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A Study on Emotional Intelligence and Its Effects on Job Performance

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ABSTRACT


Today, it is argued that being successful in business life stems from having emotional intelligence and using it effectively. Emotions are among the inseparable elements of both our daily life and our business life. In particular, the expectations of new age life make it more important than ever for people to understand their emotions by forcing their emotional infrastructure. In this direction, it is seen that today it is not enough for employees to have a high IQ (Cognitive Intelligence), and emotional intelligence comes to the fore in order to achieve success. The purpose of this research is to determine what the concept of emotional intelligence means and the possible effects of emotional intelligence on job performance and leadership skills.


INTRODUCTION

"Emotional Intelligence", one of the concepts we have heard frequently in recent years, is one of the variables affecting success in business life. In our rapidly changing world, the rules of working life are also changing, and in the time period we live in, human beings have become a being who is evaluated not only by their mental skills but also by their emotions. Research shows that diplomas obtained from good schools in working life and high IQ are not as decisive in the success of the individual as it is thought. Emotional Intelligence, which has become increasingly important in working life, can also positively affect this performance by increasing the efficiency of business life.

In this context, it attracts the attention of both researchers and managers as a very important issue in terms of individual and corporate success with high emotional intelligence. The impact of emotional intelligence skills on the concept of management has become one of the main academic study topics that should be examined.

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Definition of Emotional Intelligence

Emotional intelligence or EI means perceiving, controlling and evaluating emotions. Some researchers argue that emotional intelligence can be learned and strengthened, while others argue that it is an innate trait (Frothingham, 2013). After this process, the concept of emotional intelligence has frequently started to take place in academic studies and studies have been carried out.

Emotional intelligence is a concept that enables people to first understand and manage their own emotional states, which gives the opportunity to recognize the emotions of different people, to develop empathy and to develop self-confidence. For this reason, the importance of emotional intelligence is increasing day by day. Emotional intelligence; It is the ability of the individual to control both himself and the emotional states of different individuals and to make the right decision by choosing from these controls.

Table 1. Some Research on the Field

Year	Author(s)	Title	Aim
Ackerman, P. L., & Heggestad, E. D.	1997	Intelligence, Personality, and Interests: Evidence for Overlapping Traits	In this study, authors examined the relationship between the "bright" and "dark" side of the work personality and their relationship to cognitive ability.
Carmeli, A.	2003	The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers	This article shows that managerial skills in general and emotional intelligence in particular play an important role in the success of senior managers in the workplace.
Boyatzis, R. E.	2006	Using tipping points of emotional intelligence and cognitive competencies to predict financial performance of leaders	This article clarifies which competencies are required for superior performance.
Côté, S., & Miners, C. T. H.	2006	Emotional Intelligence, Cognitive Intelligence, and Job Performance.	This article examines how emotional intelligence and cognitive intelligence are related to job performance. A compensatory model was developed and tested, suggesting that the relationship between emotional intelligence and job performance becomes more positive as cognitive intelligence decreases.
Somayyeh Bahramian, Seyyed Ali	2015	Surveying the Relationship of Emotional Intelligence and Staffs' Job	The purpose of this article is to examine the relationship between emotional intelligence

Siadat, Tayyebah Sharifi.		Performance Case: Chahar Mahal Bakhtiari Province Gas Company	(EI) and job performance (JP) of personnel working in Chahar Mahal Bakhtiari State Gas Company (CMBPGC). The findings showed that there will be a significantly positive relationship between emotional intelligence and the job performance of the staff.
Hart, J. and Furnham, A.	2016	Personality and Performance in Eventing	This study examined the effects of personality on performance during three days of sports. Results showed that CSE, Conscientiousness, and Extraversion were important predictors of actual and rated performance.
Zlata Borsic Laborde, Karol Benítez Burbano, Verónica Gallardo Reinoso, Manjunatha Bangeppagari, Sikandar I. Mulla and Mariadoss Selvanayagam	2019	Emotional Intelligence Models as Generators of Business Management Change in the Human Talent Area	The aim of this study is to conduct a critical analysis on the evolution of structural and emotional intelligence models in the field of human ability.

Source: Table 1 was created by the authors.

