

ISSN 2518-1467 (Online),
ISSN 1991-3494 (Print)

«ҚАЗАҚСТАН РЕСПУБЛИКАСЫ
ҰЛТТЫҚ ҒЫЛЫМ АКАДЕМИЯСЫ» РҚБ
«ХАЛЫҚ» ЖҚ

Х А Б А Р Ш Ы С Ы

ВЕСТНИК

РОО «НАЦИОНАЛЬНОЙ
АКАДЕМИИ НАУК
РЕСПУБЛИКИ КАЗАХСТАН»
ЧФ «Халық»

THE BULLETIN

OF THE ACADEMY OF SCIENCES
OF THE REPUBLIC OF
KAZAKHSTAN
«Halyk» Private Foundation

PUBLISHED SINCE 1944

4 (404)

JULY-AUGUST 2023

ALMATY, NAS RK

В 2016 году для развития и улучшения качества жизни казахстанцев был создан частный Благотворительный фонд «Халык». За годы своей деятельности на реализацию благотворительных проектов в областях образования и науки, социальной защиты, культуры, здравоохранения и спорта, Фонд выделил более 45 миллиардов тенге.

Особое внимание Благотворительный фонд «Халык» уделяет образовательным программам, считая это направление одним из ключевых в своей деятельности. Оказывая поддержку отечественному образованию, Фонд вносит свой посильный вклад в развитие качественного образования в Казахстане. Тем самым способствуя росту числа людей, способных менять жизнь в стране к лучшему – профессионалов в различных сферах, потенциальных лидеров и «великих умов». Одной из значимых инициатив фонда «Халык» в образовательной сфере стал проект *Ozgeris powered by Halyk Fund* – первый в стране бизнес-инкубатор для учащихся 9-11 классов, который помогает развивать необходимые в современном мире предпринимательские навыки. Так, на содействие малому бизнесу школьников было выделено более 200 грантов. Для поддержки талантливых и мотивированных детей Фонд неоднократно выделял гранты на обучение в Международной школе «Мирас» и в *Astana IT University*, а также помог казахстанским школьникам принять участие в престижном конкурсе «*USTEM Robotics*» в США. Авторские работы в рамках проекта «Тәлімгер», которому Фонд оказал поддержку, легли в основу учебной программы, учебников и учебно-методических книг по предмету «Основы предпринимательства и бизнеса», преподаваемого в 10-11 классах казахстанских школ и колледжей.

Помимо помощи школьникам, учащимся колледжей и студентам Фонд считает важным внести свой вклад в повышение квалификации педагогов, совершенствование их знаний и навыков, поскольку именно они являются проводниками знаний будущих поколений казахстанцев. При поддержке Фонда «Халык» в южной столице был организован ежегодный городской конкурс педагогов «*Almaty Digital Ustaz*».

Важной инициативой стал реализуемый проект по обучению основам финансовой грамотности преподавателей из восьми областей Казахстана, что должно оказать существенное влияние на воспитание финансовой грамотности и предпринимательского мышления у нового поколения граждан страны.

Необходимую помощь Фонд «Халык» оказывает и тем, кто особенно остро в ней нуждается. В рамках социальной защиты населения активно проводится работа по поддержке детей, оставшихся без родителей, детей и взрослых из социально уязвимых слоев населения, людей с ограниченными

возможностями, а также обеспечению нуждающихся социальным жильем, строительству социально важных объектов, таких как детские сады, детские площадки и физкультурно-оздоровительные комплексы.

В копилку добрых дел Фонда «Халык» можно добавить оказание помощи детскому спорту, куда относится поддержка в развитии детского футбола и карате в нашей стране. Жизненно важную помощь Благотворительный фонд «Халык» оказал нашим соотечественникам во время недавней пандемии COVID-19. Тогда, в разгар тяжелой борьбы с коронавирусной инфекцией Фонд выделил свыше 11 миллиардов тенге на приобретение необходимого медицинского оборудования и дорогостоящих медицинских препаратов, автомобилей скорой медицинской помощи и средств защиты, адресную материальную помощь социально уязвимым слоям населения и денежные выплаты медицинским работникам.

В 2023 году наряду с другими проектами, нацеленными на повышение благосостояния казахстанских граждан Фонд решил уделить особое внимание науке, поскольку она является частью общественной культуры, а уровень ее развития определяет уровень развития государства.

Поддержка Фондом выпуска журналов Национальной Академии наук Республики Казахстан, которые входят в международные фонды Scopus и WoS и в которых публикуются статьи отечественных ученых, докторантов и магистрантов, а также научных сотрудников высших учебных заведений и научно-исследовательских институтов нашей страны является не менее значимым вкладом Фонда в развитие казахстанского общества.

С уважением, Благотворительный Фонд «Халык»!

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«Қазақстан Республикасы Ұлттық ғылым академиясы РҚБ-нің Хабаршысы».

ISSN 2518-1467 (Online),

ISSN 1991-3494 (Print).

Меншіктенуші: «Қазақстан Республикасының Ұлттық ғылым академиясы» РҚБ (Алматы қ.). Қазақстан Республикасының Ақпарат және коммуникациялар министрлігінің Ақпарат комитетінде 12.02.2018 ж. берілген

№ 16895-Ж мерзімдік басылым тіркеуіне қойылу туралы куәлік.

Тақырыптық бағыты: *әлеуметтік ғылымдар саласындағы зерттеулерге арналған.*

Мерзімділігі: жылына 6 рет.

Тиражы: 300 дана.

Редакцияның мекен-жайы: 050010, Алматы қ., Шевченко көш., 28, 219 бөл., тел.: 272-13-19

<http://www.bulletin-science.kz/index.php/en/>

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«Вестник РОО «Национальной академии наук Республики Казахстан».

ISSN 2518-1467 (Online),

ISSN 1991-3494 (Print).

Собственник: РОО «Национальная академия наук Республики Казахстан» (г. Алматы).
Свидетельство о постановке на учет периодического печатного издания в Комитете информации Министерства информации и коммуникаций и Республики Казахстан № **16895-Ж**, выданное 12.02.2018 г.

