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**SABAH CENTER**



**SABAH**

**Fatima Fattah**

**THE IMPACT OF EMOTIONAL INTELLIGENCE ON  
ORGANIZATIONAL EFFECTIVENESS**

**Supervisor: Ph.D. Khagani Bashirov**

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## **ABSTRACT**

Nowadays, it is emphasized in business and personal life that individuals use Emotional Intelligence effectively. People with high rise Emotional Intelligence are people who know themselves, know their needs, know their weaknesses and strengths, control their emotions and establish effective relationships. People with high rise Emotional Intelligence are extra effective in their working lives than those with low Emotional Intelligence.

For today's institutions, it is not sufficient for employees to have high rise levels of IQ (Intelligence Quotient), and employees should have a certain level of Emotional Intelligence to gain success. Customers' lifestyles, tastes and wishes are frequently changing and there is a demand for the employees who have the skills to meet their expectations, those with high level of Emotional Intelligence.

In this study, the approach of Emotional Intelligence and its importance are tried to be explained and the effect of high Emotional Intelligence on corporate effectiveness is emphasized.

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## **INTRODUCTION**

In the last provinces, Emotional Intelligence theory has been a very important and discussed concept. The reason for this is the necessity of individuals to have Emotional Intelligence in addition to a certain level of IQ in order to ensure success and happiness in life. According to research, individuals with high Emotional Intelligence can establish good relationships in family and social circles, can easily catch up on success, produce more, are loved by their subordinates and superiors in their business life and they can rise faster in their career.

Emotional Intelligence concept enables people to realize and manage their personal feelings first, and to understand others' feelings, to develop empathy, to increase motivation and to develop self-assurance. Therefore, the priority of Emotional Intelligence is increasing nowadays.

Companies today no longer compete on the basis of services and products, but on how well a company manages its people because employees are the main channel of customer satisfaction. Also the success of any corporation depends on the capacity and motivation which employees bring to their work environment.

Considering the 21st century business approach, there is a need for those employees who know their emotions, can control them, understand the feelings of others and have high emotional and social capacity.

An emotionally intelligent organization is the one which aims to arrive at firm aspects with any variations between the values it philosophizes those that it lives. Confidence in organizational values, mission and spirit leads to a resolute confidence in organization decision-making. A statement of organizational mission is statement of purpose that provides as a strategy and decision-making guide.

Such a statement represents an emotional feature that articulates a shared impression of goodness that enables the organization to feel the value about what it wants to do. Mission statements of competitive surviving organizations often derive from Emotional Intelligence norms. Emotional Intelligence includes the ability to realize one's own and others' feelings, to motivate oneself and to manage emotions well within oneself and our relationships.

Emotionally Intelligent workers typically performed better, which means that employees lack of Emotional Intelligence could have a negative impact on performance and their workplace relationships. So, it shows that if there are employees with lack of Emotional Intelligence in organization, effectiveness of this organization will be weak than others.

According to the general view and some researches, Emotional Intelligence has a positive impact on organizational effectiveness by developing the quality of work life. It can be seen that relations and communication can be made more effective, team spirit can be created and performance can be increased, a happier and more peaceful work environment can be created and as a result, effectiveness can be obtained in the institutions where high Emotional Intelligence employees exist.

## **CHAPTER 1: THEORETICAL ASPECTS OF EMOTIONAL INTELLIGENCE**

### **1.1 Emotional Intelligence and concepts related to it**

We can say that the relationship between intelligence and emotion is discussed from the history of civilization to today. From that time on, people considered that emotions are weak and complex, even it is the symbol of barrier of wisdom and control.

It is seen that people who knows and accepts himself(herself), he(she) is open to criticism. They can easily adapt to any environment they enter. They know what they want, and they know how to make happy everyone around them. It seems that they can solve issues faster. They get rid of the bad mood faster than other people when they feel bad. They are sure of themselves and their decisions. It is seen that people who have deficits in terms of emotional intelligence have also achieved great success, but it is often seen that people who has high level of Emotional Intelligence always catch competitive advantage<sup>1</sup>.

Emotions are just like messengers delivering important information to anyone who is interested in listening about themselves and the universe. Darwin discovered in 1872 the uniqueness of emotional reactions and emotional requirement. After one hundred and eighteen years John Mayer and coworkers started to investigate how the human body analyses and utilizes emotional information. From Freud to Rogers, the psychological system concentrated on experiencing emotions and then using them to recognize and organise our behaviors. Each emotion contains it's own special message that is capable of helping people think about the world. Decoding emotional information can lead

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<sup>1</sup> Devrim Üzel ve Tuğba Hangül Duygusal Zekâ Ve Akademik Başarı Arasındaki İlişki, X. Ulusal Fen Bilimleri ve Matematik Eğitimi Kongresi, Niğde, 2011, s.41

to understanding opinions and behaviours.

Emotional intelligence is the feature that exist in every human being and can be improved. Emotional intelligence emerged as a concept that evolved with human beings in the process of evolution. Many definitions of emotional intelligence have been made by experts.

"Peter Salovey" from "Yale University" and "John Mayer" from "New Hampshire University" used emotional intelligence for the first time in the 1990s. "Mayer and Salovey" describe the theory of emotional intelligence like to organize the emotions and feelings of others by observing; and use it in a way that can guide for feelings and actions.

With the book "Why Emotional Intelligence is More Important Than IQ" written by Goleman in 1995, the theory of Emotional Intelligence has spread to the wide audience. Therefore, mechanisms of social and individual awareness developed<sup>2</sup>.

**Figure1. Historical Development of Emotional Intelligence<sup>3</sup>**

1900-1969	Alfred Binet's first intelligence measurement test development and social intelligence theory
1970-1989	Social intelligence studies, investigation of the brain's operating system and the formation of the concept of emotional intelligence
1990-1993	The period in which the studies on emotional intelligence increased and the first articles were written.
1994-1997	EI become popular with Daniel Goleman's "Why Emotional Intelligence is More Important Than IQ" book

<sup>2</sup> Atilla Arıcıoğlu, Yönetmel Başarının Değerlemesinde Duygusal Zekanın Kullanımı: Öğrenci Yurdu Yöneticileri Bağlamında Bir Araştırma, Akdeniz Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi (4), s. 26-42, 2002, s. 27.

<sup>3</sup> John Mayer vd., A Further Consideration of the Issues of Emotional Intelligence, Psychological Inquiry, 2004, 15(3), s.250.)



2008-...	Formation of new models of intelligence and the continuation of research
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When Table 1 is examined, it is seen that the concept of emotional intelligence came to our day since 1900s. For example, in 1997, Reuven Baron carried out the first study with the “self-report” test on the measurement of emotional intelligence. Bar-on has performed this test in a huge range of applications and has proven its validity. Baron qualifies as a series of non-cognitive abilities, competences and skills that can affect the ability of individuals to succeed in coping with environmental pressure and demands in emotional intelligence<sup>4</sup>.

Recent decades, emotional intelligence is defined as the ability to perform specific emotional reasoning and the capacity to use emotions and emotional knowledge to improve thinking. Its main focus is on emotional reasoning and the using of emotions to enhance thinking. Therefore, Emotional Intelligence represents skills that improve thought by joining intelligence and emotion. Many observers assume that Emotional Intelligence comes from the wider social intelligence system.

Emotional Intelligence conceptual approaches commonly categorize into two subgroups. Specific - Ability approaches observe comparatively separate mental skills which process emotional data, although Integrative - Model approaches define mental ability mechanisms which combine abilities from various areas of emotional intelligence. Due to the mixed qualities, a third approach to emotional intelligence is often called a Mixed model approach.

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<sup>4</sup> Sevda Yılmaz, Duygusal Zeka ve Akademik Başarı Arasındaki İlişki, Atatürk Üniversitesi, Sosyal Bilimler Enstitüsü, Erzurum, 2007, s. 22

Specific-ability approaches concentrate on a specific skill which can be considered important for Emotional Intelligence. Several specific-ability models identify the ways emotions make thinking easier. Emotions, for example, can give priority to thinking or enable people to be smart decision makers. A person who emotionally reacts to vital issues will deal with much more critical aspects of her or his life. Furthermore, certain particular emotions may promote certain forms of thinking. For example, in some situations, positive emotions encourage greater creativity<sup>5</sup>.

