

# The Usage of Emotional Intelligence in Workplaces: Research on a Telecommunications Company

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## Abstract

The aim of this study is to investigate the relationship between the demographic characteristics, seniority and profession at workplace. Emotional Intelligence is an important factor in people's lives in modern society. This type of intelligence, which is a means of achieving success in workplaces, was applied to employees of Telecommunication Company with an emotional intelligence test prepared according to five criteria determined by Goleman in 1998. Data was collected between February-May 2019 in Nicosia. The sample consists of 150 Turkish speaking adults. Statistical analysis of the data was conducted by T-test and correlation analysis in order to determine the effect of the 5 subscales of emotional Intelligence and demographic variables. The findings show that there is a statistically significant correlation between relationship management and in-service programs, between marital status and emotional control, between the participants' motivation and emotional control attitudes and between the participants' empathy and emotional control attitudes. As Emotional Intelligence becomes a wider concept, it will be understood and applied more and more in the works to be done.

## 1. Introduction

People accomplish different results when performing assigned tasks or things they want to achieve, because everyone has a reaction to their own perceptions and events. The tasks undertaken or things accomplished are

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related to many aspects. Working hard has an important role to play in the selection of a career or career journeys that experience or innate intelligence skills will face in everyday life, or lifelong career challenges (Lam & Kirby, 2002, p. 142).

Hardworking, experience, or analytical thinking can give concrete information about how measurably finite power can be successfully achieved in people's daily work or business lives. Tests measuring analytical thinking ability, hours of work or years of experience on a job can be easily performed. However, a new concept has been added to these factors in recent years. A concept that measures how information is used as the most important source of our day has begun to receive increased attention in the literature. This concept, which is defined as emotional intelligence, shows how people decide what they think and what they do about it (Doğan, 2005, p. 111). EI is the a field of study which is also connected to the knowledge management discipline. According to Sağsan (2009), EI could be evaluated within the humanist paradigm, which is one of the most important factors in the knowledge management paradigms. As a result of research conducted in recent years, the tests that can applied to measure people's intelligence levels have started to be used in the business world. Intelligence levels were initially measured by IQ tests and the analytical intellectual abilities of the individuals were expressed in a number of ways. However, it was found that the success of the people working at the workplace was not accurate with this test (Adiloğulları, 2011, p. 14).

Candidates who are called for an interview during the recruitment process have been investigated in recent years by measuring their level with emotional intelligence tests, because a higher EQ is perceived to be related to organizational success (Cumming, 2005, p. 3). Emotional intelligence tests are difficult to express in numbers, unlike IQ tests. In an IQ test, a score can be obtained according to the exact number of incorrect answers by asking the questions of the people who can test analytical ideas. (Law, Wong & Song, 2004, p. 485). However, in an emotional intelligence test, the correct result may not always be obtained. The responses of people's feelings and behaviors to the questions they are asked on paper may not be the same as the reactions they encounter in their daily lives.

### **1.1. Emotional Intelligence Concept**

Emotional intelligence is a kind of intelligence. It refers to the skill of people as emotional intelligence (EQ) or emotional intelligence (EI) in English, as well as their own emotions and thoughts, and the ability

of respondents to understand, deduce, and shape their movements and behaviors according to their meanings (Demir, 2010, p. 202 ).

According to Mayer & Salovey(1990, p. 189), “Emotional intelligence is a sub-form of social intelligence that pertains to the individual’s ability to monitor and use his or her feelings and emotions, to distinguish between them, and to use them in their knowledge, thoughts and behavior”. Daniel Goleman (1995), the author of the first book about emotional intelligence, describes emotional intelligence as decision making with empathy rather than personal satisfaction.

