

PsychoManagement: A new approach to management

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Abstract

Emotional Intelligence (EI), and in particular the areas of empathy and social skills, are the foundation of the principles of “PsychoManagement”. The a priori theoretical relationship between the new approach to human resource management –based on EI– and the effects it may have on employees’ satisfaction is the subject of this article. For the empirical evaluation and analysis of this relationship, the most appropriate methodological tools are used: the Wang & Law (WLEIS) questionnaires for EI and ESI (Employee Satisfaction Index) for employees. Indices and statistical analysis of primary research data lead to the conclusion that “PsychoManagement” can be the core for the development of a modern management model, which can be effectively implemented in companies and contribute to the job satisfaction of human resources.

Keywords: PsychoManagement; Emotionally intelligent manager/team; Management; Empathy; Social Skills; Human Resources Satisfaction and Performance.
JEL classification: M12

1. Introduction

“PsychoManagement” (Palaskas, et al., 2020; Spillane, 2017) is a contemporary approach to answering the “why”, instead of the “how” one manages, as one manages his/her own human resources and everyday situations. The ultimate goal of “PsychoManagement” is the combination of the four basic questions “what” and “why” with “how” and “who”, economics with psychology, as well as emotion with logic (Palaskas,

2019). Emotional Intelligence, i.e., the ability of the individual “to give accurate reasoning about emotions and the ability to use emotions and emotional knowledge to enhance thinking” (Lindebaum, 2013), is the core of “PsychoManagement” (Tsirimokou, et al., 2021).

Creativity, concern for results and a desire for responsibility are a subset of the key individual characteristics for defining a “successful” manager. At the same time, his/her skills and knowledge enhance his/her career (Bourantas & Mandes, 1987). This tendency of managers to improve their EI in order to motivate their immediate subordinates for higher performance, in terms of efficiency and effectiveness, (Zervopoulos & Palaskas, 2010) in the private and public sector (Jordan, et al., 2002; Shooshtarian, et al., 2013; Afzalur Rahim & Minors, 2003) was recorded at the end of the 20th century.

The “PsychoManagement” approach recognizes the role of individual characteristics, skills, and knowledge in effective management. For this reason, it proposes a management model that incorporates basic characteristics of EI, such as, among others, empathy, i.e., the ability of the individual to evaluate and understand the feelings of others, and self-regulation, the ability of the individual to identify, evaluate and control his/her emotions (Goleman, 1998), which is a prerequisite for the effective communication of the individual with others (social skills) (Riggio, et al., 1989). The “PsychoManagement” approach focuses, in addition to abilities and skills, on the process of producing human behavior that is influenced by the individual’s psychology, intelligence, and emotions. This influence is justified by the fact that human behavior creates responses to tensions, which individuals are called upon to manage during the communication process (Hedman & Valo, 2015; Aunger & Curtis, 2008). For this reason, the self-regulation of emotion is an essential element in ensuring a distinct framework of communication and conciliation (Riggio, et al., 1989).

The new approach, “PsychoManagement”, is a promising possible solution to improve the performance and effective (or inefficient) management of human

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resources (Quebbeman & Rozell, 2002). Conventional management models, such as the pursuit of annual goals, etc., do not meet the requirements of a team's EI, and therefore its effective operation, a feature that is a necessary and achievable condition of "PsychoManagement" to create a work environment whose members believe they can achieve more when they belong to this group than individually (Palaskas, et al., 2020). Technology now plays an important role in the production function of companies, i.e., accumulated knowledge of human capital, which thinks and feels in the context of value-added collaborations for their workplace. If a new management approach could address people by improving their EI, then it could help boost public and private sector performance (Tsimimokou, 2021), because there is a positive statistical relationship between the quality of EI and team and human resource performance with business performance (Jordan, et al., 2002).

2. The role of "PsychoManagement" in job satisfaction

The high-performance manager, in terms of efficiency and effectiveness (Zervopoulos & Palaskas, 2010) and in order to achieve the financial goals of the company, adopts the strategy of creating a sense of job satisfaction for his/her staff and an emotionally intelligent team. The emotionally intelligent group is a necessary and achievable condition for employees' satisfaction (Shukla, et al., 2016; Hefferman, et al., 2008; Rahim & Malik, 2010; Kaura, 2011; Orhan & Dincer, 2012; Abi & Jijo, 2012), who feel that they can achieve more as team members than as individuals. More specifically, EI has a positive effect both on employees' sense of satisfaction (Papathanasiou & Siaty, 2014) and on their performance (Dulewicz, et al., 2003), as well as on the development of sustainable constructive communication practices (Al Ali, et al., 2011).