Тематическая направленность: *посвящен исследованиям в области социальных наук.*

Периодичность: 6 раз в год.

Тираж: 300 экземпляров.

Адрес редакции: 050010, г. Алматы, ул. Шевченко, 28, ком. 219, тел. 272-13-19

<http://www.bulletin-science.kz/index.php/en/>

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Bulletin of the National Academy of Sciences of the Republic of Kazakhstan.

ISSN 2518-1467 (Online),

ISSN 1991-3494 (Print).

Owner: RPA «National Academy of Sciences of the Republic of Kazakhstan» (Almaty). The certificate of registration of a periodical printed publication in the Committee of information of the Ministry of Information and Communications

of the Republic of Kazakhstan **No. 16895-Ж**, issued on 12.02.2018.

Thematic focus: *it is dedicated to research in the field of social sciences.*

Periodicity: 6 times a year.

Circulation: 300 copies.

Editorial address: 28, Shevchenko str., of. 220, Almaty, 050010, tel. 272-13-19

<http://www.bulletin-science.kz/index.php/en/>

© National Academy of Sciences of the Republic of Kazakhstan, 2023

BULLETIN OF NATIONAL ACADEMY OF SCIENCES
OF THE REPUBLIC OF KAZAKHSTAN

ISSN 1991-3494

Volume 4. Number 404 (2023), 433-450

<https://doi.org/10.32014/2023.2518-1467.561>

UDC 159.9 316.6

IRSTI 81.93.25

© **N.B. Zharkinbayeva***, **B. Wolfs**, 2023
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THE IMPACT OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL BEHAVIOR IN TERMS OF INNOVATIVE CHANGES IN ENTERPRISES

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Abstract. The article proposes managerial solutions to the problem of personnel low tolerance to enterprise changes due to techno-evolutionary modernizations or other innovation activities. The study aimed to find effective modern mechanisms and tactical solutions to the problem of organizational inflexibility during company changes. The study focused on internal factors that inhibit innovation activity of Kazakhstani companies, which have been little studied in contrast to external factors. Particularly it focused on theoretical constructs such as emotional intelligence and organizational behavior, which are assumed to affect changes in the company. The research took place in several stages and different approaches. The first stage involved a quantitative method, which showed a significant relationship between emotional intelligence and organizational changes. The second stage, a qualitative study was conducted to examine the problem of organizational behavior management, and for a comparative analysis of the highlighted problems. Employees of local industrial companies participated in the survey and managers were interviewed. Both qualitative and quantitative approaches formed data for practical approbation of the findings and made possible to conduct case study research in one Kazakhstani company sensitive to the indicated problems, where the model MSCEIT v. 2.0 and other tools of emotional intelligence were used. The case study showed the practical workability of the proposed management solutions. The advantage of the solutions is explained by the absence or low cost of funds and time. Also, the method is convenient to be used by regular middle and senior managers.

Keywords: organizational behavior, innovative culture, change management, business psychology, emotional intelligence, innovation management, team construct, human capital, and project management

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КӘСІПОРЫНДАРДАҒЫ ИННОВАЦИЯЛЫҚ ТРАНСФОРМАЦИЯЛАР ЖАҒДАЙЫНДАҒЫ ҰЙЫМДАСТЫҚ МІНЕЗ-ҚҰЛЫҚҚА ЭМОЦИОНАЛДЫҚ ИНТЕЛЛЕКТНІҢ ӘСЕРІ

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Аннотация. Мақалада компаниялардың модернизациясы мен инновациялық белсенділігінің техно-эволюциялық және басқа да себептерге байланысты кәсіпорындарда сөзсіз туындайтын өзгерістерге персоналдың төмен төзімділігі мәселесіне басқарушылық шешімдер ұсынылады. Зерттеу технологиялық инновацияларды енгізудің тиімді заманауи тетіктерін, сондай-ақ компаниялардағы ұйымдық икемсіздік мәселесін тактикалық шешімдерді ашуға бағытталған. Іздену барысында сыртқы факторлармен салыстырғанда аз зерттелген Қазақстандық кәсіпорындардың инновациялық белсенділігін тежейтін ішкі факторларға назар аударылды. Зерттеудің басты назары компаниядағы өзгерістерге әсер етуі тиіс эмоционалдық интеллект және ұйымдық мінез-құлықты басқару сияқты теориялық құрылымдарға берілді. Зерттеу бірнеше кезеңде және әртүрлі тәсілдермен өтті. Бірінші кезеңде эмоционалдық интеллект пен ұйымдық өзгерістер арасында маңызды байланыс бар екенін көрсететін сандық әдіс қолданылды. Одан әрі екінші кезеңде ұйымдық мінез-құлықты басқару проблемасын зерттеу, сондай-ақ анықталған проблемаларды салыстырмалы талдау үшін сапалы зерттеу жүргізілді. Сауалнамаға еліміздегі өнеркәсіптік компаниялар қызметкерлері, ал сұхбатқа өнеркәсіптік компанияларының басшылары қатысты. Сонымен қатар, алынған мәліметтер негізінде ұсынылған шешімдерді практикалық сынау үшін аталған мәселелерге қатысты бір Қазақстандық компанияның негізінде кейс-стади зерттеуі жүргізілді. Мұнда MSCEIT v. 2.0, сонымен қатар эмоционалды интеллектке арналған жумыстар өткізілді. Бұл тәсіл инновациялық жобаларды жүзеге асыруда ұсынылған басқару шешімдерінің практикалық көрсеткіштерін көрсетті. Бұл зерттеуде ұсынылған концептуалды модельдің артықшылығы қаржылық ресурстар мен уақыттың талап етпейтінімен немесе төмен құнымен түсіндіріледі. Сондай-ақ, әдіс ыңғайлы, өйткені оны қарапайым орта және аға менеджерлер пайдалана алады.