An other set of models of specific-ability is about emotional understanding and reasoning. For example, experts in the field of emotion - appraisal have developed decision laws to match a given emotion with the class of contexts that caused it. For example, if a person experiences fear, she or he is likely to face a dangerous situation, raise thoughts about bad things that happen, and cause the need to run away. Categorization and accurate labeling of feelings are connected to such assessments. Theorists have claimed that correct evaluation can be a key characteristic of intelligent emotional reactions. If the assessment process of a person is wrong, then she or he might fail to understand an activity or its effects and respond incorrectly.

Another relevant skill area is emotional self – management. This area emerged from clinical findings that someone's emotionality may become more positive by rephrasing conceptions of situations, and the fact that people often exercise significant emotional self - control at work.

On the other hand, the key factor in Emotional Intelligence's integrative models is the combination of several specific skills to gain an overall sense of it. According to Mayer, the Four - Branch Model considers Emotional Intelligence

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<sup>5</sup> Amabile et al. 2005, Averill & Nunley 1992, Isen 2001, Lyubomirsky et al., 2005

as the combination of capabilities from four fields:

### 1. Perceive and Identify Emotions

The ability to recognize emotions in one's own and other people as well as in stories, art, objects, music, and other stimulation is the perception of emotion. It involves identifying details that is transmitted through facial expressions, posture of the body, gestures, color and other evidence;

### 2. Use Emotions to Facilitate Thought

Emotional Facilitation is the ability to create, utilize, and feel emotion as required for other cognitive processes to communicate feelings and use them. This involves the ability to mix mental pictures and emotions. It also requires knowing how emotions affect cognitive processes like reasoning deductive, solving problems, creative thinking, and cooperation;

### 3. Understand Emotions

Understanding emotion is the ability to recognise emotional details, realize how emotions combine and develop in relationship, and understand such emotional dimensions;

### 4. Manage Emotions

Managing emotion is the ability to be available to emotions and modulate them in one's own and others to foster personal understanding and progression.

Each of these areas is considered to grow from childhood. For instance, in perceiving emotion, the ability of a person to identify basic human emotions of faces is probable to precede the ability to understand emotional falsification (Mayer & Salovey 1997).

Except for the central approaches to Emotional Intelligence with Specific

Ability and Integrative Model, some researchers proposed Mixed model approaches to the research area. Such models combine various qualities as self confidence, adaptability, and the need for success that are not focused mainly on emotional knowledge. These Emotional Intelligence methodologies use very wide definition of Emotional Intelligence that include "non - cognitive capacity, competency, or skill" and "psychologically and emotionally intelligent attitudes".

## 1.2 Models and Dimensions of Emotional Intelligence

Emotional Intelligence is an experienced situation in which individuals realize their emotional and rational behavior. It should be noted that these feelings can be hate, love, fear, anger, happiness and sadness<sup>6</sup>. The important point in here is the separation of emotions and feelings. For example, fear is an emotion, but the feelings and bodily reactions that it creates differ from person to person.

**Figure 2. Models of Emotional Intelligence<sup>7</sup>**

<i>Bar-on</i>	<i>Mayer and Salovey</i>	<i>Cooper and Sawaf</i>	<i>Goleman</i>
Individual skills	To perceive and express emotion	Learn emotions	Individual competence
Emotional self-awareness	To perceive and express an individual's feeling about her/his physical	Emotional energy Emotional feedback Practical intuition	Emotional awareness Self-assessment Self-confidence

<sup>6</sup> Gaye Yaylacı, Kariyer Yaşamında Duygusal Zekâ ve İletişim Yeteneği, Hayat Yayıncılık, İstanbul, 2008, s. 44.

<sup>7</sup> Acar, a.g.e., s. 29.

Self-realization Independence	condition. Defining and expressing feelings of others	Emotional honesty	Self-directed Self Control Reliability Compatibility
Interpersonal skills	Fusing emotion in thought	Emotional health	Social competence
Empathy, Interpersonal relationships, Social responsibilities,	Emotions provides an effective and efficient way of thinking,	The circle of trust, Constructive discontent, Flexibility and renewal,	Empathy,  Understanding others,
Compatibility Size	Emotions help to judgment and memory	Emotional depth	To develop others,  To be service oriented,
Problem solving, Validity measure, Flexibility,		Effect without authorization, Living honesty, Original potential and purpose,	
Stress coping size		Emotional Alchemy	
Stress tolerance, Impulse control,		Intellectual time change,	
General mood		To sense the opportunity,	
Happiness, Optimism		Creating the future	

## Bar-on Model

Reuven Bar-On, director of the Institute for Applied Intelligence in Denmark and a consultant to various institutions and organizations in Israel, is the first person who use and measure the term "Emotional Part". Bar-On's emotional intelligence approach focuses on real-life outcomes and effective performance. Bar-On called emotional intelligence that allows individuals to understand themselves and others, engage with others, be environmentally compatible, and cope with that environment. He thinks that individuals can succeed with these capabilities. (Figure 3)

**Figure 3. Bar-on Emotional Intelligence Model<sup>8</sup>**

PERSONAL		
Emotional Self-Awareness		One's ability to recognize and understand their own feelings
Expressionism		One's ability to defend own feelings and thoughts with non-destructive way
Self-esteem		One's ability to be with self-awareness, self-acceptance and self-respect
Self-realization		One's ability to realize and develop the potential capacity
Independence		One's ability to be with Self-management and control and not emotionally connected to anyone
INTERPERSONEL		

<sup>8</sup> 8 Şeyma Aslan, Duygusal Zekâ Dönüşümcü ve Etkileşimci Liderlik. 1. Baskı, Nobel Yayıncılık, İstanbul, 2009, s.56.

Empathy	Ability of being aware of others' feelings, understanding them and to evaluate
Interpersonal Relations	Ability to establish and maintain a mutually satisfactory relationship
Social responsibility	Ability to prove the direction that will contribute as a member of a social group
HARMONY	
Problem solving	One's ability to recognize problems and find effective solutions
Reality Measurement	One's ability to evaluate the similarity between experiences and the current situation
Flexibility	The ability of a person to adjust their feelings, thoughts and behaviors according to changing positions and situations
STRESS MANAGEMENT	
Stress Tolerance	The ability of a person who is effective in dealing with with stress, to withstand bad events, stressful situations
Impulse Control	Blocking or delaying an impulse is the management of impulse
GENERAL MOOD	
Happiness	Satisfaction of the person from his or her life, likes oneself and others and to express positive feelings frequently

Optimism	To be able to look at the happiness of life, to show positive behavior even when faced with a troublesome situation
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The Bar-On model examines how individuals' emotions are effective in their success. The scope of this model consists of non-cognitive features of Emotional Intelligence; emotional, individual, social and survival. The common point in these elements is; that individuals are more effective in coping life than academic intelligence<sup>9</sup>.

In this regard, Bar-On model combines self-awareness and basic mental abilities with mental characteristics such as individual autonomy, mood and self-esteem<sup>10</sup>.

### **Mayer and Salovey Model**

According to Mayer and Salovey (1997), emotional intelligence is the ability to understand emotions, use emotions in a way that can help with thoughts, sense emotional information and regulate emotions. The work of this couple is important that the relationship between emotion and intelligence, as well as motivation, personality and other broad perspective. From this point of view, "Mayer and Salovey" saw and defined Emotional Intelligence as basically four capability. Datas about this model are summed up in the table below.

### **Figure 4. Mayer and Salovey Emotional Intelligence Model <sup>11</sup>**

The skill to accurately perceive, evaluate and express emotions; to integrate emotion with thought, to understand and analyze emotions, to control emotions.