Emotional intelligence tests are a term that is revealed by the purpose of calculating the whole level of behavior that occurs according to the reactions that people in response to certain events. Describes the level of emotional intelligence in understanding and responding to situations and emotions that we experience in the face of an event, reacting in such a way as to empathize and make the most of us to events (Arıcıoğlu, 2002, p. 28; Anamur-Perek, 2002; Konrad; Poskey, 2006; Maboçoğlu, 2006). It has also been determined that the success of individuals in their workplaces is not only related to IQ levels, but also to their level of emotional intelligence (Doğan & Demiral, 2007, p. 209). Having a high level of IQ is not sufficient for someone to be successful in the workplace. In fact, people with high emotional intelligence are found to be more successful at work (Bridge, 2003; Anamur-Perek, 2002).

Emotional intelligence tests are difficult to quantify in numbers, unlike IQ tests. In an IQ test, a score can be obtained according to the exact number of incorrect answers by asking the questions of the people who can test analytical ideas. But in the emotional intelligence test, the correct result may not always be obtained. The responses of people’s feelings and behaviors to the questions they are asked on paper may not be the same as the reactions they encounter in their daily lives. Emotional intelligence is a species that can be developed and plays a role in determining the emotional intelligence in the seasons as well as the most important genetic factor (Tuğrul, 1999, p. 17). In this development, the age of the individual can be a factor. As people become older, they gain experience and can improve their emotional intelligence because they will act by taking lessons in the movements they will make. At the same time, infants perceive what they see around them and respond accordingly. In this case, each infant may differ. The family environment also influences emotional intelligence. An infant’s personality developed according to their growing background, and at the same time, they can contribute to negative or positive development

of this emotional intelligence in the nearby environment (Yüksel, 2006, p. 19). Additionally, gender is also a factor in the development of emotional intelligence. Individuals may experience emotional intelligence if they have a period of education and social life based on their gender.

## **1.2. Emotional Intelligence Features**

As it is considered, the concept of emotional intelligence, the most important researchers of this concept summed up the five items that Goleman, Salovey and Mayer have in their characters to be successful in order to be successful (Deniz, 2011, p. 48). These are the people who are aware of themselves (Goleman, 1995, p. 78). This is the first and the most important feature of emotional intelligence. If people can objectively evaluate their own boundaries, areas of strength or weaknesses, then their reactions to events would be more appropriate (Goleman, 2000, p. 393). The self-awareness of individuals has a profound effect on the emergence of the concept of emotional intelligence (Marshall, 2001, p. 93). Because they can affect other people with their actions, they will be more effective and productive in their workplaces because they know better where they need help and where they will support it in a complex way (Goleman, 1995, p. 78).

Secondly, another important feature of EI is to manage itself. The ability to control this emotional state ensures that sudden decisions, which can be given as reflexes, are made to work in a calmer and more accurate manner. In an unexpected situation, people can react afterwards, which they may regret. In these situations, the brain releases a chemical reaction, and control of the emotional state of this chemical component is very important for the concept of emotional intelligence (Goleman, 1995, p.81).

The next feature is motivation (Goleman, 1995, p. 101). Those with higher emotional intelligence focus strongly on what they want to do, and they focus on themselves and on the successes of their surroundings in order to achieve their goals; in this way, they increase their effectiveness by supporting them (Gürsoy, 2005, p. 59). Since people with higher emotional intelligence are more likely to be more confident in their work than others, they are able to make more accurate and successful choices because they are more focused on the behaviors they will perform or situations they will react to. In addition, those with higher emotional intelligence will succeed in increasing their work.

The fourth most important feature of researchers' emotional intelligence is empathy (Goleman, 1995, p. 137). Empathy today has become a very

important factor, both in social life and in the workplace. It is also influential in their decisions to analyze how the opponents think and perceive the events before giving up their actions (Vural, 2010, p. 973). In particular, the concept of teamwork that develops in the workplace increases the importance of empathy (Ural, 2001, p. 210). Considering the emotional changes, cultures or personal characteristics of ourselves is necessary to reduce both the satisfaction of the other person, the productivity, and the emergence of conflict situations. When all this is thought of, empathy is the prospect of the place in emotional intelligence (Goleman, 1995, p. 144).