These sustainable communication practices, i.e., the ability to express arguments clearly and convincingly, in the context of "PsychoManagement", presuppose the ability of self-regulation (Lawrence, et al., 2011), because it can create the appropriate response framework of the manager in different behaviors and reactions of subordinates (Cameron & Chan, 2008). In terms of behavior, it could be described as self-motivated by creating a useful interaction between an animal and its environment (Millikan, 2000), where cognition through repetition creates behaviors flexible in its living conditions, resulting in "regulated structures" within animals, which create adaptive behaviors, called "Behavior Product Units" (BPU) (Aunger & Curtis, 2008).

Human behavior, on the other hand, includes both verbal and non-verbal messages. Verbal behavior includes the search, collection, creation, proclamation, explanation, and support of ideas, while non-verbal behavior refers to facial expressions; eye, hand and foot movements; and the general appearance and "attitude" of the individual. The combination of both behaviors is essential (Stewart, 1998), because they create the framework for communication and conciliation. The manifestation of this combination, through the processes, is unique to each person. Of course, these processes and how one ultimately ends up having a specific behavior are influenced by his/her intelligence, way of thinking, and experiences, which differ from person to person (Paraskevopoulos & Charalampopoulos, 1985; Lord & Kanfer, 2002; Boyatzis, et al., 2015). Concisely, the behavioral response process that the manager is called upon to manage is influenced by his/her intelligence and emotions, which are factors of impact and influence.

In terms of social skills, "PsychoManagement" argues that managers must have the ability to self-regulate in order to form and maintain a clear and distinct communication framework (Riggio, et al., 1989). EI describes a different set of social intelligence aspects (Goleman, 1998; Salovey, et al., 2007; Mayer, et al., 2000). First, EI is more extensive than social intelligence, because it incorporates the "why" not only for emotions in social relationships, but also for internal emotions, which are vital for individual improvement. In addition, EI is more focused on society because it examines the emotions involved in personal and social issues (Mayer, et al., 2000).

Emotions, either personal or social, are a state of feelings that incorporate physiological responses and action sequences that are triggered by stimuli that make sense to individuals (Coget, et al., 2011). Gross (1998) describes emotions as "adaptive behavioral and physiological responses that are directly triggered by evolutionarily important situations" (Chi-Sum & Law, 2002; Gross, 1998). Therefore, the ability to recognize the other's feelings (empathy) (Goleman, 1998) helps the manager to understand the context of communication conciliation with his subordinates. This ability, combined with the ability to self-regulate emotion, create the right conditions for the implementation of an effective management and communication system (Halford, et al., 1994).

3. PsychoManagement: A new approach

The "PsychoManagement" approach to improving a manager's performance has as a starting point the role

of EI either in all five areas (according to D. Goleman,¹ i.e., self-awareness, self-regulation, motivation, social skills, and empathy), or in part of these (Goleman, 1998). Enhancing the manager's performance is associated with improving his social skills and empathy, because they are the most interactive features of the manager-subordinate dipole, as empathy helps the manager to deeply understand how his/her subordinates feel (Gentry, et al., 2007), and social skills are a key tool for conveying messages, thus contributing to communication improvement (Spitzberg & Dillard, 2001).

In particular, empathy could serve as a "mirror" in which the feelings and attitudes of the individual are reflected (Redmond, 1989), thus allowing him/her to "listen" to his/her own perceptions and emotions that are nurtured. Process, which enhances the possibilities for accurate and complete reflection of the individual's condition (Redmond, 1989). Ultimately, understanding the feelings of others can lead to a better consolidation of the relationship between managers and their subordinates, thereby causing a sense of security, which acts as a variable with a positive sign in the employee satisfaction function (Gentry, et al., 2007).

It becomes clear that managers with a high EI score, and especially a high score in the field of emotion regulation, have better communication skills as they can understand how they feel during communication and define the context of its regulation. This involves controlling their behavioral response (Riggio, et al., 1989).