<sup>9</sup> Ulaş Çakar ve Yasemin Arbak, Modern Yaklaşımlar Işığında Değişen Duygu-Zeka İlişkisi ve Duygusal Zeka. Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 2004, 6(3), 23-48, s. 37

<sup>10</sup> Ahmet Erkuş ve Ebru Günlü, Duygusal Zekanın Dönüşümcü Liderlik Üzerine Etkileri. Dokuz Eylül Üniversitesi İşletme Fakültesi Dergisi, 2008, 9(2), 187-209, s. 189

<sup>11</sup> Selen Doğan ve Faruk Şahin, Duygusal Zeka: Tarihsel Gelişimi ve Örgütler İçin Önemine Kavramsal Bir Bakış, Çukurova Üniversitesi, Sosyal Bilimler Enstitüsü Dergisi, 2007, Cilt: 16, Sayı: 1, s.237



Perceive, evaluate and express emotions	<p>Understanding and expressing the feelings of oneself and others</p> <p>Full expression of emotions and transmission of requirements</p> <p>Distinguishing different emotional expressions</p>
Using Emotions	<p>Emotions manage the attention and allow thinking The mood changes one's perception and causes understanding from different perspectives</p>
Understanding and Reasoning Emotion	<p>Identify emotions and define the relationship between different emotions and their meanings</p> <p>Understand the content of emotions and the knowledge that mutual relations have</p> <p>Understand the transitions between emotions by interpreting complex emotions</p> <p>Understanding the composition of different emotions</p>
Managing Emotions and Regulations	<p>Being open to pleasant and unpleasant emotions Being able to distinguish emotions</p> <p>Reducing the impact of negative emotions and increasing the impact of positive emotions</p> <p>Managing the feelings of oneself and others.</p>

Mayer and Salovey have developed "Multi-Factor Emotional Intelligence Measure" for to measure the dimensions.

### **Cooper and Sawaf Model**

Cooper and Sawaf (2010) described the emotional intelligence as the skill to sense emotions, human energy, knowledge, and relationships as a source, ability to understand and using effectively. Cooper and Sawaf have argued that classical approaches would be inadequate to help individuals and businesses survive and improve their competitiveness in today's dynamic business life (Figure 5). It is seen that the authors make a comparison between the non-routine and routine business situations. It refers to situations in which non-routine working situations are more complex than routine ones.

Today's work environment has a constantly changing structure. Individuals and businesses can only survive by competing with emotional skills, as non-routine jobs are gradually increasing<sup>12</sup>.

**Figure 5. Cooper and Sawaf Emotional Intelligence Model<sup>13</sup>**

Learn Emotions	Emotional honesty Emotional energy Emotional feedback Practical intuition
Emotional Wellness	Self entity Confidence Circle Constructive discontent Flexibility and renewal
Emotional Depth	Original potential and purpose

<sup>12</sup> Çakar ve Arbak, a.g.e., s. 40

<sup>13</sup> Doğan ve Şahin, a.g.m., s.237

	Live honesty Impact without authorization
Emotional Alchemy	Intuitive flow Intellectual time change Realize the opportunity Creating the future

### **Goleman Emotional Intelligence Model**

Goleman, an American psychologist, former correspondent in the New York Times, and a faculty member of Harvard University, has made significant contributions to gaining popularity with the emotional intelligence study. Goleman's Emotional Intelligence definition is an ability to recognize ourselves and someone else's feelings, to motivate ourselves and to manage emotions in us and to manage our relationships (Goleman, 2000: 393).

Goleman composed the two main dimensions and five sub-dimensions of emotional intelligence model as individual and social qualifications. This model has been presented in the table.

**Figure 6. Daniel Goleman Emotional Intelligence Model<sup>14</sup>**

Recognize your own feelings	Self-confidence of the individual Honestly self-assessment
Manage your emotions	To be honest and reliable To be comfortable in case of uncertainty To be able to accept the change

<sup>14</sup> Çakar ve Arbak, a.g.e., s.42

Motivate yourself	Willing to achieve To be hopeful even in case of failure Connect to organization
Empathy	To be sensitive to cultures To be able serve the customers
Social abilities	The ability of the individual to manage the leadership To be convincing Being able to create and lead working groups

Goleman says that every human being has two brains, two minds and two different intelligences. Two different intelligence, which are described as emotional and rational lifelong accompany each other.

Goleman claimed that emotional intelligence and emotional competences can develop throughout life. Because emotional skills are skills that can be learned. These emotional intelligence abilities are in relation with each other and they act in common (Figure 5). Those who successfully use their emotional intelligence skills are also successful in self-management, self-motivation, social awareness and social skills. Self-awareness skills are related skills with self-confidence. Self-management is carried out with providing your own emotional control. A person providing self-management can take on their responsibilities, act coherently, adapt to changing situations. The ability of self-motivation is the skill to find the power to overcome the obstacles encountered when reaching the goal. Empathy is one of the most vital emotional skills. Empathy is a skill that requires being aware of other people's feelings. Social skills provide the ability to enter in contact with the person's feelings in his/her relationship with other people. A socially skilled person can solve interpersonal problems in a healthy way

(Goleman, 2016).

One of the most important characteristics of people with high emotional intelligence is their ability to manage their impulses and to postpone their pleasure. These people can also experiment repeatedly against failures (Goleman, 2016).

There are two major elements of emotional intelligence, social skills and personal skills. The ability to know all your feelings, weaknesses and strengths (self - awareness) and the ability to manage those feelings successfully (self - management) refers to personal competence. Be able to contain your anxiety and anger, for example, and therefore think clearly in disturbing situations is important to make smart decisions, and affecting other people.

Social competence contains the ability to understand what someone else feel (social awareness) and to have the ability to work affectively with anyone (relationship management). One of the most important skills of successful leaders and managers is the ability to know what people think and feel and know how to convince and inspire them, and to solve problems and create cooperation.

Goleman categorized such skills in to four core areas:

**Figure 7. The Dimensions of Emotional Intelligence** <sup>15</sup>

<b>Relate to ourselves</b>		<b>Relate to others</b>	
<i>Personal Competence</i>		<i>Social Competence</i>	
Self-Awareness	Self-Management	Social Awareness	Relationship Management

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<sup>15</sup> Goleman,2012c,s394

## **Personal Competence**

### *Self-Awareness*

Self-awareness - the capacity to realize and know your emotions, feelings, also their effect on others - evaluated by self-confidence, practical self-assessment.

- Emotional Self Awareness:

That's the ability to define the effects of your own emotions. It can recognize how you react to environmental indications and how your emotions impact your efficiency.

The person who has Emotional Self Awareness qualification:

- Is aware of his / her own feelings
- Knows why feelings happen
- Understands the consequences of own feelings
- Correct Self-Assessment:

This competence is all about knowing your internal resources, abilities and weaknesses. It knows your weaknesses and strengths. It is focused on to obtain feedback to yourself and perspectives, and also to be inspired by learning and development and self-development. It suggests the ability for personal change to target fields.

The person who has the qualification Accurate Self-Assessment:

- Has the sense of humor for himself or herself
- Is available for feedback
- Is aware of own weaknesses and strengths
- Self Confidence:

This is the belief your ability to fulfill a task. This skill shows that you are the best for the job. It is also about having a positive effect on the others.

The person who has the qualification Self-Confidence:

- Present himself/herself in an confident and unhesitating way
- Believes he/she is one of the best suited to a job

### *Self Management*

That capacity to manage or redirect harmful desires and moods; tendency to cancel judgment; thinking before behaving — measuring confidence and honesty, and openness to modify.

- Emotional Self Control

This is the ability to control your repulsive emotions and feelings. It is beaing able to stop negative actions in the face of overwhelming or aggression from others or in the face of pressure.

The person who has the qualification Emotional Self-Control:

- Efficiently deal with stress
- Stay positive, even at moments of difficulty
- Shows control

- Transperancy

The better way to describe this skill is to take action that is consistent with what you say and quality. It includes openly and specifically communicating intentions, opinions, and emotions, and welcoming others with honesty and openness. You demonstrate unity and take responsibility for your own attitude and efficiency. By reliability and truthfulness, you gain confidence.