Түйін сөздер: ұйымдық мінез-құлық, инновациялық мәдениет, өзгерістерді басқару, бизнес психологиясы, эмоционалдық интеллект, инновациялық менеджмент, команда құру, адами капитал, жобаны басқару

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ВЛИЯНИЕ ЭМОЦИОНАЛЬНОГО ИНТЕЛЛЕКТА НА ОРГАНИЗАЦИОННОЕ ПОВЕДЕНИЕ В УСЛОВИЯХ ИННОВАЦИОННЫХ ПРЕОБРАЗОВАНИЙ НА ПРЕДПРИЯТИЯХ

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Аннотация. В статье предложены управленческие решения проблемы низкой терпимости персонала к изменениям, неизбежно возникающим на предприятиях в силу техно-эволюционных или иных причин модернизации и инновационной активности компании. Исследование задалась целью выявления действенных современных механизмов внедрения технологических нововведений, также тактических решений проблемы организационной негибкости внутри компаний при изменениях. В исследовании уделено внимание внутренним факторам, сдерживающие инновационную активность Казахстанских предприятий, которые мало изучены в отличие от внешних факторов. В центре внимания исследования оказались такие теоретические конструкты, как эмоциональный интеллект и организационное поведение, которые как предполагается влияют на изменения в компании. Исследование проходило в несколько этапов и с разными подходами. На первом этапе был применен количественный метод, который показал наличие значимой связи между эмоциональным интеллектом и организационными изменениями. Далее на втором этапе было проведено качественное исследование для изучения проблемы управления организационным поведением, а также для сравнительного анализа выделенных проблем. В опросе приняли участие работники промышленных предприятий страны, в интервью приняли участие руководители промышленных предприятий. Кроме того, для практической апробации решений, предложенных на основе полученных данных, было проведено case study исследование на базе одной Казахстанской компании чувствительной к обозначенным проблемам, где была применена модель MSCEIT v. 2.0, а также другие инструменты по развитию эмоционального интеллекта персонала. Такой подход, показал практическую работоспособность предложенных управленческих решений при реализации инновационных проектов. Преимущество предложенной в данном исследовании концептуальной модели объясняется отсутствием или малыми затратами средств и времени. Также метод удобен тем, что его могут использовать рядовые менеджеры среднего и высшего звена.

Ключевые слова: организационное поведение, инновационная культура, управление изменениями, психология бизнеса, эмоциональный интеллект,

Introduction

The country's prosperous development is largely determined by the degree of business involvement in innovative activities. Innovation is a factor that will ensure the long-term competitiveness of enterprises, the development of high-tech industries, the expansion of knowledge-intensive products (Kabdullina, 2014). In the current conditions of macroeconomic instability, economic crisis can increase the innovative activity of business. Modern companies conduct their activities in extremely difficult conditions: a decrease in demand for products, high competition in the market, high interest rates. This means that every company that wants to remain stable must become an innovator. However, when a company is innovative, as Khimin (2017) notes, no one really thinks about the creative work of personnel and stimulation of innovative activity through personnel, but basically tries to save their own income by reducing indirect costs. However, the problem is still primarily in people, because they are used to performing their functions in a given known directions. Every organization has a key business, which can be called a performance engine. The main task of the key business is to be efficient, repeatable and predictable. And innovations are the exact opposite. They are unique and unpredictable. That is why people who are used to working by the rules have a natural resistance to innovative changes argues Khimin (2017).

A variety of mechanisms are used in the practice of innovation project management. They are mainly aimed at managing new projects or modernizing existing ones, where not one particular mechanism is used, but a whole set. The mechanisms currently used are not always able to give answers to management questions and solve all those situations which managers have to face at enterprises. Increasingly emerging weaknesses, vulnerabilities in the management of innovative projects make managers think about improving management mechanisms (Ivanova and Zheleznova, 2019).

Meanwhile, creation of favorable management environment implies creation of special mechanisms that take into account individual characteristics of companies, as well as external and internal factors affecting the innovative potential of companies (Sagiyeva, Zhuparova and Zhaissanova, 2020). If the external factors affecting the innovation potential of companies, although not exhaustive, but extensively studied, the internal factors need research attention and further improvement. Some of these internal factors that inhibit innovative or renovation development of an organization are the lack of modern mechanisms for implementing technological innovations and bringing them to market; as well as organizational inflexibility within the company (Sagiyeva, Zhuparova, Zhaisanova (2020), Kabdullina (2014) and others. Consequently, internal factors: modern mechanisms of implementation of technological innovations, as well as organizational inflexibility within the company need to develop and tactical approach to solve the problem. There is a need for methods and specific mechanisms that meet the trends of the time. One of such tools,

can be the development of a high level of emotional intelligence of the personnel at enterprises.

Emotional intelligence is the ability of individuals to perceive, understand, assess and manage own emotions and the emotions of others. The concept was introduced into scientific usage in the 1990s by scientists Mayer and Salovey (Mayer, Salovey, Caruso, 2004). However, the concept of "emotional intelligence" originally appeared in the development of social intelligence by Thorndike (1911) and personal intelligence by Gardner (1993) and others in the twentieth century, as a general ability to understand others.

As Mazuro and Shapiro (2001) argued, any organization is first of all a group of people - some social system. Its successful functioning depends largely on the quality of people's relationships within the system. Many attempts to build management systems insensitive to the influence of the human factors most often end in failure and do not justify the fund invested, they emphasize. At XXII CIS HR-Directors Conference in October 2021, the new speed in business, the policy of transition from industrial to network digital economy, mobility and transparency required revision of the business paradigm - the transformation of the company from traditional to technological in the era of global, rapid changes and uncertainty. The result of such a meeting demonstrates the relevance of finding and developing working methods of change management in enterprises.

The main purpose of this study was to investigate the cause of low tolerance of employees to innovative changes in enterprises. The study of theoretical material allowed to identify the problem field for further evaluation and testing them in Kazakh enterprises. The study suggests about the possible connection between the management of organizational behavior of staff during company innovation activities, in particular, the personnel emotional intelligence and the intolerance of personnel to organizational changes. And warns of their possible negative impact on the innovative activities of companies.

