those involved, followed by an analysis. Picture 7 demonstrates the reaction of the researchers, as much Administrators as employees in relation of the emotional stability and leadership of the respective leaders. A comparison was executed between the characteristics revealed by the Administrators and the ones perceived by their subordinates; staff partially disagrees in relation

to such characteristics, what reveal the importance of tuning in the relationships of leaders and subordinates. It was observed that the behavior of employees at the moment of confrontation between what was revealed and what was perceived; the majority of the involved revealed themselves with transparency and

freedom of positioning. The fact make it unviable the propositions in Goleman (1995), when the author raise the importance of the critic which can be feared and postponed what possibly could be occurring in the relationship of this Administrator in the organization.

Table 6: Demonstration of the characteristics revealed and perceived

Emphatic Elements	Characteristics Revealed by the administrator	Characteristics Perceived by the employee
Administrator A 1. Stability emotional 2. Leadership	1.1 Feels relaxed most of the time; 2.1 Feels highly qualified in relation to behavioral relations in the organization;	1.1.1 As for stability , 1 employee affirmed great, 2 affirmed good and 1 regular; 2.1.1 As for leadership, 2 totally agree in the leadership ability, 1 Relatively agree and 1 totally disagree;
Administrator B 1. Stability emotional 2. Leadership	1.1 Feels relaxed most of the time; 2.1 Has a lot learn in relation to the emotional in the behavioral relations;	1.1.1As for stability, 2 employees affirmed great and 3 affirmed Good; 2.1.1 As for leadership, they all totally agree that this one is able to lead the team;
Administrator C 1. Stability emotional 2. Leadership	1.1 Feels relaxed most of the time; 2.1 Has a lot learn in relation to the emotional in the behavioral relations;	1.1.1. As for stability, 3 employees affirmed great and 1 affirmed Regular; 2.1.1 As for leadership, they all totally agree that this one is able to lead the team;

Source: Research carried out in September 2010.

From the Table 6, it is logical to affirm in relation of the emotional stability; the responses from Administrators A and C are in disagreement with the employees, when amongst the staff someone affirms that his emotional stability is regular, what can be questioned and the possibility of managerial improvement, having in view that the human behavior is a differentiator in the organizations and that the emotional scheme brings influence over the cognitive intervention. It is envisaged that the interviewed Administrators agree that there is a need for a balance between the rational and the emotional, as Administrator A and Administrator B revealed the importance of the balance between reason and emotion in all

aspects, with the intention of right decisions and good results, while Administrator C believes that this balance must happen only in determined situations, and to others it is not necessary, as it could bring conflicts, reaffirming that in certain areas of the organization it is a must to act totally rational. Observing this manifesto, it must be said that Administrator C suffers of lack of knowledge, as for the relevance of the balance between reason and emotion proposed by Emotional Intelligence, revealing dispute in adapting to the new reality, in the form interpreted by various authors. This Administrator demonstrated uncertainty as he was unstable in certain moments when dealing with the emotion in the decisions of the manager.

Table 7: Balance between Reason and Emotion

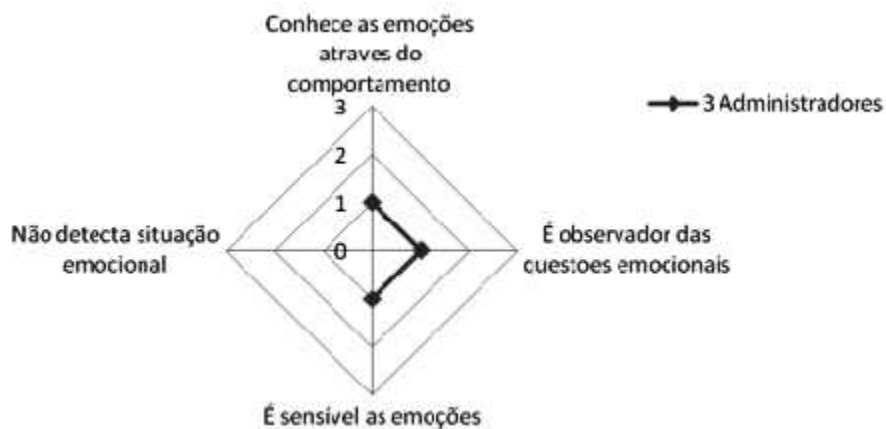
Question	As an administrator, in the performance of the functions, it is thought necessary to appreciate in a balanced way, reason and emotion?		
Answer	Yes	No	Justification
Administrator A	1	0	Emotions must be interpreted and appropriate in order that in balance with the reason bring good results and agreements with the leader's decision
Administrator B	1	0	All aspects are important, in order to promote self control.
Administrator C	1	0	However, the balanced way of the reason and the emotion can bring conflict with themselves

Source: Research carried out in September 2010.

