

A Theoretical Assessment on Emotional Intelligence as a Competitive Managerial Skill

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Abstract

Emotion as the main motive underlying the human behaviors is a concept that has been researched by many disciplines in the social sciences. Deriving from behavioral studies on emotions, *Emotional Intelligence* as a critical concept in organizational behavior studies is attached to the assessment of employee motivation and performance drivers. In this study, a theoretical framework for the emotional intelligence in workplace has been assessed. The major contribution of the concept in competitive business strategies from managerial scope has been evaluated.

Key Words: Emotions, Emotional Intelligence, Courtesy, Efficiency.

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Introduction

As an individual, emotional intelligence is the ability to be aware of our own emotions, to recognize feelings of other individuals, and to adopt effectively these as guide. As business life changes, qualities required to stay standing also change. All of these changes have increasingly changed value of the emotional intelligence. Increase in pressures in the environment of work adds a new value to people who motivate himself and other individuals, show initiative, and optimistic so that can deal with misfortune and defeats.

The emotion world that is the main motive underlying the human behaviors is a concept that has been researched by many disciplines in the social sciences. It has been the study and research subject of psychology, sociology, behavioral sciences, administrative sciences and educational sciences; there are also thesis, articles and books written and

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symposiums held regarding the subject. Hypotheses and claims put forward by the measurements and surveys carried out have been moved to solid grounds and it has been tried to bring them to reality.

Studies concerning IQ (Intelligence Quotient), called as intellectual intelligence, dates a quite long way back, and it can be seen that the studies concerning EQ (Emotional Quotient), called as emotional intelligence, and are relatively much newer. Theoretical infrastructure of the emotional intelligence depends on the concept of social intelligence, which was put forward in 1920s. As a stand-alone concept, the concept of emotional intelligence appeared in the doctoral dissertation of Israeli Psychologist Dr. Reuven Baron, at the beginning of 1980s. Emotional intelligence includes emotional abilities such as describing and expressing the emotions correctly, integrating the emotions into cognitive processes, understanding the emotions and the effects of emotions on different conditions (Law, Wong and Song, 2004: 485).

Until today, by means of the studies they carried out, many scientists and researchers have examined subjects such as the definition of emotional intelligence, the intellectual intelligence and its differences, emotion groups, emotional intelligence abilities, differences between them according to genders and the dimensions of emotional intelligence. In consequence of the studies carried out; there have been significant developments in the administrative sciences just as many other fields, in the light of information and findings obtained. The humans, who became the labor factor with their physical power, are now being considered as the element that has made difference in enterprises with its mental and emotional power. It has been suggested that the effect of emotional power on the business and social life, is quite a lot more than the intellectual intelligence. Emotional intelligence has been considered as the main problem of not achieving the same success in the business world of the individuals with an evolved intelligence or cognitive intelligence, who are quite successful in their academic life. It has been emphasized that the emotional intelligence is one of the most important characteristics that an entrepreneur, administrator and leader are required to have. The importance of emotional intelligence for the business motivation, performance and career development of the employee, his/her communication with the environment and for his/her success, has also been put forward.

2. Literature Review

At first, it is required to insist on the concept of emotion because emotions are the most important building block to indicate situation of an individual. In addition to this, main concept of the emotional intelligence is emotion (Yaşarsoy, 2006, p.3).

Emotion is the basis for our entity, and gives meaning to our lives. It provides system of significance and meaning in the development and ending period of our career lives as well as our lives (Cooper, Sawaf, 2010, p.8).

In the dictionary of Turkish Language Society, definition of *emotion* takes place as “impression created by a significant object, event or individuals in inner world of human; ability to evaluate objects or events in terms of moral and esthetics; a specific spiritual movement and dynamism” (Dictionary of TLS, 2013).

Oxford English dictionary defines the emotion as “any disturbance or movement in mind, feeling and passion; any severe or stimulated mental condition” (Goleman, 2012a, p.373).

It is an important means in order that individual can be attuned to nature and society. In addition to this, in a general manner, it is the intense feeling for someone or something (Özaslan, et al., 2009, p.100).

It is ability to use feelings properly. It is quite an important and critical ability in order to deal with environment of career choosing period which changes quickly (Edizler, 2010a, and p.2981).

Hochschild, who analyze effects of feelings of individuals in work lives on career developments, defined the term of “emotional labor”, which he used the first time, as “management of the emotions by using desired gesture and physical the indicators that can be observed as a part of labour role” (Hochschild, 1983, p. 7, transferred by Keser, 2006, p.103).