In short, internal, physical, and mental balance is able to help managers manipulate their emotions, truly understand the feelings of others, and have the ability to communicate their ideas and thoughts (Goleman, 1998; Sinha & Sihna, 2007). Therefore, "PsychoManagement" and the new approach can be adopted by companies or organizations for the smooth implementation of new management approaches, which help to enhance the level of satisfaction of employees, which, in turn, leads, *ceteris paribus*, to high productivity and performance (Singh & Jain, 2013; Springer, 2011).

4. Research

4.1. Methodology

For the purpose of this research, a random sample was identified, to whom an appropriate questionnaire

was sent. From this questionnaire, primary qualitative and quantitative data were collected, which were then coded and statistically analyzed.

The questionnaires used for this research were identified through the literature review and were valid and weighted ready-to-use questionnaires (Stalikas, et al., 2012). In our case, questionnaires were used to measure EI and employee satisfaction. In the case of EI, the Wong and Law questionnaire was used –Wong & Law Emotional Intelligence Scale / WLEIS (Wong & Law, 2002; Kafetsios & Zampetakis, 2008). This questionnaire was suitable for providing measurements on empathy and social skills. In terms of employee satisfaction, the Employee Satisfaction Inventory (ESI) was used. Respondents had to state their answers on the Likert scale.

Wong and Law Emotional Intelligence Scale (WLEIS)

The WLEIS questionnaire was distributed to managers and supervisors of Greek companies/departments of organizations, regardless of size and industry, for the measurement of Emotional Intelligence. The questionnaire consists of the following parts:

The first part includes closed-ended questions about the respondent's demographics, such as gender and age.

The second part focuses on Emotional Intelligence, which includes:

- Self-Emotion Appraisal (SEA) - Q1 to 4
- Others Emotion Appraisal (OEA) - Q5 to 8 (Empathy)
- Use of Emotion (UOE) - Q9 to 12
- Regulation of Emotion (ROE) - Q13 to 16 (Social skills)

Respondents had to answer each question using the Likert 7-point scale (1 = strongly disagree, 7 = strongly agree).

Employee Satisfaction Inventory (ESI)

The ESI questionnaire was distributed to employees (subordinates) of Greek companies/departments of organizations, in order to measure their satisfaction with

1. Self-awareness: recognizing and understanding our emotions and the impact of these emotions on others; Self-regulation: regulating emotions and reactions; Motivation: coping with difficulties; Social skills: maintaining good relationships and developing contacts (network); Empathy: recognition of another person's subjective experience.

TABLE 1 Demographic characteristics of the sample

Sample					
Gender	Male	37.38%	Educational background	Bachelor	65.89%
	Female	62.62%		Elementary School	47.00%
Marital status	Divorced	5.61%		High School	10.28%
	Single	47.66%	Higher education	Professional Institute	9.81%
	Married	46.73%		Technical Institute	13.55%
Age group	20-30	14.02%		PhD	3.27%
	30-40	63.55%		Master	36.45%
	40-50	18.22%		N/A	39.81%
	50-60	4.21%		PostDoc	0.47%
Sector of employment	Freelance	13.55%	Years of employment	<3	24.30%
	Private	73.36%		3-6	21.50%
	Public	13.08%		6-9	14.49%
Position	Managers	29.91%		>9	39.72%
	Subordinates	70.09%			

Source: Primary research data processing: Lountzis, Palaskas (2021).

their job. The questionnaire consists of the following parts:

The first part consists of closed-ended questions about the respondent's demographics, such as gender and age.

The second part is related to employee satisfaction, which includes:

- Working conditions - Q1 to 5
- Salary - Q6 to 9
- Promotion - Q10 to 12
- Work - Q13 to 16
- Supervisor - Q17 to 20
- Organization (Company) - Q21 to 24

Respondents had to answer each question using the Likert 5-point scale (1 = strongly disagree, 5 = strongly agree).

4.2. Data processing

The data was collected, encoded, and processed through IBM SPSS 24 and Microsoft Excel 2013.

4.3. Sample

As mentioned above, the present article uses a sample of Greek companies/organizations of various sectors and sizes. Specifically, managers/supervisors and immediate subordinates/employees were asked to complete a questionnaire with honesty and spontaneity.