The person who has the qualification Transparency:

- Resist immoral action in others
- Is authentic (you get what you see)
- Adabtability:

That's the capacity to be adaptable and work efficiently with different individuals

and groups in a variety of changing conditions. People with this skill are able on the basis of new data or information to change their own ideas or opinions. When necessary, they can change standard procedures and manage multiple requirements as required.

Individual who has the qualification Adaptability:

- Handling multiple demands efficiently
- Quickly handles changing priorities
- Adapts projects, attitudes or methods in situational changes
- Achievement Orientation:

This skill shows a concern to work towards an excellence standard. This standard may be a personal need for developing your performance over previous achievements, outperforming others, or even outperforming the greatest achievement ever achieved.

The person who has the qualification Achievement Orientation:

- Predicts barriers to a goal
- Sets measurable aims
- Takes the risks measured
- Optimism

This skill is about seeing the environment as a "half - full" glass rather than "half - empty" glass. This is the capacity to see good in other people and in the conditions. Threats are viewed primarily as opportunities that can be discussed and utilized to achieve the best results.

The person who has the qualification Optimism:

- See opportunities instead of threats
- Hopes the future is brighter than the past
- Has primarily positive expectations of others
- Initiative:



This is the ability to identify and take action on a problem, barrier or opportunity. People who show initiative are concerned with doing better, experiencing new challenges and opportunities, and being considered reasonable for their ideas and actions.

Individual who has the qualification Initiative:

- Acts instead of waiting
- Reduce bureaucracy and break the rules if necessary
- Searches for information in unexpected ways

## **Social Competence**

### *Social Awareness*

The capacity to understand other people's emotional make - up; the ability to treat people according to their emotional responses.

- Empathy

This skill is about understanding others. It is the ability to listen and understand adequately unsaid or partially demonstrated feelings, thoughts, and worries of other people. People with empathy can take up emotional signs constantly. They can understand not only what people say, but also why they're telling this. This skill also contains a measure of cultural awareness.

The person who has the qualification Empathy:

- Listen carefully to others
- Reads the moods of people or body language signs accurately
- Organizational Awareness

This is the capacity in one's own company or organization to understand the "power" relationship. This contains the ability to define and impact decision makers. It is also about realizing organizations' values and cultures and how they affect how people act and behave.

The person who has the qualification Organizational Awareness:

- Understands groups or organizations' culture and values
- Reads the key hierarchies in organizations or groups correctly
- Understands the organization's political issues at work
- Service Orientation

This ability is driven by the request to serve or help other people for provide their needs. This skill is not only about responding to other people's requests; it's more about being proactive in knowing what the needs of others are before they articulate themselves.

The person who has the qualification Service Orientation:

- Makes herself/himself accessible to others
- Want to satisfy other people
- Combines its services or products to meet the needs of others

### *Relationship Management*

Relationship management and networking skills; ability to find common points and build relationships.

- Inspirational Leadership

This is the ability to fulfill the role of a team or group leader. It means an ability to lead others. Leadership is usually seen from a position of formal authority, but definitely not always. This skill works to bring people together to do the job. They can build a strong connection inside the group, which makes others feel they are part of something greater than themselves.

The person who has the qualification Inspirational Leadership:

- Engage in activities or projects
- Motivates others
- Encourage others by forming a mission or vision
- Influence

This is the ability to convince, persuade, or impact someone else to get them to go together with your ideology or support it. This skill is about capturing the attention of somebody and giving something they need to hear. Individuals with such a skill know how to get others to stand up and listen.

The person who has the qualification Influence:

- Persuades others by attracting their own interests
- Builds unanimity and positions support
- Explore how people respond to a statement and adapt their approach properly
- Communication

This is the ability to openly and effectively send clear and convincing messages to an audience. Individuals with this skill make their speeches in an inspiring style and are open to discussion with the public.

The person who has the qualification Communication:

- Use an inspiring style of presentation
- Uses nonverbal signals, such as voice tones, to show emotions that strengthen messages in presentations
- Use instances or digital tools when making a presentation to explain or emphasize messages
- Developing Others

This skill is about the capacity to promote other people's long-term learning or development. Its focus is not on the formal role of teaching or training but on the developmental motive and effect. Those who do that well spend time supporting people by particular feedback on actual performance make their own way to excellence.

The person who has the qualification Developing Others:

- Provides feedback to improve the performance of another person

- Realizes other people's particular strengths
- Mentors or trains others
  - Building Bonds

This is about building or keeping friendly, equitable, and warm relations or contact networks with individuals. Building Bonds means creating and maintain good relations with a huge range of individuals.

The person who has the qualification Building Bonds:

- Has a wide colleagues' network
- Empowers relationships connected with projects and activities
- Makes close friends with classmates or fellow workers
  - Conflict Management

This is the ability with diplomacy and tact to handle difficult people, groups of people. This requires approaching the conflict face-to-face rather than trying to prevent it. This skill involves focusing on things rather than individuals and working to lighten bad feelings.

The person who has the qualification Conflict Management:

- Helps to decrease conflict
- Brings out conflicts in the clear
- Interacts to all worried positions of those involved in a conflict
  - Collaboration and Teamwork

This skill is about working with others, being part of team, and working together while opposed to working individually or competitively. Collaboration and teamwork enjoy shared responsibility and achievement rewards. It participates actively and enjoys building the team's capacity.

The person who has the qualification Collaboration and Teamwork:

- Build the uniqueness and spirit of the team
- Establishes working relationships in cooperation

- Encourages a climate of friendliness and cooperation in organizations

## **CHAPTER 2: CLARIFICATION OF THE IMPACT OF EMOTIONAL INTELLIGENCE ON THE EFFECTIVENESS OF VARIOUS ORGANIZATIONS**

### **2.1 Benefits of Emotional Intelligence for workers, employers and the community**

Every waking hour, people experience average of 27 emotions. The understanding of the culture of an organization largely depends on how the organization reacts to its emotions and how it deals with emotional management. We have about 456 feelings and experiences with almost 17 waking hours every day from the time we get up till the time we go to bed. This means that over 3,000 emotional reactions guide workers every week and over 150,000 every year. Approximately two million of them will occur during working hours of all the emotions individuals experience in their entire life. No wonder people managing emotions well are easier to work with and more likely to accomplish what they set out to do.

It would be wise for organizations to bring emotional intelligence to work. Andreas Renschler, CEO and Chairman of Mercedes-Benz, motivates leaders to bring out the best talents across the organization, making comments that "emotional intelligence is for an executive as sonar is for a ship, helping to steer clear of problem areas that can not be seen otherwise".

Ryback also sees emotional intelligence as a power in organizations. He suggests that there is no weakness in emotional intelligence. It arises from our internal strength that makes real character when attached to a sensitive heart. For corporate America, setting emotional intelligence to work is much more than a flight of fantasy. It is the most efficient way in today's competitive marketplace to achieve more productive outcomes.

As seen by Dulewicz and Higgs(1998), the core of Goleman's(1995) observations is that in terms of personal and organisational success, emotional intelligence makes a big difference. In practice, this means that both sides will benefit if employees and managers grow their emotional intelligence. Langley(2000) supports that view. He agrees that managers would have a work force willing to participate with passion, and workers will have managers who are open and responsive to their demands.

Lynn (2005) says, "Emotional intelligence can make a big difference in our personal lives as well as our fulfilment and performance in our work. Emotional intelligence is the distinctive factor between finding and living the passions of our life or simply putting them in time. Emotional intelligence is the distinctive factor that attracts or energizes others to us. It is the differentiating factor that allows us to work or withdraw in dispute in concert and collaboration with others.

Cherniss (2000) describes four major reasons why the working environment would be a logical setting for assessing and improving the competencies of emotional intelligence:

1. In most jobs, emotional intelligence skills are vital to success.
2. Many adults enter the work environment without the skills necessary for their job to succeed or specialize.
3. Employers already have the means and motivation founded to provide training in emotional intelligence.
4. Most adults waste most of their wake hours at work.