Emotional labor can be defined as presenting the emotions are accompanied by the situation of individual, managing these emotions, and having the ability to plan and control. Emotional labor, which is presented by managers as to touch emotions of workers, is one of the important factors in providing efficiency expected from the presented labor (Edizler, 2010A, P. 2980).

Emotion is a concept that affects all the behaviors of the individuals and determines their view of life throughout their lifetime, from the moment they begin to exist. It is also the basic element of the emotional intelligence concept. According to the definitions made, it can be expressed as; the individual being aware of his/her own situation, being able to emphasize with others in order to understand their feelings, and channeling the individuals in the direction of personal and organizational purposes, by managing this mutual emotional interaction with the right communication. Each study carried out for years, supported and enhanced this definition. Several doctrinaires like Goleman, suggested that, the actual emotions that create our emotion world, are; rage, sorrow, fear, joy, passion, wonder, repulsion and shame. The effect of emotional intelligence especially on people’s social an organizational life, is enormous; yet, determining its extent of limits and impact size, still remains as a research subject.

3. Emotional Intelligence Aspects of Entrepreneurs

3.1 Emotional Clusters

For Goleman, some theorists claim that there are main emotion clusters. Here are studies about main emotions creating these all combinations of emotion, and major emotion clusters are these (Goleman, 2012a, p. 373):

Table 1 : Emotional Clusters

<i>Anger :</i>	Rage, invective, resentment, vindication, grudge, disturbance, hostile, exhaustion.
<i>Sadness :</i>	Pain, melancholy, self-pity, loneliness, boredom, despair.
<i>Horror :</i>	Anxieties, illusion, willies, astonishment, pressure of conscience, unrest, shy.
<i>Enjoyment :</i>	Happiness, enthusiasm, relief, satisfaction, pleasure, joy, fun, excitement.
<i>Love :</i>	Honoring, friendship, confidence, favor, close interest, loyalty, conversation.
<i>Surprise:</i>	Shock, astonishment, consternation, curiosity.
<i>Disgust:</i>	Scorning, contempt, disgusting, execrating, dislike, repulsing.
<i>Shame:</i>	Guilt, embarrassment, disappointment, remorse, humiliation, worriment.

Studies on emotional intelligence has begun by researching why individuals cannot be always the best in work and special lives despite their academic intelligence levels are at top levels (Acar, 2002, p.55).

Term of emotional intelligence appeared, firstly, in the doctoral thesis of Dr. Reuven Bar-On, Israeli Psychologist, in the early at the beginning of 1980's; then, a wide-ranging theory for emotional intelligence was presented by Peter Salovey, Psychologist from Harvard University, and John Mayer, Psychologist from New Hampshire University, in 1990 (Goleman, 2012b, p. 446; Mayer, Salovey, 1990, p. 185-211; Kaya and Kozak, 2006, p.576).

Mayer and Salovey insisted on emotional competences that can be developed by training and experience; in order that providing convenience for researches to be done about this subject, they and Caruso created an emotional intelligence test called "Multifactor Emotional Intelligence Test (MEIS)" for evaluating emotional competences in 1998. Afterwards, this test was developed and was made much more reliable, and then it was called as "Mayer, Salovey and Caruso Emotional Intelligence Test" (Salovey et al., 2003.p. 642-643).

From Harvard University, American Psychologist who responsible for behavioral and brains sciences, and old reporter of New York Times, Daniel Goleman, is one of the most important people featured the subject by his study on emotional intelligence. He tried to prove that competences of emotional intelligence are more important than IQ called intelligence, in his book "Emotional Intelligence" published in 1995. Goleman has defined emotional intelligence as "recognizing our feelings and other people's feelings, self-motivation, and ability to manage the emotions inside us and in our relationships." (Kaya and Kozak, 2006, p.576).

Davies developed a four-dimensional definition of emotional intelligence after learning the whole literature of emotional intelligence and so he is another scientist who contributed to subject. These dimensions include topics such as understanding and organizing of a person's own feelings by himself, exposing these feelings to other person, to understand feelings of other person (Doğan, 2007, p.212).

Role of the emotion has increasingly been a subject to be concerned in high-level life experiences of people. The belief that emotions have contribution not only to intelligence but also to be satisfied in life, is supported by many research results done on emotional intelligence. Emotional intelligence, which defines competences about evaluation of an individual's feelings and other people's feelings correctly, exposing these feelings, and making a distinction between these feelings, and then using the obtained information in his/her behaviors, is as effective as the other factors in determining achievement of individual in work life and career life, as well as his/her special life (Acar, 2002, p.210).