The distribution of the questionnaires took place from October 19 to October 31, 2017. The number of responses collected was 214 (two hundred and fourteen): 64 (sixty-four) are managers/supervisors and 150 (one hundred and fifty) subordinates.

The demographic characteristics of the sample are listed in Table 1.

Based on the responses collected, most of the participants were women (62.62%). This can be explained by the fact that working women (managers/supervisors/subordinates) are more willing to take part in a survey (Curtin, et al., 2000; Singer, et al., 2000) and their intention to help to others is higher (Mestre, et al., 2009).

A balance is recorded between unmarried and married participants (~47%). The age group that participated in the research was between 20-60. However, 63.55% of the sample belongs to the age group 30-40. Also,

65.89% of the participants hold a university degree, while 36.45% have a postgraduate degree.

To the sample, 73.36% are employed in the private sector, 13.55% work as self-employed and 13.08% work in the public sector. The majority of the participants (39.72%) stated that they have been working for the same company or organization for more than 9 years, 21.50% for 3-6 years, 24.30% for less than 3 years, and 14.40% stated that they have been working for 6-9 years. More than half of the sample (54.21%) has been working for the same company for more than 6 years.

There are more subordinates than managers/supervisors. The sample consists of 29.91% managers/supervisors and 70.09% subordinates. Of managers/supervisors, 59.38% do not refer to any other senior executive. Therefore, 40.63% hold both manager and subordinate positions. The combination of these two percentages serves the statistical analysis to confirm –or not– the *a priori* main hypothesis of the present work.

5. Statistical analysis and results

The following paragraphs present the most important findings of the research based on the questions asked. That is, the recording of the scores for the EI of the managers and its various characteristics, as well as the degree of job satisfaction of the subordinates.

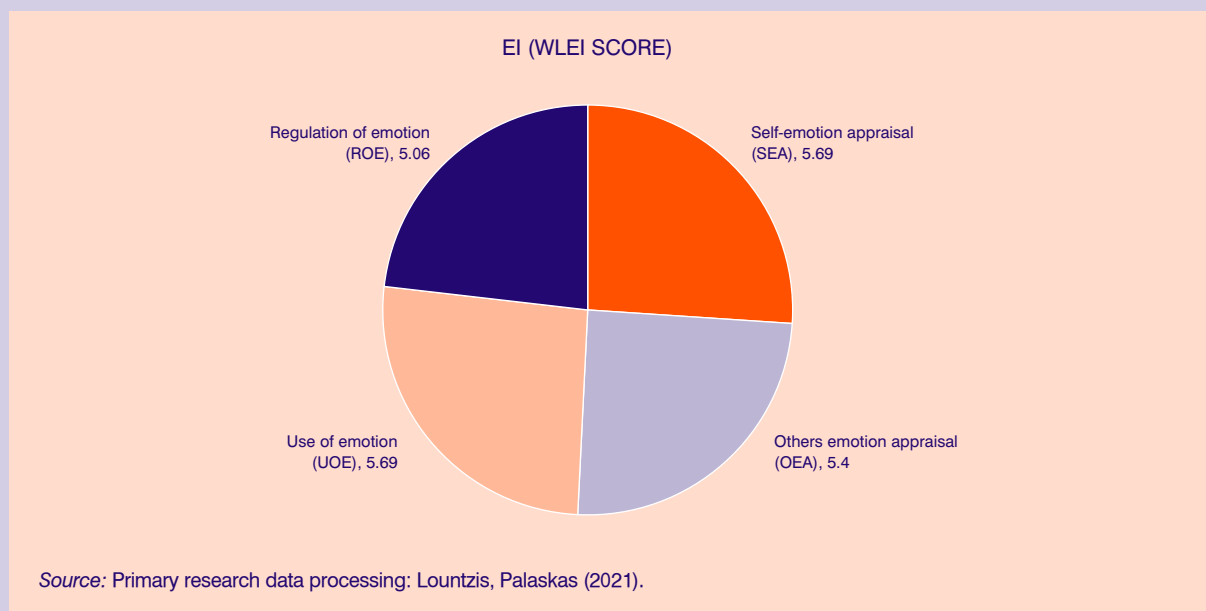
5.1. Managers

The new “PsychoManagement” approach, as previously analyzed, is based on EI. Empathy and social skills are the key characteristics, which will be analyzed in relation to the research results. The analysis of the sample information concerning the employees (or employers) who hold a managerial position in departments of companies or organizations or are employers –as self-employed– in their associates, leads us to the conclusion that the managers of the sample record a high EI score.

