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MANAGING STAFF ADAPTATION IN THE CONTEXT OF DEMOGRAPHIC CHANGE: THE POTENTIAL OF EMOTIONAL INTELLIGENCE

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ADAPTATION IS NOW A CONTINUOUS PROCESS

5.7 MILLION
Ukrainians sought refuge abroad (July 2025, UNHCR)

4.6 MILLION
registered internally displaced persons (end of 2024)

PILOT ONLINE SURVEY

32	respondents
19 – 44	age range
WLEIS	16-item EI scale
6 items	author-developed adaptation scale

Analysis: Spearman correlations • hierarchical regression • four WLEIS components entered together

Aim: *to assess the potential of emotional intelligence in managing the adaptation of staff of different ages.*

EMOTIONAL INTELLIGENCE IS ASSOCIATED WITH ADAPTATION

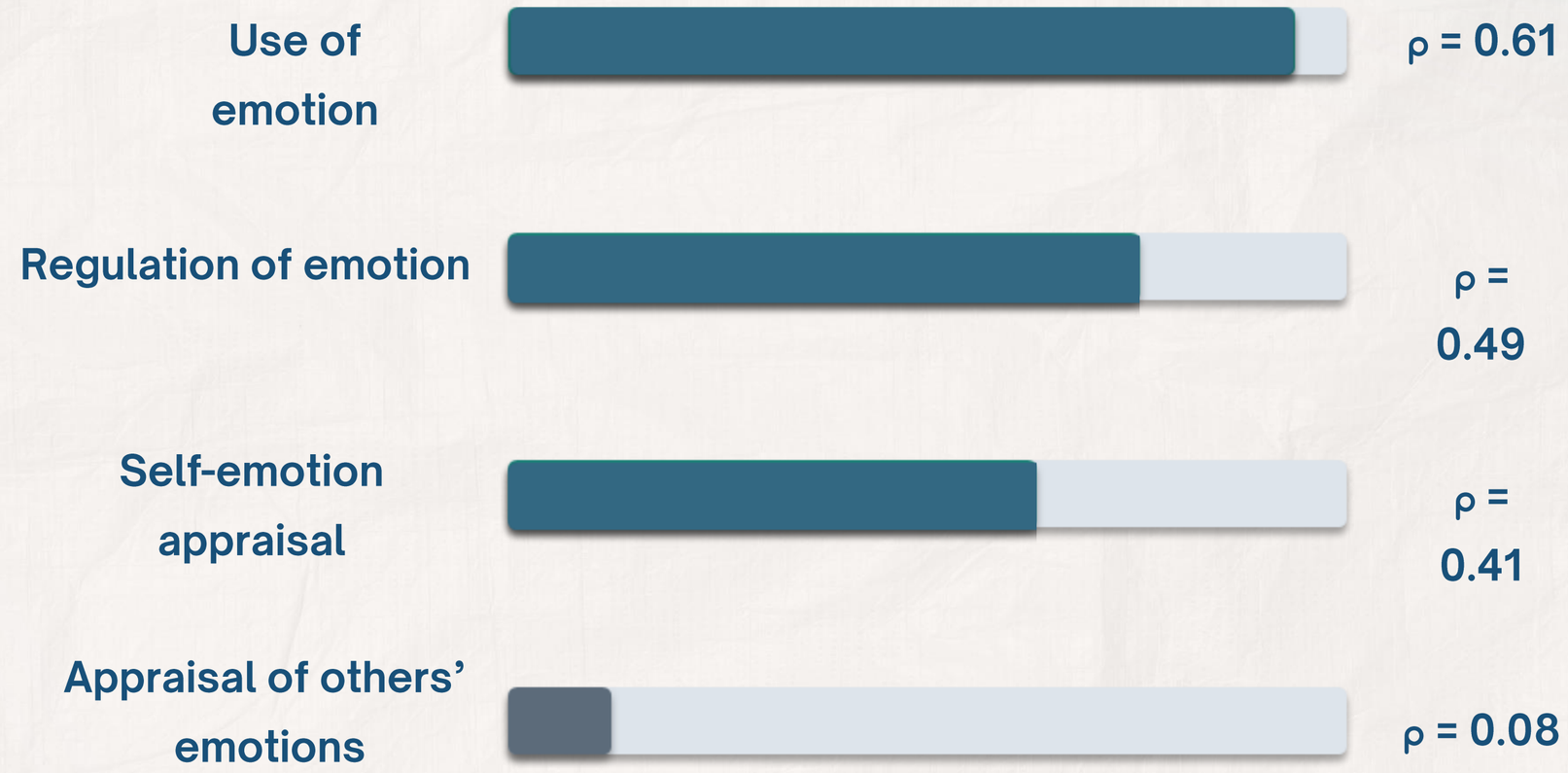
OVERALL ASSOCIATION

ρ = 0.53

95% CI [0.23, 0.74]; unchanged when age is held constant (partial ρ = 0.56)

EI explains about a third of the variance (R^2 = 0.32)

CORRELATION WITH STAFF ADAPTATION



In the four-component regression, regulation of emotion had the largest coefficient (β = 0.43), but this was not robust to heteroscedasticity-consistent errors (p = 0.093).

WHAT DO THE RESULTS MEAN FOR MANAGEMENT?

DEVELOP EMOTION REGULATION

Focus training on handling stress, recovering after difficult episodes and turning emotions into motivation.

ADAPT SUPPORT TO PEOPLE, NOT LABELS

No significant age effect or EI × age interaction was detected in this sample. Avoid treating generations as uniform groups.

TREAT THE EVIDENCE AS PRELIMINARY

Use short check-ins to understand individual adaptation needs; test targeted training before claiming effectiveness.

KEY FINDINGS

EMOTIONAL INTELLIGENCE WAS POSITIVELY ASSOCIATED WITH SELF-REPORTED ADAPTATION.

USE AND REGULATION OF EMOTION MATTERED MOST; APPRAISAL OF OTHERS' EMOTIONS WAS UNRELATED

AGE AND THE EI × AGE INTERACTION WERE NOT STATISTICALLY SIGNIFICANT IN THIS SAMPLE.

LIMITATIONS

- Small convenience sample (n = 32), not representative
- Cross-sectional self-reports: no causal conclusions
- Adaptation scale and Ukrainian WLEIS not yet fully validated

NEXT RESEARCH STEPS

Larger and more age-diverse samples; compare relocated and non-relocated employees; use repeated measures and supervisor ratings; test emotion-regulation training.

THANK YOU FOR YOUR ATTENTION