"Emotional intelligence is ability of being aware of his/her own emotions, recognizing feelings of people around his/her environment, managing and using these by organizing effectively" (Eren, 2010c, p.376).

As determiner of the achievement of individual in life, emotional intelligence is the combination of personal competences and abilities related to perceive and recognize his/her own feelings, to control these properly and to provide self-motivation for his/her goals in life, and of social competences and abilities related to recognize feelings of

others, to feel empathy and to be able to get touch with people around him/her through good relationships (Acar, 2002, p. 215).

As we go to the depths of emotion world, we begin to understand why many human behaviors basically occur, how these are created and which results they lead to. And emotional intelligence abilities, are the positive reflections brought to humans by the evolving emotional intelligence. According to Salovey and Gardner, emotional intelligence abilities can be collected under five main titles: Self-consciousness, managing the emotions, self-activation, understanding others' feelings and managing the relationships. Moreover, when positive effects of evolving emotional intelligence on the individuals are considered, it can be seen that there are quite different abilities that come up by gender. As the emotional intelligence is open to interaction with external environment and becomes improvable in time, it has also been observed that the emotional intelligence showed different effects on different genders. This is the consequence of upbringing the girls and boys with different emotional approaches by their parents, schools and social environments.

3.2 Emotional Intelligence Competencies

If conscious competencies that each person has in every position and every field are better than each other, it doesn't mean that leader is successful; the thing that makes a difference between the worst and the best are emotional competences (Edizler, 2010a, p. 2981).

Of course, having only emotions is not enough. Emotional intelligence allows us not only to learn recognizing and evaluating our own feelings and other people's feelings, but also to project the information about emotions, and energy of emotions onto our lives and works effectively, and to give proper reactions to them (Cooper and Sawaf, 2010, p.12).

Salovey has grouped emotional intelligence competences under 5 main topics, together with his colleague Gardner (Goleman, 2012a, p.73).

Self-consciousness: Self knowledge, recognizing that an emotion is creating is the basis of emotional intelligence.

Handling the emotions: While people with weak competences to cool him/ her to down and to break pessimism or touchiness struggle consistently with unrest, those who are powerful can recover him/her after encountering unpleasant surprises and problems in life.

Setting himself/herself into action: To be able to gather the emotions together, in the direction of a purpose, is required to be able to take care, to set himself/herself into action, to keep his/her balance, and ingeniousness.

To understand other people's feelings: *Empatheia* term, which means "to feel one's soul" in Greek, has been used for "competence to comprehend subjective experience of the other" by esthetics theorists, at the first time.

To be able to maintain relationships: Art of relationship is the ability to manage mostly other people's feelings. Principle of art of relation with people consists of understanding feelings of other people, and of going into action for the purpose of directing these feelings.

3.3 Emotional Intelligence Competences in terms of Gender

One of subjects emphasized within emotional intelligence is gender. Girl and boys are educated by families through different emotional approaches. Voices and words used by parents are different while they showing love their daughters or sons. Mothers use more emotional statements when they tell stories their daughters in comparison to their sons. Lessons given either gender about handling emotions are quite different (Tuğrul, 1999, p. 16-17).

Men, whose emotional intelligence competences are high, have high intellectual interests but they are individuals who have no inclination to be balanced, extroversive, cheerful, and coward or to think deeply in social aspects. They are at peace with themselves and their social surroundings. They are thoughtful and also care about other people within relationships. In addition to this, they appear to critic, self righteous, precise, controller for emotions, shy about emotional experiences, distant, reckless and unfriendly in terms of sensuality. As for women with high intelligence, they are individuals that state their emotions fluently, that have intellectual confidence, that can put their emotions into words directly, that can look themselves and their surroundings positively by finding a meaning in life. Besides, this kind of women have tendency to anxiety, contemplation, guilt feelings, and also are individuals who avoid to proclaim their angers clearly (Doğan, Demiral, 2007, p.213-214).

While girls take more information than boys, boys are informed about the results of the emotions such as anger. Women that develop ability of language before the men will become more experienced in terms of explaining their emotions. In contrast this; men that are not motivated to put their emotions into words might be more senseless in terms of evaluating other people's emotions. These learning differences between two genders will cause different abilities between women and men. While men minimizes their emotions about vulnerability, guilt, fear and pain, women become skilled at of reading emotional signals, exposing and transmitting their emotions. In short, each individual has a different combination of cognitive and emotional intelligences. Besides, each aspect adds different features to individual (Goleman, 2012a, p.179-181; Doğan and Demiral, 2007, p.214).