The term "Emotional Intelligence" may have been created by scholars in the early 1990s, But corporate leaders rapidly took the theory and made it on their own. Emotional intelligence in the work place is a important asset.

Every day people make decisions which are emotionally charged. We feel one plan is better than other plan, and sometimes choices are made based on our feelings or emotions. When we realize the source of such emotions, we are more emotional

to each other, especially when we are working in a group. Emotional intelligence is more important than ever with globalisation when teams are international and global, increasing the difficulty of emotional relationships and how they are demonstrated. Basically, workplace emotional intelligence is based on understanding, demonstrating and managing, good relations, and under pressure problem solving. Workers with high level of emotional intelligence might be better willing to collaborate with the others in certain situations, manage job-related stress, resolve conflicts within workplace relationships, and learn from past organizational failures. Success is strongly influenced by personal qualities such as resoluteness, self-control, and ability to get along with others, according to Emotional Intelligence. Employees with high Emotional Intelligence are more capable of work in teams, adapting to change, and being flexible. No matter how many diplomas or other qualifications a person has, she or he will not succeed, if they don't have certain emotional features. Managers and other corporate leaders need to continue operating in emotionally smart ways to meet the requirements of today's employees.

If employees can open their opinions and thoughts comfortably to each other, can criticize each other but it does not hurt anyone, if there is a sense of cooperation and solidarity in the organization, employees can take the initiative and supported in this direction then it can be said that organization works in the dimension of Emotional Intelligence.

An institution is an integrated system that depends on the performances and the relationships among the working individuals. Those working in institutions with high level of emotional intelligence use their emotional intelligence in their relations with others by using communication skills and try to achieve positive developments in the whole organization. It is a clear fact that the managers and employees with high communication and collaboration skills will be more successful in realizing their corporate roles. This will be possible if individuals

learn and use values related to their emotions. In this way, an open communication environment, cooperation, teamwork and adaptation to the environment can improve corporate Emotional Intelligence and achieve corporate success.

### *Emotional Intelligence and the development of career*

One of important characteristic that defines a person's career development is Emotional Intelligence. A person who has emotional intelligence has qualities such as self-consciousness, empathy, self-control, and social abilities. Those with a high Emotional Intelligence degree have such a better chance of getting a job opportunity. These characteristics help a person to select and specialize in the career that matches her/him. Individuals with high Emotional Intelligence have the skill to detect the needs of people dealing with them and therefore be capable of maintaining healthy relationships. Current employees' Emotional Intelligence is also regularly evaluated to decide who has leadership qualities between many of them. The decision on wage increases and bonuses is often taken into consideration by Emotional Intelligence qualities.

### *Emotional Intelligence and Leadership*

Managers, superiors, and other persons of authority should be able to operate effectively with people under their control to be effective leaders in the work place. Great emotional intelligent managers can use their social abilities to promote relationships and trust with their staff. They try to see the members of their team as individuals with unique skills, backgrounds and characters. A good leader can create the type of work atmosphere in which each individual feels relevant and inspired to achieve success. An emotionally smart leader will be able to accurately understand the different situations in the organization and expect the probably emotional result of each condition. For leaders, that ability to realize and be aware in their own feelings, as well as those of others, helps keep others who work under them



emotionally stable. Leaders with strong level of Emotional Intelligence are more effective in managing relationships with others and this will help improve the organization's efficiency. When conflict occurs, leaders with strong Emotional Intelligence may be better to regulate their own emotions, see the situation from all point of views, and seek mutually advantageous solutions. Effective leaders are strong, and when they are wrong they are not afraid of admitting. They are also likely to try to enhance relationships with the work.

### *Emotional Intelligence and Team Building*

Work is done in many organizations on the basis of teams and the Emotional Intelligence demonstrated by team members is essential to the performance of the team. This Emotional Intelligence helps members of the team to connect and operate efficiently. A team that shows no signs of Emotional Intelligence in its operations can not achieve success. Before work starts, team members should have the chance to know one another. If there's any negative attitude, the reason and corrective action should be identified. Decisions must be made on the basis of each team member's opinion. In their activities, each member must be supported. It should be honored for her / his efforts to the team. In the event that any problem occurs, attention should be focused on solving the problem and not figuring each other blame.

Employees who has high Emotional Intelligence Quotient he/she has the capacity to deal with stress, build trust, negotiate, impact without authority, orient workplace political life, take clever risks, eliminate irresponsible ones.

Leaders whose Emotional Intelligence level is good they are approachable and relatable, and they roll up their sleeves and fight the battles with employees. Thus employees follow and support such leaders and managers. These employers are role model for their employees and they are proactive. They can encourage their employees for open communication and teamwork. So, employees can bring more value for their organization.

Also leaders who has Emotional Intelligence abilities provide the following advantages for the organization and their employees:

- High performance
- Increased motivation
- More teamwork
- Earned trust
- Improving innovation
- Effective use of resources and time

The attitude of the leader affects the mood of those directly related to him/her, creating the domino effect in the emotional climate of the company. The effects of leaders with high level of Emotional Intelligence in creating the organizational climate cannot be denied. The organizational environment also affects the performance of the employees and therefore the profitability and growth are also affected.

It has been shown that many managerial and organizational values such as leadership, motivation, group work and corporate communication increased in business life as result of Emotional Intelligence practices.

Employees and organizations with a high Emotional Intelligence are seen to be successful, especially in the measurement of customer-oriented understanding, importance, and satisfaction<sup>16</sup>.

Emotional Intelligence affects employers' day-to-day decisions, such as encouraging, hiring and firing workers.

Approximately three-quarters (71 percent) of Career Builder surveyed hiring managers in 2011 said that they valued the Emotional Intelligence of an employee over their Intelligence Quotient. Another three-quarters (75 percent) said that they

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<sup>16</sup> Arıcıoğlu, 2002: 29

would be more likely to support an employee who has high emotional intelligence. Further than half (59 percent) said they wouldn't hire employee with high Intelligence Quotient and low Emotional Intelligence.

Employers can also use Emotional Intelligence as a part of their evaluation of which workers have the potential for leadership or who is first in line for pay increases or promotions. Writing of Forbes in 2014, Emotional Intelligence 2.0 author Travis Bradberry said, "We found that 90 percent of top performers have high level emotional intelligence among all the people we've researched at work. On the other side, emotional intelligence is high in only 20 percent of bottom performers. Without emotional intelligence you can be a top performer, but the expectations are low.

## **2.2 Impact of Emotional Intelligence on Organizational Effectiveness in different organizations**

Nowadays, institutions are looking for employees with high Emotional Intelligence. Because the success of contemporary institutions depends on harmonious and productive interactions established between different groups of people, which are more than ever today, consisting of shareholders, suppliers, customers, and employees. Today's corporations are able to achieve success through competent leaders who are committed to understanding their customers, meeting their demands and needs, working in harmony with team members and running their own business and mobilizing their employees in a certain direction. Emotional intelligence emerges as the key of this formation.

For a number of reasons, emotional intelligence improves organizational effectiveness. Most importantly, managers and leaders are able to inspire discretionary effort to the degree that employees and team members go beyond the duty call. Moreover, when asked by an emotional person they admire and respect,

individuals are much more willing to go the extra distance. Though discretionary effort is not unlimited, it will be much less for managers with low emotional intelligence to draw on. If an organization has an emotionally intelligent leadership framework, such discretionary efforts are multiplying.

Surveys have shown that the Emotional Intelligence is the most effective among various leadership methods. It showed that 60% of managers whose organizations use Emotional Intelligence evaluations rate them as effective in parallel with methods such as executive coaching, global tasks.

Emotional Intelligence and organizational relevance of it are of great importance to managers of the modern world. Organizations are not dealing with materials by themselves, they are also dealing with people. Emotional Intelligence is what provides the competitive advantage for a person. Even in some world famous business workplaces, in which everyone is educated to be smart, those with strong Emotional Intelligence traits are the most respected and productive managers.