In more detail, Figure 1 shows the distribution of WLEIS (for all managers) in the four different areas covered by the WLEIS Score: Self-Emotion Appraisal (SEA), Others Emotion Appraisal (OEA), Use of Emotion (UOE), and Regulation of Emotion (ROE). The average score of EI among Greek managers is 5.46/7, which confirms that they have a high score of EI. In terms of empathy and ability to self-regulate, managers/supervisors scored high (5.4/7 and 5.04/7, respectively).

Of particular interest is the comparison of scores between the characteristics of EI for male and female managers. According to Table 2, female managers have a higher score in the field of empathy (OEA) than male managers.² Empathy seems to be more common in women. One reason is that motherhood, and

FIGURE 1
Distribution of EI score on the sample



2. $\chi^2_{212} = 269$, $P < 0.05 \rightarrow$ the initial hypothesis H_0 (all means are equal) is rejected.

TABLE 2 Comparison of the EI sectors between male – female managers

	Female managers	Male managers
SEA	5.60	5.77
OEA	5.59	5.24
UOE	5.81	5.59
ROE	4.91	5.19
WLEIS	5.48	5.45

Source: Primary research data processing: Lountzis, Palaskas (2021).

TABLE 3 Comparison of the EI sectors between parent – non-parent managers

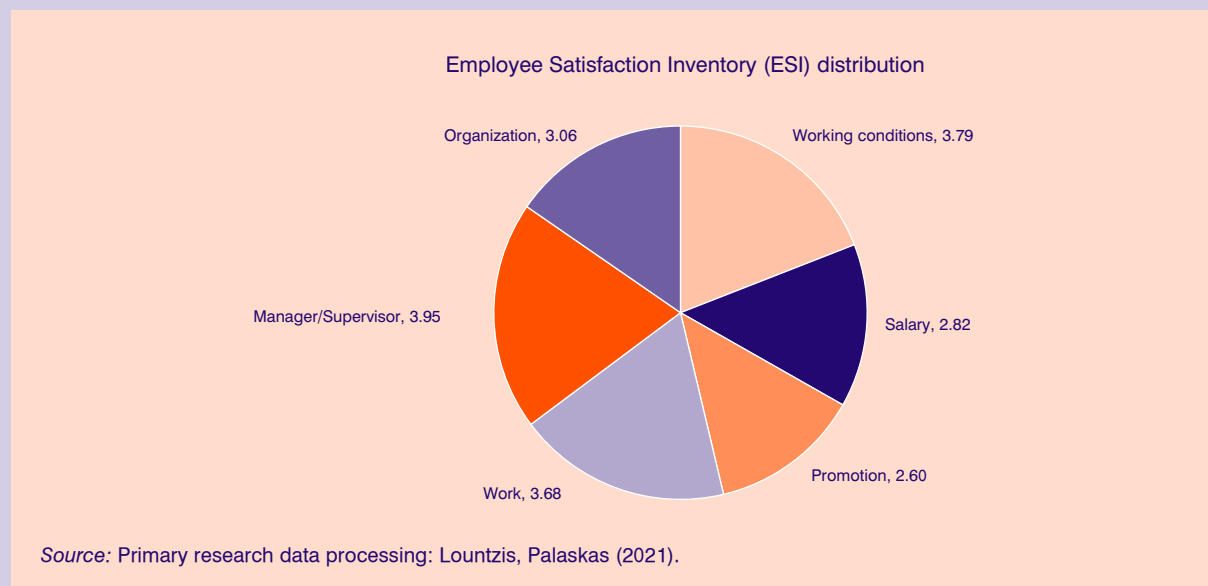
	Parents	Non-parents
SEA	5.79	5.58
OEA	5.30	5.53
UOE	5.59	5.82
ROE	5.35	4.71
WLEIS	5.51	5.41

Source: Primary research data processing: Lountzis, Palaskas (2021).

therefore the female biological system, makes women feel closer to others. Thus, the ability to understand the feelings of others seems to be innate due to the secretion of hormones in their body that help in the birth and lactation of children (Plank, et al., 2021; Boorman, et al., 2019). There is a slightly bigger difference in the regulation of emotions (ROE), in which the Greek male managers have achieved a higher score. Thus, female managers can better understand their subordinates than male managers, who, however, seem to regulate their emotions more effectively than female managers.