Women are more successful at self-awareness, relationship-controlling aspects of emotional intelligence, and empathy; men are more successful at some subjects such as being sure of themselves, adopting easily and handling stress (Goleman, 2012a, p.181).

3.4 Aspects of Emotional Intelligence

According to Goleman, there are five items of emotional intelligence as indicators of emotional intelligence. These five items group in themselves, and each field comprises the competences needed in emotional life and to communicate with somebody effectively.

3.4.1 Self-awareness:

Self-awareness, which is defined as being aware of himself/herself and his/her emotions, is basis of emotional intelligence. Leaders, who are aware of their own emotions, have high self-confidence. Because of being aware of

their capacities, they know how much risk should be taken in the business they have taken, and they don't take businesses which they cannot handle. It is thought that these leaders with these competences are more successful because they are aware of their competences, know where they need to help and can ask for help in the areas where they are insufficient. Because of this, sufficiency for self-awareness is a precondition required to leadership (Erdöğdu and Kenarlı, 2008, p.65).

Emotional awareness that is one of the components of self-awareness and of main emotional competences means being aware how our emotions affect our behaviors. This awareness guides us to understand correctly feelings of people around us, to harmonize with them, to develop our competences about leadership and work life (Goleman, 2012c, p.72).

Being aware of our emotions allows us to understand how we should give response to other people, opportunities and events. And this presents self-awareness as the most important one among emotional intelligence competences (Dağlı, Silman and Çağlar, 2010, p.26).

Another component of self-awareness, self-confidence, is to be confident about his principles by feeling his own principles and competences. General features of those who have self-confidence are to be able to confidence make the others feel this, to be able to put ideas that cannot be admitted easily into words, to be decided, to be able to make healthy decision even though he/she is under pressure (Şahinkaya, 2006, p.37; Goleman, 2012c, p.71).

Process to self-confidence continues with that person, who knows himself, loves himself/herself, can think positively and after that develops communication skills by expressing himself/herself (Yaşarsoy, 2006, p.56).

Self-confidence is to be able to move for a difficult decision to be made in the determined way that individual believes and in the direction of his/her team follows, although authorities object, or despite the disagreements (Karmyshakova, 2006, p.106).

3.4.2 Getting one's act together:

Managing our motives and handling the disturbing feelings generates essence of certain emotional competences. The most important features of aspect of getting one's act together are solidity, conscience, orientation, innovativeness; but the major feature is self-audit. In sum, self-audit is to be able to control destructive feelings and motives which an individual has in that time (Goleman, 2012c, p.106).

Self-audit is the competence to manage possessed sources, emotional capital and humanistic motives. This doesn't mean that suppressing all emotions or being shackled by emotions. This means that emotions should be presented in a balanced and harmonized way. An important aspect of self-audit ability is self-discipline. Self-discipline is required to control behaviors, which cause to feel unwell, and to focus in a better way by determining his/her own priorities in life (Dağlı et al., 2010, p.33).

Directing emotions is the ability to know emotions well and to protect emotional intelligence from being active, by keeping mind in the rationalist mind managing. It can be defined as making emotions imbedded in subconscious

harmless by handling emotions in an effective manner, and know how to live the moment (Polat and Aktop, 2010, p.6).

As a human, gathering emotions around a purpose is an important factor in order to be able to motivate him. Delaying content and impulsive behaviors brought along emotional self-audit is an important feature that will bring success (Onay, 2011, p.25).

There are emotional impulses such as anger and disappointment which waken people and function as intuitional impulses as well. Demand for making an inappropriate and harmful speech appears especially when we are tired and nervous. When this feeling comes, it should be handled by controlling the reaction by means of directing the attention to a constructive aspect. Impulses, which have been made a habit, affect the success in the relationships negatively (Cooper and Sawaf, 2010, p.40).

3.4.3 Motivation

Motivation is the general concept that includes demands, requirements, impulses and concerns. Motives allowing the organism to get into action and be stimulated direct behaviors of the organism to certain purposes. These two features are motivated when behavior of the organism develops (Cüceloğlu, 2011, p.229).

Amygdale is the general brain cycle with motivation. In the emotional memory of Amygdale, memory, feeling and habits related to stored activities, and also emotional learning, which lets people enjoy what they are interested in, are stored. Brain disorders disrupting function of amygdale, is the field where the primary situations for an individual are determined, can cause motivation disorders (Yan, 2008, p.21).

According to another view, motivation is to encourage and convince workers that they can meet their personal needs in the best way if they work efficiently. Motivation allow individual to determine his/her priorities and works, and to present the expected behavior by activating his certain motives (Akçadağ and Özdemir, 2005, p.438; Keskin, 2013, p.1).