“Esther's clear strengths are: empathy, positive outlook, and self-control. But also important skills such as success, influence, conflict management, teamwork and inspirational leadership are also important. These skills require dealing with emotions and should be part of the development priorities of any aspiring leader” (Goleman, Boyatzis, 2017).

Self-awareness	Self-management	Social awareness	Relationship management
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

Figure 1. Emotional Intelligence Domains and Competencies

Source: (More than Sound, LLC, 2017; Goleman, Boyatzis, 2017).

Emotional intelligence is a concept that includes mental skills. It means not only creating emotions and experiencing these emotions, but also analyzing the meaning of these emotions and managing emotions according to the results of this analysis. When we look at emotion as a concept, we encounter emotions that can reach the mental skills of the individual and put forward creative thoughts outside the necessity of the mind. Emotional intelligence includes sensory skills such as properly explaining emotions and perceptions related to this emotion, adapting emotions to the cognitive process.

The concept of emotional intelligence is based on noticing, defining and making sense of people's own emotions and the emotions of different people, controlling their emotional states with rational methods and providing motivation in people to achieve the right goals and the combination of all these skills. Emotional intelligence is the ability of the individual to understand his own emotional states, to develop the ability to empathize with the emotions of different individuals, to put himself into action with the ability to organize in a way that will provide richness in his emotional lives, to progress in line with the goals despite the negativity, to control the impulses and emotions through the mind, to regularize his mental states, to allow him to prevent thinking about problems.

Wechsler (1958) defined EI as "the global capacity of the individual to deal effectively with his environment" in his definition of intelligence. Multiple intelligence theory proposed by Gardner and Qualter (2010) suggested interpersonal intelligence and intrapersonal intelligence. Interpersonal intelligence is the ability to understand the perceptions and desires of other people, while in intrapersonal intelligence, it is the ability to control and understand oneself. This ability helps to create an effective work environment (Srivastava, 2013).

Based on these definitions, we can define emotional intelligence as the individual's ability to recognize, be aware of and direct the individual to the self-feelings and opposite emotions.

Emotional and Social Competence

Self-Consciousness

Self-Consciousness is the ability to understand our feelings at every moment of the time period we live in, to form preferences against these meanings and to use these preferences to guide the decision-making process; is to have a self-confidence awareness based on real assessments of our own skills and based foundations. Self-consciousness is not a state of attention that offers the opportunity to react to the exaggerated reactions that intense states of emotions can elicit or to exaggerate perceived emotions. On the contrary, it is a neutral state that offers behaviors that continue to return to the essence even when we are in intense emotions. Self-consciousness can be defined as being aware of one's own feelings and thoughts, being aware of one's weaknesses and strengths. In order to be able to stage attitudes that are appropriate to the events and situations that a person encounters, he must first become a mind to be aware of his own feelings. In this case, the concept of self-consciousness is thought to be the most important step of emotional intelligence.

Self-regulation: To manage the feelings that our emotions elicit in a way that gives impetus to our work and makes it easier to do it, instead of interfering with our work; In order to have a conscience and achieve the goals, the process is managed without giving up personal tastes and self-order plans are entered. Although self-regulation is included as self-control in some studies, they are different concepts. At the top of these differences is self-control, the process of managing one's emotions and motives. While the dull states that occur with the excessive suppression of emotions create distance; If it gets out of control, it becomes exaggerated and persistent.

An important part of the control skill developed against emotional states is the concept of "self-discipline". While self-control is perceived as being able to control unwanted emotions and impulses; The concept of self-discipline, on the other hand, allows the control of the attitudes that cause the person to put himself into bad feelings and to focus much better in line with his goals by identifying his priorities in life.

Motivation

Motivation is to be able to use the most rational choices that will guide and guide individuals to their goals, who can use decision-making mechanisms and strive to improve, who will help to be patient in the face of negative situations and feelings of helplessness. Emotions prevent skills such as planning and thinking, and maintaining the ability to prepare for goals that are considered unattainable, and accelerate the achievement of these goals, and develop the capacity of problem-solving skills. The tasks that need to be done, the concept of motivation, which develops the ability to achieve those tasks

with pleasure and desire, will lead the person to success. The individual who succeeds in mobilizing himself will make an effort to achieve his goals and objectives and will reduce the likelihood of failing with much more effort than he has to do.