Precisely for this, it should be implemented the balance in this relationship. Emotional Intelligence is a necessary factor of great importance as for whom promotes the mastery aptitude according to study from Goleman (1995), in function to present emotional characteristics such as motivation, persistence, enthusiasm and self-consciousness, particular practices which trigger the development organizational. In order to achieve these objectives it is necessary emotional ability to maintain a good behavioral relationship and all the vicissitudes which is involved.

The research demonstrates emotional ability of the Administrators in relation to their

subordinates. It was locked a confrontation theory and conceptual with phatic elements obtained from the interview and observation. Intensifying the analysis, according to, Administrator A affirmed being an observer of the emotions of his employees, while Administrator B revealed knowing the emotions of the subordinates through their behavior, while Administrator C believes to be sensitive to the emotions and feelings of employees. They all demonstrated certain intimacy in relation to the emotional, because they could detect a delicate situation, involving the team or individually each employee. The exposed above is summarized through the following Graphic 1.



Graphic 1: Administrators' Emotional Ability in relation to subordinates

Source: Research carried out in September 2010

According to what is dealt with in Goleman (1995), fear, shyness bring, many times, the inability, as the thought goes negative, attracting uncertainty and the blockage in relation to the possibility of ease in determined activity or function and for something positive to occur. Passion, pleasure at work qualify the behavioral relations in the organization, bringing a good relationship in order that individuals perform activities with satisfaction, dedicating time and application, this is the importance of sharpness and sensitivity to staff's behavior in the organization.

Contexts which reflect in the importance of administrative emotional intelligence

The administrative context covers in its scenario unfavorable situations from the profession and

the Administrator needs to face this scenario with tranquility, knowing to drum up objectives, imposing conditions with ability in the way to provide acceptability, coordinating each aspect of the organization, taking into consideration that you must lead with style and ability in the administrative action, bringing a cognitive understanding of the administrative behavior and the ability to execute activities, according to Chiavenato (2003). It cannot be denied that the attitude and reflex of the individual contained by the Emotional Intelligence are of great value, mainly when the cases' analysis which reflect in the administrative action. The Table 8 demonstrates researched Administrators' reaction:

Table 8: Data adjustment of the importance of Emotional Intelligence

Affirmative focused in the decision making	Administrator A	Administrator B	Administrator C
Would detach facts from feelings and would take the meeting	0	0	0
Would generate positive humor before the meeting	0	0	0
Would reschedule the meeting for a moment in which he felt better	1	1	1
Would be totally rational as at this moment emotional does not matter	0	0	0

Source: Research undertaken in September 2010

Then the questioning comes in regards of a possible situation related to attempting to have influence over the team alongside a determined course of action. This would be an essential emotional approach faced with the application of

personal feelings. Here it is enquired to the Administrator how he would proceed in face of these circumstances. This assertion is revealed in Graphic 2:



Graphic 2: Reflexes of Emotional Intelligence in the decision making

Source: Research carried out in September de 2010

The research demonstrates, through Graphic 2, significant data, reflex of Emotional Intelligence in the decision making, involving emotional attitude. Administrators were unanimous in declaring feelings which people have are as important as the objective analysis, showing clearly an emotional apparition. The appreciation of the facts allows assuring that leaders, emotionally intelligent, take seriously the propelling energy of the human being in the organizations, being the behavioral relations dependent of the emotional scheme and it is one of the foundations for entrepreneurial success once it is the people who carry out the functionality in the organization.