According to stated definitions, three main factors underlie motivation: providing individual show the expected behavior, directing and maintaining the behavior, being happy because of performing this behavior. Main purpose of the motivation works conducted in organizations is to allow individuals to be beneficial for their own progress and works that are suitable for organization interests. Despite these works, motivation factor affecting everybody equally may not be demonstrated because a factor that is valid for an individual may not be valid another individual. A repellent power for a worker may not affect another one. Here are these factors can be varied by social needs, education level, social values of individual (Örücü and Kanbur, 2008, p.41).

Motivation playing an important role in performance of organization and worker is the most important factor in order that personnel can show the behavior which is suitable for the purpose of organization. If a manager wants to an increase in performance, he/she should consider personnel's demands, feelings and all factors which have an influence

on them. Main purpose to use of motivation is to provide that workers can show a performance at highest level (Ağırbaş, Çelik and Büyükkayıkçı, 2005, p.143).

Main purpose of the motivation is to allow to workers to work in an effective and willing way. If manager use his/her knowledge, ability and powers in order to provide motivation that is a directing power in works of organization, and also works wistfully in the direction of purposes of organization, it means that this manager is successful. There are two features which makes management difficult. One of them is that management is about the behaviors of individual, and another one is that difficulty for directing people to certain purposes. Developing the work environment is the first and the last stage for work content (Özdemir and Muradova, 2008, p.147).

Although there are some behavior pattern that don't need to motivation, motivation is the basis of all conscious behaviors performed by workers. For this reason, wage earners should be motivated; to motivate means that all convincing actions supplying to be close to purposes of organization (Köroğlu, 2011, p.141).

If methods practiced to make all presented purposes real suspend us from the major purpose, wage earners can exhibit an attitude against these methods in contrast to what is demanded. If specified methods provide the belief that wage earner will be more contented, it will be more willing about reaching standards (Gül and Gökçe, 2008a, p.387).

One of the most important factors for manager is to act in accordance with purposes of organization. Emotions caused this change in the behavior are love, fear and duty. When individuals are motivated by fear, they do their duties because of obligation; if there is duty motivation, they will do their duties because they have to do; if there are works done by love, individuals do their duties intentionally. Inner motivation is the basis for all behaviors. However, motivation may not be always for conscious needs; there may be factors in motivating which individual are not aware of them. People can be motivated or demotivated (Özdemir and Muradova, 2008, p.148).

Human is a complex entity, and so his needs can be varied. It can be seen that individual's motivation is not one-way, on the contrary is multidimensional because different needs felt and behavior patterns presented in different conditions are multidimensional. Social and psychological requirements needed by wage earners are as important as essential needs of individuals. Managers, who are aware of the importance of these needs, can read sufficient economic, social and high-level needs in order that individuals can be motivated, have increasingly become important. In formation of expected behaviors, people, who can analyze these all mentioned factors, in a good manner, and also provide effective communication by understanding individuals, will make expected success for management real (Atmaca, 2010, p.68).

Behavior, purpose and need are main concepts about motivation. There are an agreement that needs are the most suitable for analyzing. In motivation process that is for meeting the various needs, managers should be aware of behaviors, should analyze behaviors and should be conscious of people can be different. Motivation level of worker is directly proportionate to meet his own acquisitions and personal needs (Ağırbaş, Çelik and Büyükkayıkçı, 2005, p.342).

In motivation process, at first impulses that are reason of individual's behavior should be determined, and then individual's environment factors should be taken into account. Finally, there should be a purpose for the goals of performed behavior (Anık, 2007, p.135).

Major elements affecting motivation are skills such as perception competence, making an effort, take a step to real purposes, focusing on duty and self-audit (Dede and Yaman, 2008, p.21).

Developing the behaviors provides work content by manager, is the basis for efforts to motivate workers. These efforts will provide personal content for both sides, and also will make purposes of organization real. Due to individual's behaviors are complex, it may not be possible to form standard factors for providing motivation. While these factors arising from inter-personal differences make the manager successful in an organization, they make him/her unsuccessful in another organization. The major point about this subject is to be aware of and to use incentive instruments required for motivation. Motivation plans, which are practiced depending on these incentive instruments, will be successful (Eren, 2010c, p.516).

3.4.5 Empathy

Empatheia term, which is used as "feel one's soul" in Greek, is the basis for directing and activating behaviors and feelings of individuals, as required, and for establishing relationships. As an individual, the way of exposing our feelings is an important social competence (Goleman, 2012a, p.140).