Empathy

Empathy is the ability of individuals to understand expectations, to see them from their sides, and to develop friendships and adapts with different individuals.

Empathy plays a critical role interpersonal and social, enabling the sharing of experiences, needs, and desires between individuals and providing an emotional bridge that encourages pro-social behavior (Riess, 2017).

The concept of empathy was first introduced by estheticians in the mid-19th century. The German word "Einfühlung" has been used to describe the emotional "cognition" of a work of art from the inside, feeling an emotional resonance with the artwork. At the end of the 19th century, psychologist Theodore Lipps expanded the concept of empathy to mean "feeling one's way to another's experience," theorizing that internally imitating the actions of others plays a critical role in evoking empathy. Philosopher Martin Buber added a deeper texture to the concept of empathy by defining empathic relationship as "Me and You" and non-empathetic disrespect as "Me and He" (Buber, 1996; Riess, 2017).

In this context, in other words, the concept of empathy is to put on the other person's shoes and make them feel the same as that person. Empathy involves insight; Those who can develop the ability to empathize with the individual can better understand why that person behaves in this way. Empathy is not an automatic reaction, it is emotional and mental. It is necessary to have patience and willingness to understand the other individual.

People with empathy skills are those who can recognize and understand other people's points of view, be a good listener, as well as sense even unspoken emotions, know how much and when to speak and shut up, and most importantly, put themselves in someone else's shoes and understand them. In empathy, it is essential to understand the feelings and thoughts of the person in front of us. In other words, it is not to have the same views and feelings, but only to understand that individual as the basic stance of empathy.

Social Skills

Social Skills, in bilateral dialogues, to be able to handle emotions well, to perceive instant and general situations and relationship networks properly; interacting seamlessly; to be able to use these skills for persuasion and leadership behaviors, to provide agreement and solution to problems, for cooperation and teamwork.

Social skill is expressed as a broad umbrella term that refers to the vocabulary of behaviors used to direct social demands and achieve social goals in various contexts (Mueser ve Bellack, 1998; Morrison et al., 2020). A variety of skills, ranging from the use of interpersonal eye gaze to more complex competencies such as the ability to negotiate, have been conceptualized to include social skills (Mueser ve Bellack, 1998; Nangle et al., 2010).

In the context of the Mayer, Salovey, and Caruso Model, in Table 2, the capabilities of emotional intelligence are divided into three hierarchical categories, in which the perception of emotions forms the basis and emotion management ranks at the top (Laborde, et al., 2019).

Table 2. Categories of the Hierarchical Categories

Categories	Concept
Appreciation and expression of emotions	Includes self-assessment and expression of emotions through verbal and non-verbal modes and the evaluation of others' emotions through non-verbal perception and empathy
Emotions regulation	Is the capacity of an individual to control emotions and regulating the emotions of others, the ability to calm down, overcome states of anxiety, sadness and excessive Irritation
Use of emotions in problem solving	Using emotions to solve problems through planning, creative thinking, attention redirection and motivation

Source: Mayer and Salovey (1997; Laborde, et al., 2019)

Table 3. Models of Emotional Intelligence

Abilities	Concept
Perception and expression of emotions	Is the ability to identify and express personal emotions and recognize the emotions of others through facial expressions, body language or tone of voice
Emotional thinking	Is the ability to harness emotions in order to carry out cognitive activities such as: thinking, solving problems and adapting to tasks
Understanding and use of emotions	Is the ability to solve problems and identify similar emotions
Regulation of emotions for the intellectual and emotional development	Consists of maintaining a receptive attitude towards feelings for an integrated individual thinking management. By doing so, it is possible to reach social harmony when managing emotions and to reach goals set in the problem solving process

Source: Mayer *et al.* (1997; Laborde, et al., 2019)

Business Performance and Emotional Intelligence

Organizations with a management mindset that promotes Emotional Intelligence, skills and talents are a very important detail in these philosophies and are beginning to be seen by more and more organizations. Leading executives of large companies state that it is not only the products that are used, but how well they are used in their employees is a matter of competition. In this context, it is essential to develop emotional intelligence on the basis of trainings. Good governance in an organization leads the organization to the goal together (Erol & Altınok, 2022).