Materials and Methods

Medvedeva (2015) last decade practical consultant noting her involved management style of implementing innovative projects emphasizes that the most acute obstacles to innovation are human and organizational. She notes that both are rooted in the human factor: either the one who leads or the one who is led. In her daily work Medvedeva witnesses how many enterprises are currently being reformed. There is a change of personnel management by young or trained managers according to nowadays thinking principles. Corporate universities are being created. Necessary training is being provided. A new corporate culture is being created. Quality management systems are implemented. Programs of development of employees' skills and their self-management are in place. But the problems of innovation are not yet solved, she claims.

According to Hunsaker and Alessandra (1980) such internal organization of people management is possible through trust and confidence through interactive management. There are a number of characteristic problems in the relationship between managers and employees, in creating a team atmosphere of complete trust, necessary to form

a cohesive team, they argue. The interactive management of people proper absorbed various techniques of interactive communication: interviewing techniques, the art of hearing the interlocutor, nonverbal ways of communication, feedback skills, emotional involvement, constant human interaction with a consistently transformed society. In this regard, the study of human personality suggests that individuals should be treated with respect and allowed to feel competent and independent while actively pursuing their goals (Hunsaker and Alessandra, 1980).

To achieve this, in particular Sergienko and Vetrova (2010) in their approach of psychometric determination of individuals emotional level - relying on researchers in the field of EI (emotional intelligence) - noted that a high level of emotional intelligence contributes to the success in various areas - in work, education, law, medicine and other spheres, while low level leads to social inadaptations and various forms of deviant behavior. This gives expectation that high EI of the enterprise personnel can act as a conductor of company innovative activities. In addition, the development of EI of employees will close the problem associated with the lack of understanding, fears, cynicism, assertiveness, trust (Mayer, Salovey, Caruso, 2004; Goleman, 2016; Sergienko and Vetrova, 2010) in organizational transformations.

The concept of emotional intelligence needs to consider the two components of the term: intelligence and emotion. Intelligence is an indicator of the function of the cognitive sphere: the ability to isolate concepts, their combination, the actions with them, which allows to make judgments and come to abstract inferences. Emotions, on the other hand, is an indicator of the function of the emotional sphere: emotions, moods, evaluations and other sensory states (Sergienko and Vetrova, 2010). In other words, intelligence as a cognitive aspect allows the individual to learn from the environment and solve problems in new situations and contributes to the creation of favorable emotions. In turn, emotion does not obey a clear line of behavior, but instead responds to external changes in attitudes. That is, emotion generates several basic behavioral responses to external stimuli: for example, fear triggers the desire to fight or to undertake conditions for avoiding such a situation. Here lies the basic premise of the relationship between these two components. Thus, if a person wants to receive a certain emotional response, then the cognitive stimulus should predetermine this emotionally resulting act.

As a rule, various kind of models or socio-psychological techniques are offered for the development of emotional intelligence. According to experts in this field, the most accessible are targeted social-psychological educational seminars and training programs (Sergienko and Vetrova, 2010). And this represents a system of managerial actions, techniques and procedures aimed at the implementation of enterprise reorganization, relying on the priority of organizational principles and solutions to organizational problems, as well as the practical application of tools for solving the highlighted problems.

According to Mayer, Salovey and Caruso (2004) emotional intelligence includes the skills to accurately perceive, understand, and regulate own and others' emotions and to express them, to use emotions to increase thinking efficiency and develop

intellectual and emotional domains. As Goleman (2016) states, emotional intelligence is not only an innate trait, it can also be developed. With an accurate understanding of one's emotions, one can effectively engage emotions to make good decisions, overcome negative attitudes, and self-control in unstable situations where the actions of others cause amazement or dissatisfaction.

Today, there are a number of models that determine the level of emotional intelligence. Below the most used of them are considered. For example, Mayer and Salovey developed their best-known model of this construct back in the 1990s, and then continued their long-term research in this area. Over time, based on the data obtained, together with Caruso, they refined and improved the initial theoretical model and developed the methodology MSCEIT v. 2.0 (The Mayer-Salovey-Caruso Emotional Intelligence Test), a standardized questionnaire for measuring emotional intelligence (Mayer, Salovey, Caruso, 2004). Later Sergienko and Vetrova (2010) adapted and transposed the MSCEIT v. 2.0 to the Russian-language version the most widely used in the Russian-speaking community.

The actual fundamental basis of this model is shown in Figures 1 and 2 and is related to the processing of emotion information. This is the ability to process information contained in emotions, to determine the meaning of emotions, their connections to each other, and to use it as the basis for thinking and making decisions.

Emotional intelligence									
Emotion evaluation and expression				Emotion regulation		Using emotions			
Own		Aliens		Own	Alien	Flexible planning	Creative thinking	Attention redirection	Motivation
Verbal	Non-verbal	Non-verbal perception	Empathy						

Figure 1. Emotional Intelligence Conceptualization Model by Sergienko and Vetrova (2010 p. 31)

In addition, the model emphasized the cognitive component of EI, as well as the components related to personal and emotional growth. The highlighted components of EI are shown in Figure 2, which have been allocated into four classes. These components are arranged in a hierarchy, the levels of which, according to the authors of the model, develop sequentially during ontogeny.