Contextual analysis of emotional intelligence in the organizational relation

In general, organizations are improving in the social field, while their managers are turning towards the behavioral relation. It would not be another, the direction if we consider that it is constituted of people who work. When analyzing questionnaires' responses, it can be perceived that all three have a tendency concerned to emotional ability, however, it can be declared that there is a need to improve in regards of Emotional Intelligence in all three, as it has been possible to notice certain lack in some aspects, such as firmness in dealing with emotional matters in the Administrative action. When questioned in regards of leadership style, managers manifested according to observation exposed in Table 9.

Table 9: Data adjustment of Administrators' leadership styles

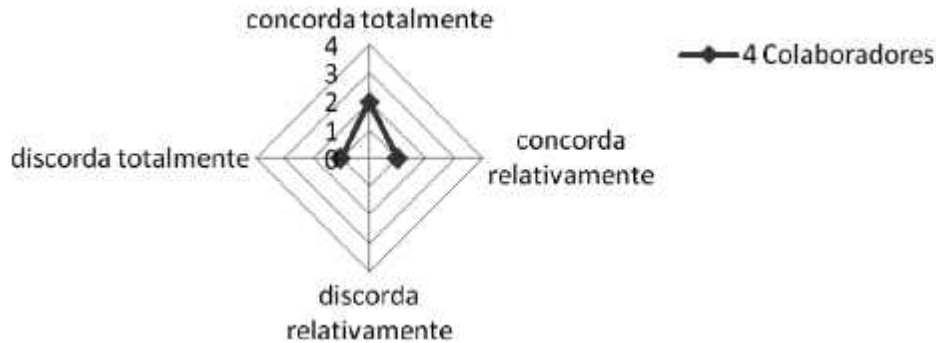
Questioned Administrators' self analysis declarations: (Consider yourself a leader:)	Administrator A	Administrator B	Administrator C
Able enough to lead teams in function of his own presumption	0	0	0
Totally rational, as the emotional muddle decisions	0	0	0

Who has a lot learn in relation to the emotional	0	1	1
Highly qualified in the behavioral relation in the organization	1	0	0

Source: Research carried out in September 2010

Table 9 demonstrates a manifest from researched leaders when asked in regards of leadership. Administrator A consider himself highly qualified in the behavioral relation, while Administrators B and C declare that they have a lot to learn in regards of the emotional, being these two, the most sensible ones when declaring that they still need to find out of many points related to the emotional, behavioral relation in

the organization, as it is intrepid to declare being highly qualified when there is always room for improvement and situations where you are dealing with people, more over, for the fact of being a sensitive area requiring sharpness and insight, indispensable abilities to a leader. The following graphics ratify the perceived characteristic by respective employees in relation to Administrators' A, B and C leadership skills.

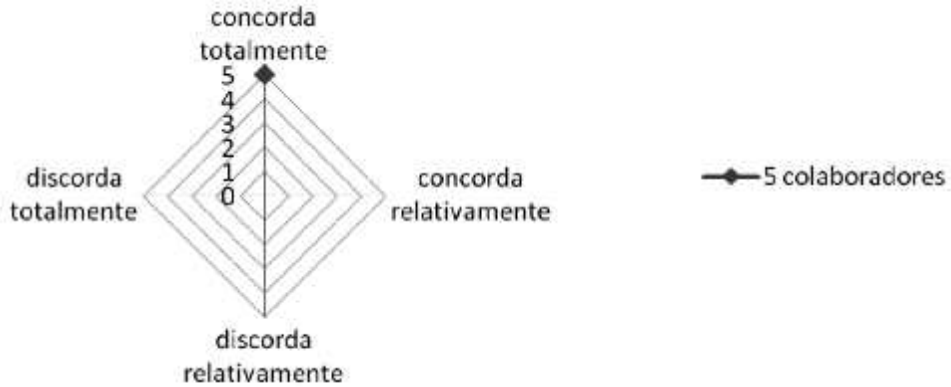


Graphic 3: Leadership skills perceived by employees in relation to Administrator A

Source: Research carried out in September 2010

Employees concerning Administrator A, in response to questioning, manifested in relation to their superior's leadership skills in a divergent way, being that two employees declared that they believed in the superior's qualification, in the leadership of the organization, one guaranteed to relatively agree in the leader's skills and one declared to totally disagree, not believing that his superior has possibilities in administrating and leading teams, therefore staff diverged in relation to the form of leadership from his Administrator. Through the observation technique in the enterprise it can be perceived that employees do not work totally motivated, presenting inferior stimulus while that employees concerning Administrators B and