An emotional intelligence, each different from each other, such as the competencies of the individual, personal consciousness, motivation, self-control, social competence, empathy skills and social skills, is based on the capacity of the individual. The importance of Emotional Intelligence, which has such a wide range of skills, in business life and leadership skills is recognized. The importance of emotional intelligence in business lives, which are becoming more complex every day, is also increasing.

According to a survey of what American employers look for in entry-level employees, employers' priorities are: continuing to learn efficiently on the job, the ability to listen verbally, creating creative responses while adapting, personal confidence, in-group activities, and leadership positions.

These criteria, which employers are looking for, show us concretely the increasing importance of emotional intelligence in business life. The important thing is not to understand which school you graduated from, but to understand and manage your own emotions, as well as to understand the feelings of others, to empathize, to increase motivation, to be open to cooperation and to be self-confident, that is, to have Emotional Intelligence.

Although the IQ we have is decisive and influential in our academic success, in the school where we will graduate, it is our emotional intelligence that determines our career in the profession and our success and how effectively we use it. Working people with high emotional intelligence are successful in their business life and in practice, and as a natural consequence of this situation, these efforts are taken with return as individual and group gain.

It is made up of skills that can develop emotional intelligence, and as a leader or employee, we can strive to develop these skills in order to be more successful in business. For example, as a leader, our frequent arguments with our employees indicate that we have problems with our communication skills or being empathetic. By improving himself in listening, expressing himself correctly, understanding the feelings of the other person, he will get rid of the problems he / she has experienced and will be more successful.

The leader is the person who determines how and in what way an organization will work, its efficiency, its working climate. The leader has a great influence on employees and should be aware of this influence. Although a good leader is functionally above his employees, he has to be equal to them psychologically, this will increase the efficiency, motivation, cooperation, awareness of acting together. The leader who uses his emotional intelligence effectively will strengthen the emotional intelligence of both his organization and his employees.

Today, emotional intelligence has become a must-have feature for leaders. Schools and educational institutions work and serve human-centered. It is of great importance that business school administrators, who are a teaching leader, also have emotional intelligence competencies. In this context, it is of great importance for school principals to make the right decisions and manage the

institution they are in in the best way, to be aware of their own and others' emotions as well as their technical equipment, professional knowledge management skills, to put themselves in the place of others, to focus better on their goals by determining their priorities in life, it is also about being able to motivate themselves, that is, to use their emotional intelligence skills.

Leaders who have emotional intelligence and use these skills effectively are individuals who can manage the emotions of themselves and their employees, create appropriate working environments for their employees, and increase their job satisfaction by supporting their employees to be creative. At the same time, these leaders are able to use effective communication skills with their employees, increase harmony and cooperation among employees, and increase their productivity by allowing the organization to create its own culture.

Results

Emotional intelligence provides important opportunities to improve the health status of the person while providing productivity in the environment where we work. A lot of recent research has taken center stage for the role of emotions in working life.

In the workplace, emotional intelligence has been linked to better job performance, higher job satisfaction, and lower levels of stress and burnout. Employees with high emotional intelligence are better able to handle challenging situations, work effectively in teams, and maintain positive relationships with coworkers and superiors.

Moreover, emotional intelligence is essential in many professions, such as healthcare, education, and counseling, where it is necessary to understand and manage the emotions of others. For example, healthcare providers with high emotional intelligence are better able to communicate effectively with patients and provide compassionate care.

In the business world, emotional intelligence is particularly important for leadership positions, where the ability to understand and manage the emotions of oneself and others can be crucial for motivating and inspiring teams, managing conflicts, and achieving organizational goals. Studies have shown that leaders with high emotional intelligence are more likely to be successful and to create positive and productive work environments.

However, emotional intelligence is not only important for leaders, but for all employees. It can help individuals to work effectively in teams, handle stress and pressure, and communicate effectively with coworkers and clients.

Furthermore, emotional intelligence is not just limited to the workplace, but can also have a significant impact on personal relationships and overall well-being. By understanding and managing our own

emotions and those of others, we can build stronger and more fulfilling relationships, and live happier and more fulfilling lives.

In conclusion, emotional intelligence is an essential skill for success and happiness in both personal and professional life, and its intelligent use can lead to numerous benefits for individuals and organizations alike.

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