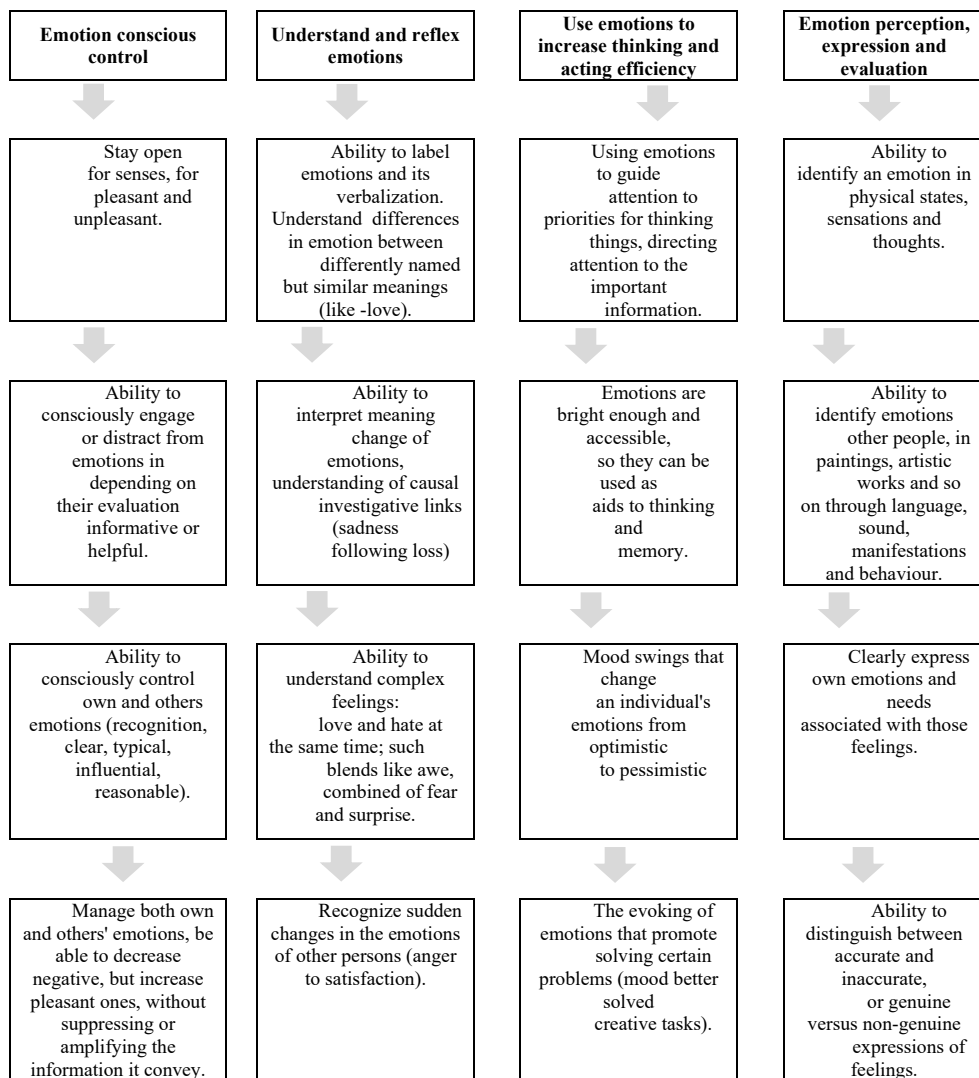


Figure 2. Scheme of components of emotional intelligence by Sergienko and Vetrova (2010 p. 33)

As a result, the proposed MSCEIT v. 2.0 was based on the hierarchical structure described above, which was refined for ergonomics in use to achieve reliable psychometric results for representing the internal structure of an individual's EI. If this model measures individual levels of emotional intelligence, from the ability to recognize emotions, to know their dynamics and adequately reason about them, to the ability to manage and regulate emotions own and others, such as knowing how to respond to stimuli, to calm down after anger, or to alleviate another person's anxiety then the Model of Reuven Bar-On - EQ-i™ (The Emotional Quotient Inventory™) includes not only recognition abilities but also personality traits related to success in life and the ability to communicate.

The actual model developed by Reuven Bar-On (2006) contains five EI domains: intrapersonal, interpersonal, adaptive, stress management, and general mood, which contain the following 15 scales shown in Table 1:

Table 1. The EQ-i™ Scales and the EI Competencies and Skills Assess Model (Bar-On, 2006, p. 21)

Description	Principals
Assertiveness	the ability to respect the needs of both one's own and that of another person.
Self-esteem	the ability to understand and evaluate own strengths and weaknesses. Independence is the ability to make decisions independently
Self-actualization	the development in oneself of a dynamic continuous process of striving to develop
Emotional awareness	the ability of a person to notice, recognize and evaluate emotions at a particular moment, to distinguish them and understand the reasons for their occurrence
Empathy	the ability to recognize, be aware of, and understand the feelings of others
Social responsibility	the ability to identify oneself as a member of a social group, to be able to cooperate with others
Interpersonal relationships	the skills of constructive communication through verbal and non-verbal communication.
Problem solving	the ability to identify and articulate a problem and then find the most effective way to solve it.
Flexibility	the ability to change behavior, way of thinking and emotional background depending on the circumstances
Reality assessment	the ability to compare own feelings, emotions and thoughts with objective external reality
Stress resistance	a combination of qualities that allow the body to calmly endure the action of so-called stressors and not involve negative emotions
Impulse control	the ability to resist the temptation to quickly satisfy needs for the sake of long-term success
Optimism	the ability of a person to maintain a positive attitude even in difficult circumstances and still solve their problems
Happiness	the ability to be peaceful, inspired, cheerful and at the same time love life and other people

Source: Bar-On, (2006, p. 21)

Thus, the EQ-i™ model is based primarily on defining the intrapersonal ability to recognize oneself, understand own strengths and weaknesses, and express own feelings and thoughts non-destructively. As well as on an interpersonal level to be aware of the emotions, feelings and needs of others, and to establish and maintain cooperative, constructive and mutually satisfying relationships. Developed EI implies the ability to deal flexibly with immediate situations, solving problems and making decisions. This conclusion is summed up by the results of numerous empirical studies of this variable, conducted by various researchers over the past few decades and was studied by the founder of the model Bar-On (2006) after putting forward his theory in 1988. In particular, he points to the results of some researchers on his methodology conducted on 448 university students in South Africa, and on 1,125 university students in the United States, where it was found that more successful

students have higher emotional and social intelligence. In addition, according to Bar-On (2006), EI instruments allowed for fairly accurate identification of high-performing and low-performing employees, demonstrating a high relationship between EI and professional performance (0.53) based on the sample studied. Also, according to him, successful leadership is largely based on emotional and social intelligence-about two-thirds (67%) to be exact. Also, according to his study, high performers in the workplace have significantly higher EI than low performers. It is interesting to note that according to research by Bar-On (2006) and other scholars, the EQ-i™ is able to very definitely predict performance from (0.55) according to the sample results.