C demonstrate motivation and spontaneity at work. This fact takes us to the assertion that even when the Administrator consider himself highly qualified in the team's leadership, some employees disagree with his assertion demonstrating unbalance in the behavioral relation, making unviable Emotional Intelligence which is indispensable to the leader for the good staff performance, being a differential factor of organizations and predominant to the organizational success according to Mariane and Silva (2004). Now in Graphic 4, it demonstrates that employees concerning Administrator B were unanimous in declaring that they are in agreement in relation to the superior's leadership skills.

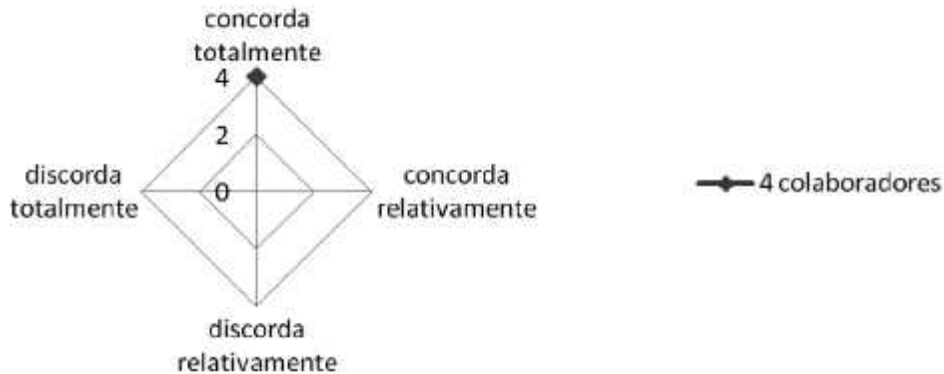


Graphic 4: Leadership skills perceived by employees in relation to Administrator B

Source: Research carried out in September 2010

Through Graphic 4, you can perceive that Administrator B has total agreement from his employees to assert that he is sufficient in leading teams, having unanimity in relation to his

leadership skills and management. Following Graphic 5, it is demonstrated the leadership skills perceived by staff corresponding to Administrator C.



Graphic 5: Leadership skills perceived by employees in relation to Administrator C

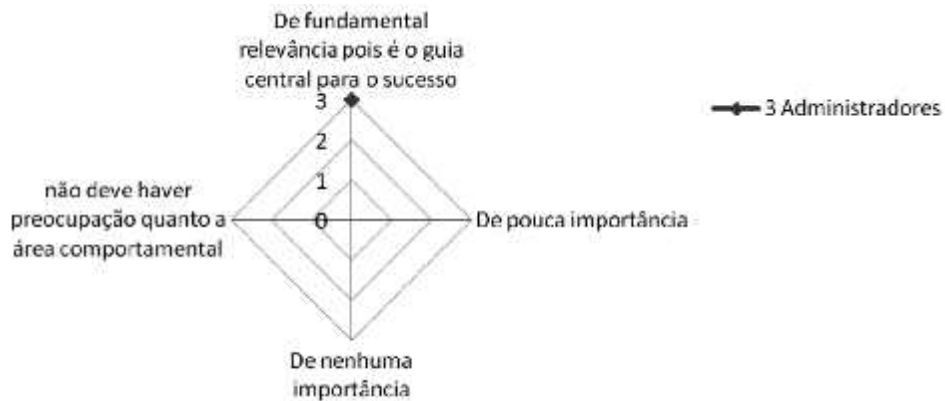
Source: Research carried out in September 2010

Research allows assertion that Administrator C has acceptance of his staff in regards of the ability to lead and conduct people in the organization, being that all declared totally agreeing with his form of leadership, having agreement of his subordinates. The observation and analysis of the Graphics get us to question determined matters such as, for example, the situation of Administrator A, in relation to the motives which has made one employee to assure that he does not present the leadership skills, opening a range of questions. When carrying out one inference

between the Administrator's revealed characteristics and the staff perceived characteristics of the Administrator, conflicting observations were noted, however, researched Administrators admit the importance of the human being in the organization. These professionals recognize that every enterprise to be well, needs a foundation and one of the most influential is, without a doubt, behavioral relation whilst providing stability for the information, communication, feedback, being crucial factors to the growth of the organization.