Employees need to cope with enormous, quick changes in the business environment to develop an organization and should be more creative to drive innovation in order to survive in the market. The organization requires to raise customer satisfaction in order to provide better customer service and acquire more motivation and determination from customers and staff. Employees need to work better together in order to be a successful corporation. Emotional Intelligence plays a key role in these aspects as workers need to communicate and work under one roof.

According to reseach Emotional Intelligence influences the effectiveness of the organization in many fields as follows<sup>17</sup>:

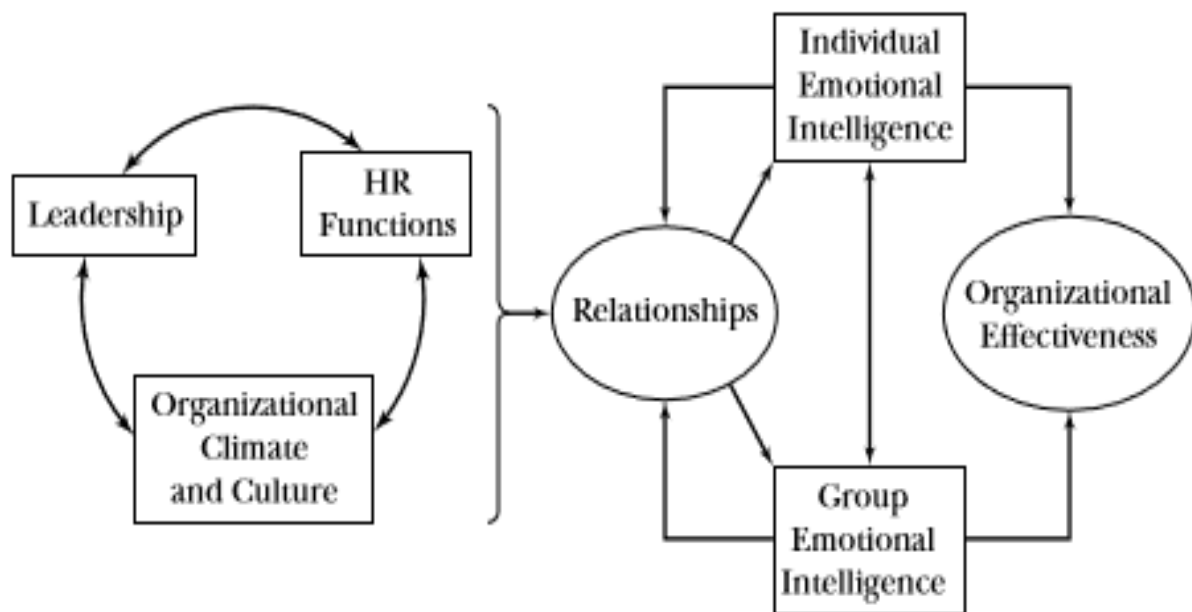
- Teamwork
- Innovation

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<sup>17</sup> IRACST – International Journal of Commerce, Business and Management (IJCMB), ISSN: 2319–2828 Vol. 5, No.2, Mar-Apr 2016

- Sales
- Revenues
- Productivity
- Customer loyalty
- Employee morale and health
- Quality service
- Efficiency

**Figure 8. The Model of Emotional Intelligence and Organizational Effectiveness<sup>18</sup>**

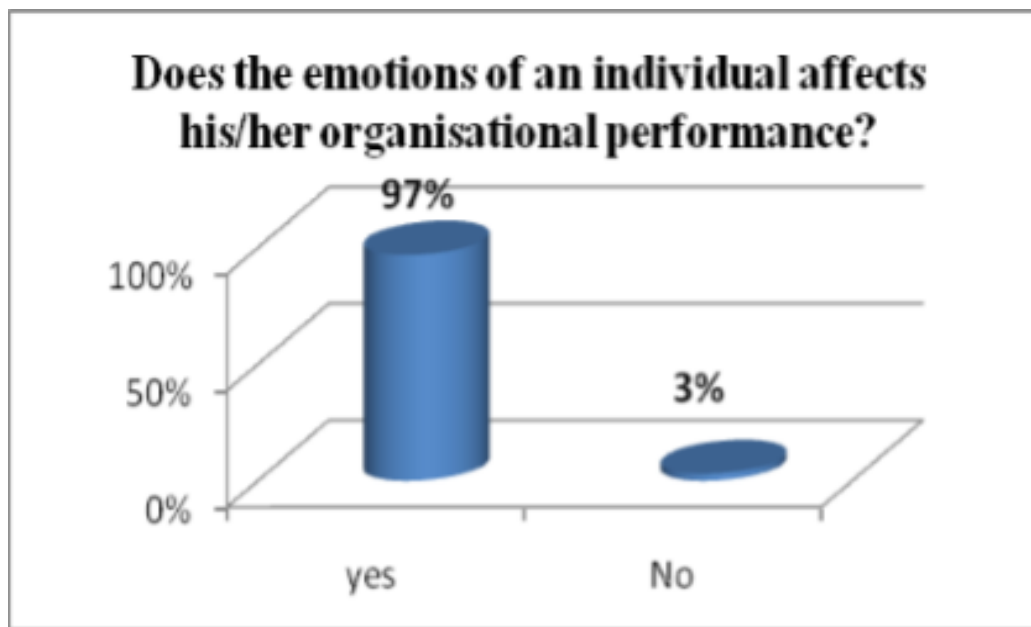


The model's left side shows three interconnected organizational elements. Leadership, recruitment, training or development human resource functions, and performance in management have a strong effect on leadership and organizational culture and climate. Which are interconnected and every one of those factors affects Emotional Intelligence by influencing relationships, and each factor affects

<sup>18</sup> Cherniss.Chapter1 4/24/01 7:47 AM Page 8

individual Emotional Intelligence and Emotional Intelligence of groups that affects Organizational Effectiveness. The model predicts that weakness of any organizational factors influences the employee relationship resulting on organizational ineffectiveness. Therefore the organizations must take action to raise employees' emotional intelligence quotient.

**Figure 9. Impact of Emotions on Organizational Performans<sup>19</sup>**



The figure shows that 97 percent of 100 survey participants say an individual's emotions affect her /his organizational performance and 3 percent say that hardly makes any sense.

<sup>19</sup> International Journal of Advanced Research in Management and Social Sciences

**Figure 10. Factors on that Organizational Performance is based on<sup>20</sup>**



The study demonstrates that Organizational Performance consists of four determinants, 31 percent say its Emotional Intelligence, 27 percent say Job Satisfaction, 22 percent feel it's Environmental Factors, and the other 20 percent say its Organizational Behavior.

Employees with high emotional intelligence are more successful in their individual and social skills in business life, and as a result their efforts can return to the institution as a profit. Considering that a salesperson cannot receive positive feedback from the customers he sees throughout the day, this employee will either lose all hope or forget about the bad day of thinking and will keep going his work with perseverance. The fact that this salesperson chooses the second option shows that his Emotional Intelligence is high, and this employee will play an active role in the success of his organization.

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<sup>20</sup> International Journal of Advanced Research in Management and Social Sciences

Several real life researches for the benefit of Emotional Intelligence for Organizational Effectiveness<sup>21</sup>:

For example, L'Oréal chose one of the salespeople based on their normal recruitment method and one part on their emotional intelligence abilities. According to their emotional competencies the selected salespersons sold 91,370 USD more than others. As a result, revenue growth of USD 2,558,360 was achieved. In addition, it was observed that the sales staff who had high emotional competencies had a 63% lower turnover rate in the first year than the other staff.

In one factory, foremen have been subjected to emotional intelligence training, which included topics such as better listening, helping employees in solving problems, accidents decreased by 50%, excuses were reduced five times, and production targets were exceeded and 250,000 USD of productivity was achieved. Production increased by 17% after the same training in another factory.

In Harvard University, Rosenthal and her colleagues discovered in a study they performed 20 years ago that people who understand the emotions of others can achieve success in business as well as in their social lives.