In general, the reviewed materials state that EI is widely studied around the world in education, medicine, military management, corporate management, and many other fields and shows promising indicators for successful interactions of individuals in public activities. The results of such studies indicate that by developing EI, corporates can improve social behavior to improve performance in education, the workplace, and other settings. For example, longitudinal studies and comparative assessments according to Bar-On (2006) before and after the intervention show that children's emotional-social intelligence improved significantly after one year of a specially designed program. At the end of the year, the children had better understanding and expressing themselves, understanding and communicating with others, managing and controlling their emotions, and adapting to the immediate school environment. And also, the EQ-i™ was used by Sjölund and Gustafsson's in 2001 in Sweden to study 29 trainees before and after participating in a workshop aimed at improving managerial skills, concludes that emotional and social intellectual behavior can also be improved in adults (Bar-On, 2006).

Another frequently used model of EI Daniel Goleman developed in 1995. Goleman admits that he was moving from emotional intelligence to something more general. The skills he defines as motivation include the use of emotion to achieve a goal, as well as the delayed display of joy and the suppression of impulsivity, the ability to be in "general flow" - and make up the complex of his approach (Goleman, 2016). He also, like the previous founders of EI, believes that emotional intelligence explains an individual's success in all areas - at home, in educational settings, and at work.

Actually, Goleman's EI model is a mixed model. Unlike the others, it does not use direct questions, but asks the subject to try on one of 10 situations and try to predict their actions. His identified and described the five components of EI presented below in Table 2, which allow to recognize the psychological state - both one's own and others' - and to draw the right conclusions from it:

Table 2. Model of emotional intelligence

Description	Principals
Self-awareness	Awareness of one's emotions, strengths, weaknesses, motives, values and goals and their influence on others.
Confidence, adequate self-esteem	Managing of own behavior - control or redirecting destructive emotions and impulses.

Reliability, decency	Calm attitude to uncertainty and changes
Motivation	The desire for achievements, the desire to set difficult tasks, the desire for self-improvement.
Empathy	Attention to the feelings of other people. The ability to attract and hold valuable employees, the ability to stimulate others to develop.

Source: Goleman, (2016, p. 9-11)

As can be observed from the models described above, emotion management is not an everyday process. Emotional process is a psychophysiological process that motivates and regulates human activity - thinking, perception, behavior and reflects the subjective significance of various situations and objects for the individuals, expressed in their consciousness in the form of experiences (Vygotski, 2012). Human experiences are hidden and contained first in the physical body with its sensations, then in the numerous emotions, urges, fears, desires, and finally in the continuous activity of the human mind. According to Assagioli (2002), the execution of such an internal program of psychosynthesis - the unification of all experiences - can be begun simultaneously from different points and angles, and different methods and actions can alternate over more or less long stretches of time, guided by wisdom and considering the circumstances and inner state of the subject. Thus, conditioning one's success in social reality is social intelligence, which Thorndike (1911) argued as a general ability to understand others and to act and act wisely toward others. Also, intrapersonal intelligence (Gardner, 1993), as access to one's own emotional life, own affects and emotions: the ability to instantly discern feelings, name them, translate them into symbolic codes and use them as tools for understanding and managing own behavior - is the leverage of control and interaction with the individuals to develop emotional intelligence.

Analyzing the materials studied and the review of the above models, the study believes that the emotional intelligence of the individual, is amenable to both study and training. And the organizational behavior of the group as well as the emotional behavior of the individual can be learned and predetermined and can be predicted. Thus, according to Bar-On (2006) the factors necessary for development can be reinforced by relatively simple didactic methods in a relatively short period of time. Actually, the direct development of EI consists in the application of training programs to reinforce the weaker EI factors of an individual or group, which are determined through the above models, and based on the EI scores results methods and program materials for increasing EI are developed by appropriate specialists from the social-psychological field.

Results and Discussion

The results of the present study in the first phase the quantitative approach method showed that there is a positive relationship between high EI and organizational changes. In order to achieve these results for the period in 2021 and 2022, a total of 138 responses from Kazakhstan industrial enterprises were collected. The main target audience of the survey were middle and lower-level managers - 42%, as well as specialists of the enterprises - 46% and 12% of top managers. The main mass of respondents was in the age range from 20 to 60 years.

Further on the second stage qualitative research, interview with 12 top managers of the companies, was conducted for achieving the effect of triangulation. Further based on data of both quantitative and qualitative methods, case study research was applied for practical approbation of the findings within a Kazakhstan company sensitive to the designated problems. To determine the personnel level of EI was used the MSCEIT v. 2.0 for further defining participants of the innovation project team. In addition, as part of the practical testing case study was carried out training on EI, which gave a positive result on the successful start of the upcoming project of the enterprise.

The items in the main unit of the quantitative survey reflected the variable being measured and sought to determine the significance of the influencing factor. Five dimensions were measured to assess staff emotional responsibility for changes: mutual respect; cynicism; appreciation of the role of honesty; desire to understand the other; and trusting harmonious open communication. These items added up, such as the degree of mutual respect and understanding of the others from Sergienko and Vetrova (2010), who indicated that emotions respond to changes in the relationship between the individual and the environment. Cynicism from Liebler (2018) and others who indicated that cynicism can lead to emotional alienation and dissatisfaction with the work environment. As well as assessing the degree of trust, honesty, and understanding from Maqbool et al, (2017), Khan (2021), and many others.