To put himself/herself into person's (communicated) shoes and then to be able to understand this person's feelings and ideas means empathy. Empathy has a great importance in solidarity. However, it can be difficult to empathize with other side if individual has problems which he struggles inside of himself. In order to empathize with other side in a good manner, messages coming from the other side should be well-understood. In addition to this, the person feeling empathy with someone should be able to transmit this to other side, correctly. In short, it is important to understand feelings of other side, and to state this correctly as well. To be individuals who are not defensive and try to find similarities among the differences, are the features so that emphatic communication skills can reach to high level (Uztuğ, 2006, p. 211-212).

As an individual, your way to have a talk with another person demonstrates important information about listening skills. Sensibility for the feelings of another person is related to deep communication link established by us. In order that communication can give the required effect, relations between individuals should be strong. Messages that we want to transmit to another person don't rely on the understanding of another person, but on the message we want to give. Listening skills are the most important among the competences that will make a difference in communication. The first condition for listening carefully is to be confident that we hear correct, to internalize words that we have heard by repeating in ourselves, and to pass beyond to say (Goleman, 2012b, p.112; Goleman, 2012c, p.223).

According to the news with the topic "From Research World" that was published on Hurriyet newspaper (10.03.2004), in a research done by British scientists, it was seen that empathy activates the field of brain which is about the pain. For the women took part in the research, the more they feel the problems of the other side, their centers about the pain

in brain become more activated. Scientists think that when an individual see some people who are in various feelings, they begin to imagine the same situation unavoidably. Empathy has an important place in permanence and quality of sympathy relationships with other people. But it has been still unknown which neurologic processes are related to this unconscious competence.

Basis of empathy is to be able to perceive before the emotions felt become known. People can prefer telling their emotions by tone of voice, facial expression and many other non-verbalized methods rather than telling by word of mouth. These most elaborated communications, and competence to perceive them are related to self-audit and self-awareness belonging to individual. Individuals, who cannot dominate his /her own feelings, won't be able to evaluate state of mind of other people. In order to understand emotional signals of individuals in the best manner, individual should be able to push his/her emotions into the background. To be closed for the clues of humanistic relations is the clear sign that individual has sucked into his/her feelings. The most important feature of empathy is self-awareness (Goleman, 2012c, p.171).

In the charismatic attitude of leader, one of the most important factors that will contribute to organization adjustment process is empathy. Sharing emotions is an important factor for emphatic effort. Effective leaders should make an effort to share feelings by putting himself/herself into other person's shoes within the proper methods. To be able to understand perspectives of other people can establish a strong guide system which allows leaders to keep the behaviors wanted to be practiced under control. Empathy is one of the most important competences in efficiency of leader. It can usually be a subject for scientific studies and researches (Edizler, 2010b, p.144).

Leaders with empathy competence can perceive the emotional signals correctly in the environment by intuiting the emotions that are felt but can not be put into words. In addition to this, to understand perspectives in the environment is not hard at all for the leaders who are a good listener. In management of the groups in which various perspectives and different characters exist together, the most important skills of the leader are effective listening and empathy. Leaders with high-level social intelligence are aware of social networks and key potency relations.

Leader with this competence is aware of the wordless rules in the environment, and political powers that are possible partners. Managers, who can follow needs of clients and the content formed by the needs that have been met, are individuals whose service competence is high (Goleman, 2012c, p.264).

To be able to act with empathy is not only related to social intelligence, but also it is an important biological function of us. A part of our biology about the empathy consists of mirror neurons. Mirror neurons activate reactions of individuals, and emotion and empathy are formed here. These neurons save everything as are, and are in several points in brain. This biological structure is one of the clear indicators that why we show understanding by empathizing when we see sad people. Mirror neurons system that allows us to establish relations with other people is skilled in understanding intents of the others, and also social meaning of these intents (Aktaş, 2013).

According to Researcher of empathy, Martin Hoffman, basis of moral can be established by empathy as well; because to share feelings of people, who are suffering or are in danger, develops sense of help. Empathy is the basis for many

ethical behaviors. One of the moments when empathy turns into an ethical action is that the empathy when we felt with a suffered person and that this empathy is most likely to activate the audience. There are some findings that empathy level of an individual has effect on his/her moral standing. In the researches in Germany and America, it has been determined that emphatic levels of the sensitive individuals are high about using exhaustible resources in the world for the benefit of people (Goleman, 2012a, p. 148).

3.4.6 Social Skills

Social skill can be defined as the purpose, motivation and sensitivity for social transmissions which are varied by individuals. The individuals that have these skills can evaluate critic points of the environment in a good manner. They have complex social information on personal relations and appearing situations (Acar, 2001, p. 63).