Graphic 6 shows the recognition of the researched Administrators, concerning the importance of the human being in the

organizational success and the basis is behavioral relation.



Graphic 6: Importance of Behavioral Relation in the organization

Source: Research carried out in September 2010

Analysis of the behavioral relation in the surveyed establishments 1, 2 and 3 points out its specific context. Administrators A, B and C are young people with certain time operating in the market; on the other hand, enterprises are looking for management improvement and organizational development where they operate. Administrators' present characteristics of situational leadership, engaged in the business and because of this, they look for the improvement and learning since the research from Senge (1999). As for the entrepreneurial environment of this context, all the organization's departments involve people emotionally, generating spontaneous adhesion of staff in a way to allow advances and professional rehabilitation. Nevertheless, it is not represented total presence of the efficient leadership performance of Caruso and Salovey (2007), due to the actual lack of construction of a behavioral scheme based in the Emotional Intelligence tools.

FINAL CONSIDERATIONS

After the realization of the proposed research by this article, it can be declared that the performance of Emotional Intelligence is

indispensable to the Administrator in the use of his attributes, as it interferes in the management ability, providing positive results and satisfactory to the organization, better perception of the facts, since the organizational behavior is a competitive differential, important factor to the organization's success. This professional is responsible for an intrepid and dignified task, a break through in how to conduct and guide people; determining function; following and evaluating performance and, in all of this, act, in a way of best providing understanding of the questions, good interpersonal relationship and humanizing management, able to visualize and understand the emotional impulses of his team, helping them to go around the weather and to overcome barriers. It is registered here that the objective of this task that has been longed for is reached, when it can be proved through research that Emotional Intelligence is not a synonym of professional failure, which can increase the ability of entrepreneurial success since one of the central functions of this professional is behavioral relation. This case study about Administrator's ability with focus on Emotional Intelligence contributed to the amplitude of knowledge about the matter which every day it is confirmed in the organizations, the human brain

and thinking, responsible for the largest part of the working order and success of the organization. The emotional energy is an influential factor, balancing reason and emotion it can arouse an Administrator emotionally intelligent, able to resolve complex matters in the rational use of the mind, consideration and with emotional direction; be emphatic; self confident; to control impulses; promoting means to

motivate the team to the realization and organizational success. The responsibility here is to give some recommendations, coming from the understanding that critical involvement of the emotions putting on an impressive journey into practice of the leader and him in turn must seek for improvements in the creation of a skilful approach with planning and skilful decisions. Table 10 presents suggestion:

Table 10: Suggestion for Efficient Leadership coming from Caruso and Salovey (2007)
Caruso and Salovey

General Function from Caruso and Salovey (2007), with focus in research	Proposed Functional Details in the investigated universe
1. Create efficient teams	1.1 Create and lead a team 1.2 Make team efficient 1.3 Model the journey
2. Plan and decide with efficiency	2.1 Schedule projects 2.2 Plan budgets and resources 2.3 Logistic
3. Motivate people	3.1 Generate enthusiasm 3.2 Motivate team 3.3 Allow others to act
4. Communicate vision	4.1 Create organizational identity 4.2 Develop collective aims 4.3 Inspire shared vision
5. Promote changes	5.1 Promote flexible and decisive thoughts 5.2 Facilitate creative thinking 5.3 Challenge the process
6. Generate effective interpersonal relationships	6.1 Conflict resolution between subordinates 6.2 Deal with someone's demission 6.3 Encourage emotions

Source: From Caruso and Salovey (2007) adapted by the author.

The recommendations are those contained in Table 10, suggestion here presented, considered proficient in the integration of rational and emotional styles useful to events which involve

leadership of success, such as the one sustained from Caruso and Salovey (2007). Another recommendation refers to the requirement of Emotional Intelligence, in the behavioral

modeling of managers and employees; Emotional Balance, which improves and encourages growth of the individual and the

group, once managerial decisions demand such abilities.

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