In Table 3, we observe the differences of EI in relation to the parental role. The main difference is in the field of Regulation of Emotion (ROE). This index for managers with children seems to be increased by 9.14% compared to those who do not have children. One possible explanation is that parents need to be more flexible and willing to regulate their emotions because of their children. Raising children enables parents to train and practice the ability to regulate emotions throughout their lives, as parents are called upon to deal with emotional challenges on a daily basis (Hajal & Paley, 2020; Bariola, et al., 2011).

FIGURE 2
Distribution of the Employee Satisfaction Inventory



5.2. Subordinates

According to the literature review, job satisfaction is the dependent variable of the relationship with empathy and the ability to self-regulate emotion, $ESI_i = a + b_2EM_i + b_3SR_i + U_i$ [1], key characteristics of EI.

The results of the job satisfaction inventory obtained from the primary survey (Figure 2 above) show that the employees are reportedly satisfied with their managers/supervisors (3.95/5), and therefore, with the way they manage.

By analogy, analysis of the same inventory shows that female employees are reportedly quite satisfied with their managers (3.89/5) and with promotion opportunities (2.61/5) that they may have. On the contrary, their salary, always according to the ESI, does not seem to satisfy them (2.82/5). The male employees are very satisfied with their managers/supervisors, with a score of 4.06/5. However, like female employees, the score of the ESI in terms of promotion opportunities (2.59/5) and their salary (2.8/5) shows a low degree of satisfaction.

In conclusion, the ESI presents marginal deviation scores for female and male subordinates. More specifically, male employees are more satisfied with the management of their managers/supervisors than female subordinates. However, in general, there is convergence between employees – men and women – in terms of job satisfaction (including the employer and the organization).

TABLE 4 Comparison of ESI between female – male

	Female subordinates	Male subordinates
Working conditions	3.76	3.87
Salary	2.82	2.80
Promotion	2.61	2.59
Work	3.77	3.48
Manager/Supervisor	3.89	4.06
Organization	3.05	3.08
ESI	3.32	3.31

Source: Primary research data processing: Lountzis, Palaskas (2021).

6. Conclusions

The *a priori* relationship [1] between the new approach to human resource management – based on EI – and the effects it may have on employee satisfaction is confirmed by OneWay ANOVA in the primary data (Table 5 and 6), since it is accepted at a level of 95%.

More specifically and in relation to the principles of “PsychoManagement”, a high score of empathy was found in female managers, especially mothers. The results (Table 7) show that there is a correlation between empathy and the interaction of parenthood with position (whether managers have a direct supervisor or not):

TABLE 5 Correlation of the social skills of managers with employee job satisfaction through OneWay-ANOVA

ANOVA					
Social skills					
	Sum of squares	df	Mean square	F	Sig.
Between groups	6.559	1	6.559	4.486	0.038
Within groups	90.659	62	1.462		
Total	97.218	63			

TABLE 6 Correlation of manager empathy with employee job satisfaction through OneWay-ANOVA

ANOVA					
Empathy					
	Sum of squares	df	Mean square	F	Sig.
Between groups	21.721	12	1.810	2.681	0.007
Within groups	34.434	51	0.675		
Total	56.155	63			

TABLE 7 Correlation of manager empathy with parenthood and position through TwoWay-ANOVA

ANOVA					
Dependent variable: Empathy					
Source	Type III Sum of squares	df	Mean square	F	Sig.
Corrected model	4.628 ^a	3	1.543	3.620	0.018
Intercept	1759.328	1	1759.328	4127.670	0.000
Parenthood	0.236	1	0.236	0.554	0.460
Position	0.830	1	0.830	1.948	0.168
Parenthood × position	3.316	1	3.316	7.780	0.007
Error	25.574	60	0.426		
Total	1898.063	64			
Corrected total	30.202	63			

a. R Squared = 0.153 (Adjusted R Squared = 0.111).