According to Goleman (2012c), social skills are the basis of some competences in the terms of handling emotions of other person masterfully:

3.4.7 Effect

Using effective conviction methods is called “effect”. Besides, it is one of the essential social competences (Goleman 2012c, p.214). Conviction skill of an individual, who has effect skills, is high (Acar, 2001). According to Turkish Language Association, conviction means “making someone believe a subject”.

No matter how high the intellectual information of an individual is, having conviction competence will bring him/her a step further in inter-personal relationships. This subject is important especially for the fields such as engineering, science and medical where it is studied by overcoming several obstacles mostly in terms of academic skills. Even though high-level academic information is required to be successful in certain works, this cognitive information is not enough by oneself. Competence to convince other side should be available as well as these features. Individuals without these features have difficult in establishing coordination required to works that are suitable for the purposes of organization, and apply standard strategies instead of strategy that will be the most effective one. They insist on working by their own perspectives, and can cause negative effect because of being closed to reactions and critics (Goleman, 2012c, p.219).

3.4.8 Social Competences

People, whose emotional intelligences are high and also who have the competence to affect emotions of the others, are successful about having the effect they want on the other people. Leaders attempting a work by the proper behavior to attempted work and affecting the audience by their own behaviors are the individuals who can use their emotional intelligences (Acar, 2001, p.63).

If the following conditions occur, verbal communication will be more convincing (Cüceloğlu, 2011, p.552):

Table 2. Verbal Communication Factors Affecting the Attitude Change

Source of Communication (talking person)
1) <i>Being perceived as an expert in the subject he/she talks,</i>
2) <i>If there isn't any self interest in this subject (if he/she is a reliable person),</i>
3) <i>If he/she has got a good appearance,</i>
Message (the content of the talked subject)
1) <i>If it is reasonably different from the first attitude of the listener,</i>
2) <i>If it consists both in favors of and against the discussed subject,</i>
3) <i>If it creates reasonable emotions and excitements such as fear or desire which will drive listener to behavior,</i>
4) <i>If it is repeated in a reasonable frequency,</i>
5) <i>If it gives advisor and detailed information about what the listener should do</i>
Listener:
1) <i>If he/she gave a promise that he/she will make a statement supporting the view point of talker,</i>
2) <i>During the speech, if he/she occupied in a way that he/she will think an opposed idea to view given by talker,</i>
3) <i>If he/she is interested in the subject personally,</i>
4) <i>If he/she is in a good mood.</i>

3.4.9 Communication

Communication is the meaning of the term that is “communication” in Latin, and is from “communication” word in French. Communication consisting of sharing, exchange and a qualified interaction, is more than a simple message connection. Communication means transferring emotions and ideas by means of all kinds of conceivable methods. Meaning of the communication is that declaration of emotions in the social life formed by the individuals who tell the events and various changes each other, transfer information about the subject each other, and share their own solution about the occurring problems. Communication is a mutual situation as message exchange (Çağırıcı, 2007, p.32).

The most important process of the management is communication. It is the major competence in terms of efficiency for organization. Communication consisting of multiple dimensions such as transmitting message, receiving-understanding, accepting-rejecting, will be failed by some emotions such as enmity, fear, and lack of confidence. Two most important factors coming into prominence in effective and productive communication are adoption and reliance. As an individual, being able to elude emotions felt and ideas thought in that moment, and to be in touch with people is required high-level performance. It is mistake to think the communication process, which is quite complex, as techniques and tools. In order to establish inter-personal networks and to be able to understand the message we want to

transmit, it is required to understand the organizational environment where people are in together, correctly (Alkan, 1983, p.15).

In daily relationships, non-verbal communication is used rather than written and verbal communications. Our faces, voices, bearing, and gestures give clues about what we feel in that moment. In traditional societies in which relationships between women and men are limited, “langue of the eye” can state feelings. According to psychologists, 85 percentage of the communication used in daily relations is provided through non-verbal communication, the remained (15%) is provided through the verb (Cüceloğlu, 2011, p.272).

As effective communication provides a better performance and work-pleasure in the organizations, organizations cannot reach their purposes and survive if there is no communication. Communication means transmitting ideas and thought from a person to another person. Communication is not only an instrument that provides regular operating of the structure in the organization, but also is a technique that can influence behaviors of individuals. Communication is a fact that provides integrity of whole organization as a neural system (Atak, 2005, p.59).