A study of more than 40 Fortune 500 corporations found that sales people with a high Emotional Intelligence performed 50 percent of those with medium to low Emotional Intelligence.

That same study found that technical programmers calculated in the top 10 percent of Emotional Intelligence skills were three times faster cranking out latest software than those who have lower measurements. Even more amazing, a company based in Dallas, which was able to measure all its employees, found that employees with high Emotional Intelligence were 20 times more efficient than those who have lower score.

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<sup>21</sup> [http://EzineArticles.com/?expert=Mark\\_Polman](http://EzineArticles.com/?expert=Mark_Polman)



For years, another Fortune 500 used personality evaluation in an attempt to slow down turnaround with little success in its high turn over sales force. By carrying out Emotional Intelligence assessments, including topics such as stress management, social skills and self-awareness they have been able to stop the brain drain and boost retention by 67 percent. By minimizing recruiting and training costs and improve sales through retention, the company computed that it saved over 30 dollar million.

Due to the difficult economic times we have experienced recently, a Midwest regional bank has been forced to reduce staff by 30 percent. For their employees Emotional Intelligence, the existing staff were evaluated which resulted in some changes in corporate structure. People have been appointed positions in which Emotional Intelligence is best suited to the task. The result is now that the bank generates more with fewer workers as the fewer people are already better suited to their positions and found them more fulfilling.

There was a correlation between low Emotional Intelligence and theft or deformation in 2 studies, one for retail businesses and one involving the construction sector. Moreover, people with low Emotional Intelligence score were more to have workplace accidents.

A luxury car dealer whose entire marketing plan was based on customer experience and service extended and wanted to make sure that the best customer-oriented employees were headhunted to staff the new facility. The dealer used an Emotional Intelligence evaluation test and Emotional Intelligence interviewing techniques designed to reveal a high candidate empathy. Using this process, everyone was selected from the GM to the valet. One year after opening, the new dealer was graded for both sales and customer satisfaction in the top 10 percent of the 200 car companies plus dealers.

A work by Towers Watson from both U.S. and Canadian firms revealed that firms which do a better job of communicating to their workers outperform those who do

not do fiscally. On average, a corporation with an outstanding communications program provided shareholders with a 47 percent higher return than the least communicating companies.

Interesting findings have been reported in a ground-breaking study done by Langhorn (2003) in the UK at Whitbread, suggesting a substantial relationship between Emotional intelligence and organizational productivity. More specifically, it has been observed that restaurant managers' emotional intelligence has a vital impact on the growth of annual profit. Furthermore, based on this article, the Emotional intelligence factors that are the best productivity indicators occur to be emotional self-awareness, personal relationships, corporate responsibility, reality evaluating and happiness.

Also it was found that restaurants run by managers with high emotional intelligence had shown an annual profit productivity of 22 percent compared to an annual average productivity of 15 percent over the same timeframe; this contributed to an annual growth of approximately £ 110 ML for this particular organization. In addition, restaurants run by high-Emotional Intelligence female managers showed an annual growth of 28 percent for the same timeframe, which amounted to increase of £ 200 ML. If the workers as well as managers were able to boost their Emotional intelligence as a result of group training and personal mentoring concentrating on these specific factors, it would be interesting to examine the annual profit growth for those same restaurants.

### **2.3 Improvement of Emotional Intelligence for the Effectiveness of Organizations**

Being more emotionally aware allows us to grow and obtain a better understanding about who we are, allowing us to better communicate with others and create stronger

relationships.

Kristin Robertson says that the process of developing corporate emotional intelligence requires time and patience, and likens this process to a gradual increase in steps.

1. Self-awareness
2. Social Awareness
3. Self-management
4. Relationship Management

There are several key ways an HR specialist can implement emotional intelligence in a particular organization's mix of HR actions. Depending on the organization's business context, some of those will be more essential than others:

#### *Occupational and star performers' emotional intelligence profiling*

Using an Emotional intelligence tool provides organizational knowledge of what defines outstanding performance for individuals. It typically involves performing evaluations of Emotional intelligence within and outside a target audience of individuals or managers. Using profiling provides a strong empirical basis for selection, coaching and succession planning and a comprehensive approach.

#### *Recruitment and Selection*

This includes using the evaluation of the Emotional intelligence as part of the candidate selection processes used along with other evaluation tools and techniques.

#### *Group training and Team building*

Using an Emotional intelligence tool not only as part of designing a group training or team building action, but also as the involvement itself. Using an Emotional intelligence measuring tool promotes self-awareness and produces a very important start point. If you don't know the point of starting, how do you know what to do and where to go?

### *Individual business coaching*

Use of Emotional intelligence measurement in one-to-one training. This often seems in the literature as "one - to-one." Experiences shows that most organizational coaching focuses not on hard data, but on personalities (the coach and the individual being trained). Emotional intelligence interventions provide a basis of evidence for mentoring.

### *Planning for the succession*

This involves defining a key group of vital individuals and designing an Emotional intelligence intervention that motivates this group to be effective directly.

### *"Pulse Reading" pre and post any major changes in the organization*

Using an Emotional intelligence tool to evaluate a group of individuals within a structure or across the organization. In times of big changes (departmental and corporate mergers, investments, radical organizational reconstruction), this can start providing important hints as to how to design the interventions and initiatives that are tasked with the HR structure. Also has a developmental focus to define and evaluate which elements are most useful for the development of the organization.

Developing employees Emotional Intelligence skills is essential for their professional success and for organizational effectiveness in a competitive working environment.

There are 11 ways below to improve personal Emotional Intelligence:

- Identify and respond to stress

The first step towards rising the exercises of Emotional Intelligence to find how stress feels. Do every people know how their body feels and reacts when it's under stress? Employees can easily control nervousness or anxiety when it occurs by just being attentive to the physical reactions that happen to any response. In the situations when you get anxious or angry, you can manage them easily with the support of relaxing activities which will help you to relieve.

Here are several realistic activities to do in the workplace for to relase from stress:

- To do exercise

Exercise has proven as one of the most effective ways to minimize stress, releasing endorphins all over the body that work as natural antidepressants and making you feel relaxed and calm. Workers should try meditation or yoga, core training or any other low-impact training, they all start releasing same endorphins and give you extra energy. Employers may be able to offer extended lunch breaks for those who want to work out or a paid gym membership that shows you are promoting a healthy lifestyle.

- Socialize

If at work you are stressed and all your feelings are sealed up, it will get worse. Going after work for a drink or talking with friends at lunch can help you to get the weight off your backs, you'll probably find out other people feel like they're in the same condition. It can support to make light of the situation and naturally reducing stress by having some laughs.

- Healthy diet

Everyone should know that diet is not just for weight loss, a healthy diet, and picking the right food can help to reduce stress. It's worth exploring all the types of food which help with that but it's easy enough to find in markets for all those who love snacks at work, dark chocolate, blueberries and pistachios and it's proven that it'll make the day of work easier.

- Reading

Easy and efficient, reading a book relieves stress by removing concentration from the current problems of work. Unfortunately, reading stuff on your phone doesn't have the same impacts, the brain doesn't calm down yet because of the screen's brightness, however buying a good book doesn't cost too much but keeps you entertained at breaks.

- Walking

Sometimes the simplest of ideas are the most effective for everyone. Walking in the day takes away your mind from work, provides you with fresh air so you can arrive back to review-evaluate the task. You also can tell coworkers to go for a walk, having a chat is going to relax much more.

- Stretching

Stretching out your body is another exercise that can provide you extra workplace energy, and energy decreases stress levels.

- Caring of people around

Care, even if it is a simple word and simple to do, but rarely real to be delivered or not always demonstrated. Leaders need also to learn to create the perfect heart-head balance. Being a leader, one must show a mature attitude mixed with passion and be more compassionate about creating an equilibrium between what is required of the human spirit and what is needed at work. Employees don't ever ask for hand holding to do any work, they just want their efforts appreciated and hard work done. Just show the special effort you have made by saying thank you and being a manager with high Emotional Intelligence you ought to be accurate with it.