TABLE 8 Correlation of managers' social skills with parenthood and age through TwoWay-ANOVA

ANOVA					
Dependent variable: Social skills					
Source	Type III Sum of squares	df	Mean square	F	Sig.
Corrected model	16.047 ^a	5	3.209	2.293	0.057
Intercept	1024.496	1	1024.496	732.045	0.000
Parenthood	6.699	1	6.699	4.787	0.033
Age group	8.563	2	4.281	3.059	0.055
Parenthood × age group	0.588	2	0.294	0.210	0.811
Error	81.171	58	1.399		
Total	1734.938	64			
Corrected total	97.218	63			

a. R Squared = 0.165 (Adjusted R Squared = 0.093).

TABLE 9 Correlation of managers' social skills with parenthood and gender through TwoWay-ANOVA

ANOVA					
Dependent variable: Social skills					
Source	Type III Sum of squares	df	Mean square	F	Sig.
Corrected model	15.510 ^a	3	5.170	3.797	0.015
Intercept	1596.420	1	1596.420	1172.296	0.000
Parenthood	6.359	1	6.359	4.669	0.035
Gender	0.953	1	0.953	0.700	0.406
Parenthood × gender	8.388	1	8.388	6.160	0.016
Error	81.707	60	1.362		
Total	1734.938	64			
Corrected total	97.218	63			

a. R Squared = 0.160 (Adjusted R Squared = 0.118).

TABLE 10 Correlation of managers' social skills with parenthood and age group through TwoWay-ANOVA

ANOVA					
Dependent variable: Social skills					
Source	Type III Sum of squares	df	Mean square	F	Sig.
Corrected model	15.864 ^a	5	3.173	2.262	0.060
Intercept	807.051	1	807.051	575.375	0.000
Parenthood	1.468	1	1.468	1.047	0.311
Age group	4.205	3	1.402	0.999	0.400
Parenthood × age group	6.408	1	6.408	4.568	0.037
Error	81.354	58	1.403		
Total	1734.938	64			
Corrected Total	97.218	63			

a. R Squared = 0.163 (Adjusted R Squared = 0.091).

In terms of social skills – which have been interpreted through the ability of managers to regulate their emotions, as it is something that is required in communication, as mentioned earlier – managers/supervisors seem to be at a high level. The results show that social skills are related to parenthood (Table 8) and gender (Table 9) and age (Table 10):