Communication is one of the main instruments used by manager to have works made, and plays an important role in organization activity. Purpose of manager is to serve the purposes of the organization with the work he had other people made by transmitting what he want and when he wants it through communication. Efficiency of the organization, where the manager is in activity, is related to his success in the communication. Inter-personnel harmony, coordination, solidarity and relations to be established in the organization are related to main relation between them. Providing this main communication and harmony will create strong relations (Halis, 2000, p.218).

A good relation provides personal activity in order that workers of organization can reach the purposes. Only effective communication can provide effective and productive works in reaching the purposes (Şahin, 2010, p.30).

Communication is very important for the groups coming together for a mutual purpose. Inter-personal proper communication, between these groups, is provided by communication. Communication is an important factor to maintain existence of the organization, and also has an important role in all of the remained processes. It is not possible to practice purposes and management functions, which we want to make real, without organizational communication. In order that organization can be active and sufficient in communication, it should be acted coordinately in the direction of these and through cooperation (Durğun, S, 2006, p.120).

There are seven communication factors as sender, perception, message, channel, receiver, feedback, and noise. One of two factors required to communication is sender. Sender turns the ideas that can be transmitted as message into symbol, and then sends these symbols to receiver by means of certain news channels. Perception that is valid for both receiver and sender is the evaluation form of messages by persons. Perception is an item that has an important place in every part of communication. Its purpose drives the other side to the behavior wanted to be performed. The most important subject affecting the behavior wanted to be performed positively is that receiver understands the message correctly. Message is another factor of the communication process means all kinds of dialogs, and indicates ideas and thoughts of the sender, and consists of symbols such as gesture, mimic, spoken words, written words sent in order that

receiver understands. The way of sending this message is called channel. We can say telephone links, one-to-one talking as examples. Channel is the communication between brain and five sense organs of an individual. Receiver is the person who receives the message through the channel. After the receiver understands by five sense organs, communication process will end. Feedback process starts after perceiving and solving the content of the message. For the purpose of responding the message sent to it, feedback prepares a different message as a response to this message, and then transmits it to sender. After all, feedback process will be completed. Noise is a factor that has an effect on the communication process, and sender may create noise when he/she is destitute of transmitting the message, or noise may occur in decoding process if symbols are insufficient (Eren, 2010c, p.358-360), (Koçel, 1999, p.381-388).

As a result of evolving emotional intelligence, the positive attitudes and behaviors occurred in the individuals, have been collected under five titles, and defined as emotional intelligence abilities. These abilities were multiplied as they had been developed and researched thoroughly, and the intelligence dimensions were put forward. According to Goleman, these are: self-consciousness, getting his/her acts together, motivation, empathy, social skills, impact and communication. Self-consciousness can be defined as the individual's awareness of his/her own emotions, skills, weaknesses, capacities and motivation sources. Getting his/her own act together, that we can also call as self-control, means managing individual's own motives. Motivation is a powerful emotion type, which helps the individual focus on certain targets, then act towards them. The word empathy, used to indicate the expression 'feeling inside' in Greek, is a concept that makes the individual feel like other's do, instead of understanding their feelings. Social skills are defined as observing and managing the social environments that the individuals are present. Impact means affecting the people around with the power of persuasion, thus managing them more easily. Communication, means conveying the emotions and thoughts to the other party, rather than a simple message exchange.

4. Conclusion

As the secrets of the emotion world are revealed, the mankind would become a less mysterious being. If the reasons underlying our behaviors can be found out, maybe the problems would be gone for a lot of people. For instance; a marketer trying to find out the reason underlying the purchase, a leader in desire of making the masses follow him/her, a CEO trying to manage thousands of employees, a youngster dreaming of being the most popular one in his school, and a lot more..

While all the skills that appear alongside the evolution of emotional intelligence, makes us more social, effective, motivated, controlled, and open to communication, self-confident, briefly more merciful, it also makes us more successful. The researches carried out, suggest that these skills are the elements that are also the candidate of making each individual a better executive, particularly in the business world. Social intelligence is the leading characteristic that entrepreneurs and leaders are required to have.

Social intelligence helps the executives to understand their employees better by using their empathy skills, and to be understood by the other party as they are now able to express themselves much better. Thus, it helps the communication to be established on a more healthy foundation. A healthy communication narrows down and

minimizes the fields of conflict. Therefore, the determination of problems and the solutions can be seen more clearly and thus, the results can be obtained more easily. While executives with self-consciousness, brings their strengths into the forefront, they try to compensate their weaknesses and therefore, they make a reliable impression. As the employees are more motivated and have higher performances, their productivity is increased. Now, it can be clearly seen that the contribution of emotional intelligence to the executives and employees in terms of the business world, is extremely high.

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