In addition, Rogers' (1994) concept of human interaction through empathy and psychological congruence was taken as the basis for measuring cynicism. The term "empathy" introduced by him has the status of a fundamental concept, meaning the constant desire to understand another, his/her feelings and utterances as imagines them at the moment of communication. And the concept psychological congruence means - harmonious, open, genuine communication. Along with other items understanding of others as one of the decisive for EI (Sergienko and Vetrova, 2010) is incorporated elements of this factor. For example, the responses to the quantitative method to the item in Figure-3: do you think it is important to understand how others feel at most 34% considered important and 23% partially important. However, 22% believe that understanding how others feel is both important and unimportant. Such data makes it possible to construct logically the understanding that some uncertainty may have arisen due to a lack of understanding of these very factors. According to the developers of the EI models such indicators may indicate a low level of EI, a lack of knowledge of the need to understand how others feel in order to develop the right relationship. This may be indicated by a lack of awareness of the need to be able to put oneself in another place in order to feel how others feel.

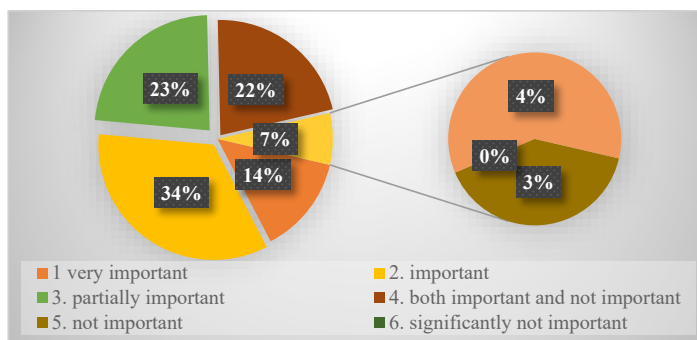


Figure 3. The point from questionnaire related to Emotional Intelligence

Figure-3 also shows a 7% gap in respondents' answers. And 4% of respondents find this question difficult to answer, which once again confirms this assumption. 14% of those who thought it was very important also confirmed that the EI factor itself is an understudied area of human relationships. And yet, 23% of those who consider partially important factor is also not a pure bias towards a clear understanding of this factor. Thus, the relevance of research on this variable is substantial.

In a literature review, we found an empirical evidence that emotionally highly intelligent people on a project team showed a good combination of IQ and EQ (emotional quality) 75% of the time (Salogub, 2017). That a high level of EI is probably weighted responsible for the success of the project. For example, according to Khan's (2021) survey of 218 project managers and project team to examine the impact of project managers' EI on project success assessed how much the critical component of project management skills, EI, is related to project performance factor ratings by managers in complex project environments. Using a four-dimensional model, such as awareness of one's emotions, awareness of other emotions, management of them showed positive effectiveness. Along with it, Khan (2021) also measured four dimensions such as communication, mission clarity, troubleshooting, and leadership support and came to conclusion high EI significantly affects the success of the project. A similar survey conducted earlier for 107 construction project managers by the research team Maqbool et al. (2017) to study the factors affecting project success, the relationship and influence of EI of construction project managers, management competencies and transformational leadership style on project success also found this relationship.

However, in our study in Kazakhstani enterprises, the study first of all encountered a lack of understanding of the very essence of EI about the presence of such a problem. But nevertheless, the majority of respondents agreed about importance of EI in collective work. In this sense, our quantitative approach gravitated toward finding proof of this method's workability. But it did not test correlating factors. There was, however, qualitative methods and a practical application of case study research to make closer the research to the problems under studying.

The focus of qualitative approach of the second stage research was aimed at

determining the flexibility of organizational behavior and managerial mechanisms to changes in the environment, along with the constructs of the first part, so only business leaders participated in the interview. According to the data analysis Figure 4, respondents noted that problems in the deployment of new projects with project participants are frequent. A clear understanding of the unpredictability of project progress scares executives themselves in 69% of cases, particularly because of organizational difficulties in 38% of cases. Specifically, 46% of qualitative approach respondents said that misunderstandings frequently occur, and the same 46% of respondents felt respect was important to understandings among personnel. 38%, respondents thought important to feel what fell others and an equal number of 38% had difficulty answering for that. However, in 92% of cases, respondents agreed that trust is especially needed when times are tough in the company. Nevertheless, the majority of respondents 84% said that low tolerance for changes can lead to unsuccessful projects often due to insufficient organization of organizational changes in companies.

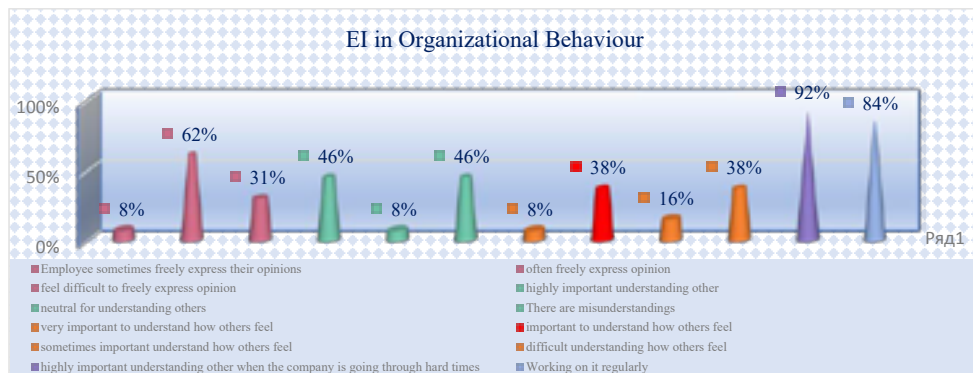


Figure 4. EI in Organizational Behaviour

Further cross-comparison of data of quantitative and qualitative methods reveals factors of internal environment determine success or failure of realization of organizational changes. So, according to quantitative approach 66 % of respondents consider that respect and understanding determine success or failure of organizational changes. For achievement of these parameters 66% of qualitative approach respondents consider empathy as important factor. Also, these 66% believe that harmonious relationships help to successfully overcome a crisis in the company. However a large number of quantitative respondents 64% noted that openly disparaging or negative statements about their ideas affected their performance. To avoid such circumstances the qualitative respondents provided regular business training in 62% of cases. The last also strive for a fluent leadership style 69% of the time, but when asked what training on this or other activities are provided, 38% of participants had difficulty to answering. Nevertheless, the importance of understanding each other in the team when the company is going through difficult times was agreed upon by both quantitative and qualitative respondents.