7. Discussion – Future research

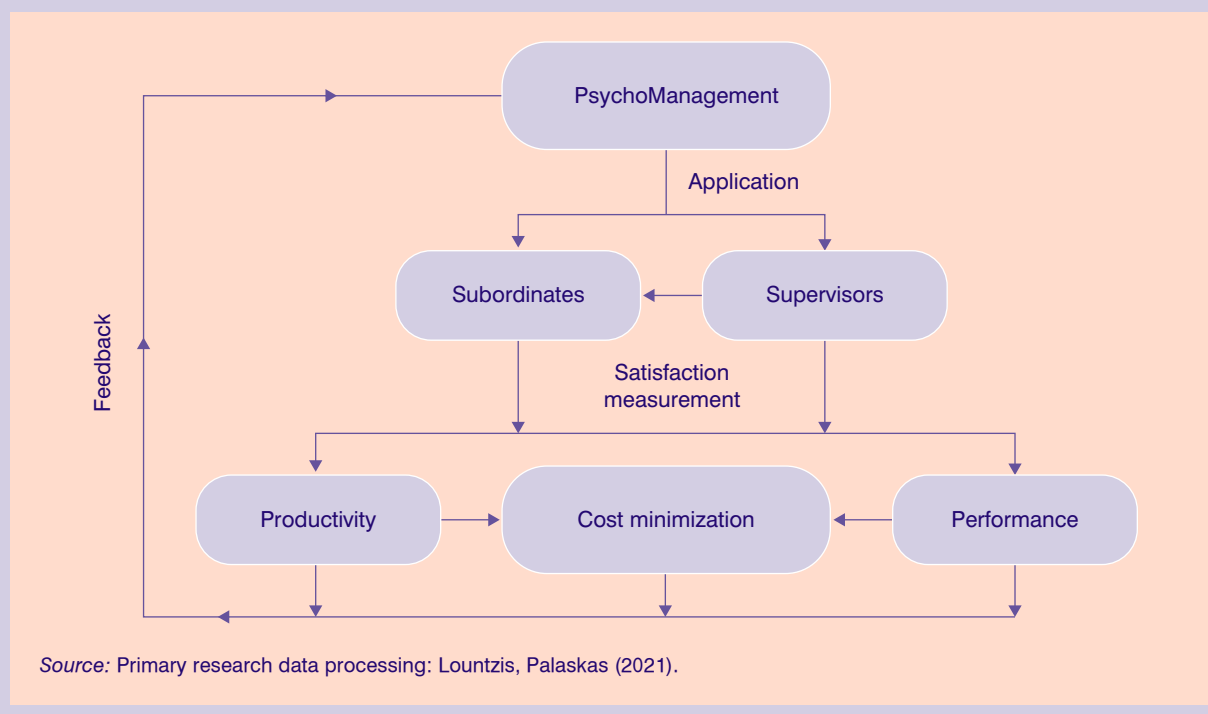
The attempt to formulate a new approach to management –based on theories and models of EI– was the impetus for further exploration of the management systems of modern business. The new approach is anthropocentric, because it sets as the core of this process the improvement of human experience, in all activities of an organization, from the production process, interaction with customers, financial management, and even its management. Companies and organizations are made up of employees, that is, people. Each person can be affected by a variety of parameters of their daily activity including their working time. According to the results of the research, the EI of the employees, as well as the EI of their team, is a feature that improves the self-management of the employees and, consequently, the management of a company/organization. EI characteristics are recorded that can be

improved and contribute synthetically to the formation of a new management approach, which will contribute to the strengthening the EI of the team and –to a significant degree– the improvement of the performance of the company/organization.

The key to successful business performance is a manager’s leadership model. Many studies have confirmed this correlation (Turner & Muller, 2005). Therefore, the management system chosen depends on the leadership. The implementation and further development of the management/administration model that is followed leads the company/organization to specific results that may affect the overall performance and/or profits.

Figure 3 illustrates the implementation of the proposed new approach based on the principles of “PsychoManagement” that could be applied. Continuous measurement of employees’ satisfaction and obtaining relevant results after the implementation of the new approach is essential for controlling the system. Employee satisfaction can affect (additional research needs to be conducted) their performance and productivity associated with the company/organization’s goal of minimizing overall costs. Feedback is an important action as the parameters of this approach are fully interrelated and interdependent.

FIGURE 3
The new management approach through “PsychoManagement”



The sciences of psychology, economics, and neuroscience may have a common field of research. “PsychoManagement” is a new proposal for organizations and companies that want to operate through the cooperation of mental and physical skills. According to Daniel Kahneman (2012), “Utility Theory makes rational assumptions of economic logic that do not reflect people’s real choices and do not take into account cognitive bias” (Kahneman, 2012). This means that a manager or supervisor is called upon to manage the relationships and reactions between his/her subordinates, which are influenced by many different factors. The main purpose of this article is to combine skills and parameters from different sciences in order to propose a new approach to management, the equivalent of which does not exist, and which can apply to any type of business or organization.

As part of this new approach, it could be explored whether the application of “PsychoManagement” can be influenced by the manager’s eating habits and lifestyle. A healthy lifestyle leads to keeping our body and its endocrine system in good condition and so all the hormones that can affect a person’s emotions are controlled. According to Kafatos (1999) research, among the most important behavioral factors that affect health are smoking, food, and stress (Kafatos, et al., 1999). In addition, research conducted on people over the age of 60 showed that trying to implement a physical activity program led to significant improvement in their psychology and mental health during the program (Krawczynski & Olszewski, 2000). Therefore, the elements of empathy and self-regulation could be combined with the — healthy — lifestyle of managers to investigate whether this affects employee satisfaction.

Empathy and social skills are more than just basic skills for managers. A healthy lifestyle could offer a quality of life and therefore a natural-biological balance. These parameters can be improved by everyone. The implementation of such a management model could increase the overall efficiency of the staff, and most likely the productivity of the company.

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