- Develop Emotional Awareness

Many people, mainly from the fundamental emotions like anger, joy, fear or sorrow, are found to be pulling out of the emotions. The cause for that can be harmful memories or feelings of childhood by which they learn to attempt to block or shut down their emotions. Although it is possible to deny, distort or numb our feelings, they can not be completely eliminated. Therefore, in order to be healthy as well as emotionally intelligent on the emotional side, the connection with uncomfortable or strong emotions must be reestablished. Employees need to change the way how they react or the way we experience our feelings. Try to develop emotional awareness either by using some help guide to bring a stability in one's life.

- Thinking before acting

It's vital to think, so just evaluate and find out the results of your actions. Before taking any significant action, the greatest way is to put you in their shoes. This will help to determine the impact or effects of your actions in real time. Discover out how you would help someone in the team manage the negative impacts quickly if it becomes taking action that is very essential and has a negative effect.

- Using a confident communication style

Confident communication goes a very long way towards gaining respect without being too aggressive or too passive. Emotionally intelligent people, while still respecting others, know how to interact their thoughts and requires in a powerful way.

- Using active listening abilities

In discussions, people who are emotionally intelligent listen for accuracy rather than just getting ready for their turn to talk. Before they respond, they make sure that they understand what is said. Also they pay more attention to a conversation's non verbal detailed information. This stops misunderstandings, enables the listener to respond and demonstrates respect for a person to whom they speak.

- Practicing ways to keep a positive attitude

Employees must not underrate their attitude's power. If a person permits it, a negative attitude quickly affects others. Emotionally intelligent people are aware of those around them's moods and are watching their attitude appropriately. They know what to do to have a good day and a positive outlook. This might include having an amazing breakfast or lunch, praying or having coffee.

- Take criticism

Being able to take criticism is an essential part of increasing emotional intelligence. Instead of becoming offended or aggressive, high Emotional Intelligence individuals take the several moments to realize where the criticism is coming from, how it affects

others and their own performance, and how they might resolve the issues constructively.

- Using leadership skills

People who are emotionally intelligent have great leadership skills. They have higher standards on themselves and set up an example for other people to follow. They take the initiative and have a great ability to make decisions and solve problems. This enables efficiency in life and also at work to be higher and more sustainable.

- Empathizing with other people

Individuals who are emotionally intelligent know how and where to empathize. These people understand empathy is a feature that indicates emotional strength, it's not weakness. Empathy helps them to connect to others. It leaves the door open between people with different opinions and conditions for common understanding and respect.

- Being sociable and accessible

People who are emotionally intelligent become as approachable. They are smiling and giving off a positive influence. They use suitable interpersonal skills based on their connection with whoever they have around. They have great communication skills and are able to communicate simply, whether verbal or nonverbal communication.

For those who know basic human psychology, most of these skills might seem ideally suited. Thus high Emotional Intelligence skills can be easier for naturally emotional people, they can be developed by anyone. Less empathetic people simply need to practice being much more self-conscious and aware of how they behave with others. Employees will be well on their way to increasing their emotional intelligence level by using these steps.



## **CONCLUSION**

The relationship between Emotional Intelligence and organizational effectiveness has been tried to be studied in this study. In the first part of the study, information about Emotional Intelligence, in the second part, information about organizational effectiveness, theoretical information about effect of Emotional Intelligence on organizational effectiveness is given.

Individuals need to be aware of the strong and developable aspects, to manage their feelings and behaviors and to try to understand the feelings and thoughts of their families, friends and the people they work with in order to achieve happiness at every stage of their lives.

Emotional expressions such as being able to express emotions, empathy, independence, adaptability, interpersonal problem solving, ability to persevere, compassion, kindness, respect that are the basic characteristics which will lead to success for individuals today, and this can only be achieved with high Emotional Intelligence.

As in individuals, high emotional intelligence, which institutions have, will be the most effective tool in improving their performance. Relations with employees, customers, suppliers and shareholders will be carried out more effectively in organizations with high Emotional Intelligence and their wishes and expectations will be better understood and met. Thus, the institution will be able to connect to its employees and customers.

Today, in the corporations, the list of successful ones is not the employees with the technical knowledge but the employees who are able to establish healthy relationships with their colleagues, who can work in teamwork, and who are self-confident or who have high Emotional Intelligence. Now it is understood that in business life, it is not sufficient to have only high IQ and that emotional intelligence should be at the forefront. Because employees with high emotional intelligence can

motivate themselves by increasing their individual business performances and enabling a positive atmosphere to be created in their environment. It is important to know that both of them must be together in organization and thus synergy can be created more successfully for effectiveness.

Leaders who have a vital role in the effectiveness of the institutions also must have high emotional intelligence, and they play a particular role with providing employees' commitment to the institution and internal motivation, reducing the staff turnover rate, to be open to change and provide effective communication. Leaders who can mobilize their employees willingly for the purposes of the institution can be said to have high emotional intelligence.

No matter in what area of life, emotional intelligence that individuals and organizations have and the effective use of it is a key factor in achieving success.

The importance of emotional intelligence plays a leading role in the work environment as it is considered a key element in creating and maintaining effective workplace relationships. There is positive relationship between aspects of employees' emotional intelligence and organizational effectiveness.

Emotional intelligence plays an important role for the organization's employees. This paper gave a better understanding of the different emotional reasons and improved emotional control. Handling emotions is an important requirement for an organization and employees. This will help boost organizational determination, improve efficiency, maintain best talent, and encourage employees to do their best. This study shows that both emotional intelligence and job-life balance together create organizational effectiveness and improve organizational competitive advantage. Knowing the potential and natural ability workers have and helping to ensure the difference workers bring to the work environment and importance them to make it part of the achievement of the organization. The workplace must be better so that workers can have better teamwork, problem solving, increased job responsibilities,

group mission, challenges, regular work, confidence among employees. Emotional Intelligence will improve adaptability, employee empathy, leadership skills, group reporting, participatory management, decision-making, and colleagues understanding. Nowadays, most organizations accept those employees who are emotionally intelligent so they can easily face the problems in the workplace and become more productive for the company. Organizational strategies, management skills, development projects, self-awareness and self-management techniques can make emotionally smart organization. The study suggests that Emotional Intelligence is connected at every point of performance in the work climate and greatest importance today. Therefore, being successful in business plays a significant role in Emotional Intelligence.

Emotional Intelligence includes social skills: understanding how to connect with and convincing others to achieve the desired outcome, as well as resolving conflicts in the workplace and empowering people to go upwards than what they think they can do. Taken together, these qualities contribute to making up today's most effective business leadership model. A leader with a strong Emotional Intelligence is more confident, more flexible, and more ready to deal with unpredicted business challenges or attacks. He or she is also better accoutred to navigate the emotional complexities of crisis management. Lack of emotional intelligence will interfere with individual personal and professional life.

For an organization, Emotional Intelligence is a key determinant. In the study of leadership, emotional intelligence at the individual and organizational level converges. For individual and organizational effectiveness, emotional intelligence can make a big difference. To achieve company goals, a leader must have emotional intelligence to arrange personal and subordinate aims. The emotional intelligence of the leader of a group will have a strong impact on the climate of the group.

Emotionally intelligent members understand group, intergroup, and

organizational structure, especially as they impact emotional functioning and they can work with those structure for the benefit of groups of people and their organizations.

Competencies in emotional intelligence help decide how people define and express themselves, how they develop and implement social relationships, how they deal with changes and difficulties, and how they use emotional feedback within the workplace. Emotional Intelligence isn't really static, but can be cultivated with dedication and investment from the organization.

Incorporating evaluations of emotional intelligence in an organization is a price-conscious and effective way of enhancing the overall effectiveness of organization. Other emotional intelligence implementations also have a quantifiable impact on the development of organizational effectiveness. Organizations that integrate emotional intelligence in the development of administration in two or more ways are more effective than organizations with much less implementation of emotional intelligence.

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