Figure 5. Organizational Behaviour Management

Although the qualitative method Figure 5 constated that the changes were transferred to the difficulties (69%) at previous the next case study research step EI training conducted for the entire team of the industrial enterprise resulted in a greater number of personnel to support the changes in the company and lead to a successful start of the upcoming project. Also, before identifying the team members tested on MSCEIT v. 2.0. Those with the highest EI scores were recommended as members of the innovation project team. Necessary to note, case study research also allowed to see the workability of other variables not included in this article, but the EI workshop particularly allowed to discover the practicality of some factors and the fallacy of others directly in the field. However, this approach allowed the company to go down the path of changes in a successful way.

The data analysis and the comparison of both parts - quantitative and qualitative approaches, as well as the positive results from practical implications in the case study suggest the relevance of the problem put forward and that addressing organizational changes issues still requires further research attention. The research indicates a low tolerance for changes that can lead to unsuccessful projects. Also, it was revealed that the organizational mechanisms of regulating collective behavior through socio-psychological tools are not carried out enough, although regular trainings, professional development are widely practiced at companies. Therefore, citing the results of the study in favor of a positive relationship between EI and the success of the innovative projects, and the results of the case study research on the workability of the model of EI, as well as based on the published literature of peer researchers, the study finds evidence that the development of high emotional intelligence of the project team will have a positive impact on the low tolerance for innovative changes in enterprises. Thus, according to the result of the study, we found that project participants with a high level of emotional intelligence are ideally suited to create an effective project team focused on cooperation, communication and transparency. Such employees are better prepared, to solve complex tasks and problems that arise especially in innovative projects.

This study aimed to find practical ways to overcome the existing causes that past peers have pointed out. For example, Medvedeva (2015) and others faced low

tolerance of the staff in time of reforms and restructuring of the company. Also, a number of studies by Liebler (2018) and others attributed these limitations to digital transformation and the company's unpreparedness for innovative transformations. A lot of research has been done in project management that has examined the problems of project failure itself, not delving deeply into the human component, but noting them. However, Liebler (2018) pointed to the problem of cynicism as one of the significant obstacles. Khan (2021) and Maqbool et al. (2017) investigated the effects of project managers' emotional intelligence on project success, where the field is somewhat streamlined due to specificity. However, they pointed to a number of possible solutions, which we tested in our study and concluded that this approach is workable.

It should be noted that the studied example covers and solves many common problems not only in industrial companies, where practical application took place. These models are applicable in other industries and spheres. In the theoretical part of our work, due to the small study of the subject, many areas not related to industrial facilities were covered and studied for a solution to the problem. And in all areas, there were problems of approximately the same nature - the human component. After all, as Mazuro and Shapiro (2001) argued, any organization is primarily a group of people - an isolated social system whose successful functioning depends on the quality of people relationships within that system. For this reason, this work has gravitated toward the area of social-psychological techniques, coupled with innovation management, organizational management, knowledge management and project management. This cross-disciplinary approach provided a huge field of work, but made it possible to find the necessary solutions.

Conclusion

The study tested managerial solutions to the problem of low tolerance of personnel to changes in the implementation of innovative projects. Having analyzed the theoretical data of the published literature, a number of external and internal factors restraining the innovative or renovation development of the country's organization were highlighted. However, this research paid attention only to internal factors - the lack of modern mechanisms for implementing technological innovations; as well as organizational inflexibility within the company. The study proposed tools to increase the emotional intelligence of staff and organizational behavior management. The conducted research allowed proposing the following solutions to the problem sought:

1. EI tools allow to predict individual and group behavior in enterprises to take necessary preventive measures, because the emotional intelligence of the individual, is amenable to both study and training. Accordingly, organizational group behavior as well as individual emotional behavior can be learned and predetermined, and work performance can be predicted.

2. Models to determine the level of EI allow organizing the innovative project successful team. The project participants with developed emotional intelligence contribute to the successful implementation of any projects.

3. High EI can improve organizational behavior, to overcome the barrier of

intolerance of personnel to changes as well as in the implementation of innovative changes in enterprises.

4. Continuous development of emotional intelligence is an effective mechanism to influence individuals for their successful interaction within the community, which contributes to the improvement of productivity in enterprises as a whole.

Concluding the study of low tolerance of personnel to changes in the implementation of innovations, it should be noted that an important part of the management decision-making process here is the introduction of regulatory organizational mechanisms based on the tools of correct impact on organizational behavior. For its formation, along with existing's, it is also essential to analyze and plan the necessary steps taking into account the human components that have been studied through this study. The study determined that the emotional intelligence management of personnel of the company condition the possibility of achieving innovative goals. The research gave some perspective directions of development in this area such as: tools of development of emotional intelligence; idea of management of organizational behavior as one of management decisions for successful formation of innovative project team. Such approach allows to define a set of favorable scenarios, in which management of organizational changes predetermines success of innovative transformations and increases the effectiveness of implementation of innovative projects to obtain the best results and ensure the competitiveness of the company.

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[www: nauka-nanrk.kz](http://www.nauka-nanrk.kz)

ISSN 2518–1467 (Online),

ISSN 1991–3494 (Print)

<http://www.bulletin-science.kz/index.php/en>

Подписано в печать 30.08.2023.

Формат 60x881/8. Бумага офсетная. Печать - ризограф.

38,5 п.л. Тираж 300. Заказ 4.

*РОО «Национальная академия наук РК»
050010, Алматы, ул. Шевченко, 28, т. 272-13-19*