The last feature of emotional intelligence is the way in which relationships management (Goleman, 1995, p. 155). This last feature is the result of a whole that arises when other features are revealed. Those who know themselves and their capacity, those who express empathy, who make decisions by perceiving other people, and who can control their own feelings, have no problem in managing these associations as a result (Hogan & Roberts, 2000). With these abilities, they achieve success in their work and personal lives by providing the necessary both on their own and on the way to success.

### **1.3. Comparison of the IQ and EQ Concepts**

Although EI is an important core element for success in workplaces, the concept of IQ has already been proposed and studied more than the concept of emotional intelligence. IQ is a concept that describes an individual's ability to think analytically, the ability to solve given problems, and the functionality to understand mixed situations. For many years, it was thought that this was an indicator of success (Maboçoğlu, 2006). All well-known scientists or those who have been successful in their field have drawn attention with their high IQ scores. Today, however, this concept has proved to be inadequate. Entering a job can be an easy process for an individual who has a higher IQ. However, many people with high IQ scores have not been successful in their work and social lives. An important reason for this is the lack of emotional intelligence.

While IQ calculates an individual's mental sufficiency, EQ (emotional intelligence) is an intelligence type that measures the emotional awareness and control of individuals (Doğan, 2005, p. 111). A person with a high IQ score may be able to better analyze the assigned tasks and develop methods that can achieve better results, while if there is an inadequacy in emotional intelligence, it may be difficult to take them to the conclusion. The emotional intelligence of those who are able to control their emotions, who

are aware of them, who are mentally prepared to overcome the difficulties they encounter, and who can act on the basis of long-term goals rather than individual satisfaction, is high. These individuals, particularly if they have a high level of IQ, will have an advantage in terms of achieving success in business and social life (Maboçoğlu, 2006).

The IQ level is more of a genetic type that passes on to individuals as genetic. Developments can be made with necessary training, but this does not provide any significant improvement. On the contrary, the situation that emotional intelligence can learn and develop with the reactions given to the effects is more than the other intelligence type IQ (Yüksel, 2006, p. 19).

#### **1.4. Emotional Intelligence and Knowledge Management**

By competing on a global platform, companies no longer have profit margins. As a result, companies began to work in this direction to start using their internal resources, especially their jobs, efficiently and effectively. When departments are organized as a team, the communication between the people increases with the distribution of tasks, and the emotional intelligence also appeared as a precaution (Güllüce, Çağlar & İşcan, 2010, p. 10). Businesses are now starting to look at how their employees control their emotions, not just their level of education and intelligence, and how they assess their relationships at work. Sectors with high competition have begun to control their emotional intelligence (Ashkanasy & Daus, 2002), particularly when choosing the work force to capture maximum yield, even in the smallest units. The fact that this technique begins to take place in business talks is also a sign that this concept will become more important in the coming years.

Knowledge has been known as a vital consider all fields of discipline (Sivakumar & Lourthuraj, 2017). Besides implicit knowledge additionally emotional intelligence encompasses a huge operate in economic life (Stifter, 2013). Knowledge management is at the centre of all strategic designing on the way to increase the worth of human resources whereas making an attempt to conduct the foremost effective type of stimulating their potential. From a manager's perspective, knowledge, its effective use, and integration altogether pores of the work method indicate a corporal worth that has to be nurtured and revered (Lazovic, 2012). Knowledge Management as a structural procedure for making, acquiring, portion, change and using the subjective and target learning as an authoritative resource for empowering development and EI (Esfahani, Ordibehesht & Zolfaghari, 2013). Knowledge Management could be considered as learning creation, exchange, sharing and upkeep with the goal that it can be utilized as a compelling strategy in

the organization (Mirzaghali et al., 2013). EI had a major positive effect on the measurements of learning organization, clarity of mission and vision, effective exchange of information and cooperation, and gathering critical thinking (Labaf et al., 2011). Mundra et al., (2011). outlined knowledge management as a variety of practices utilized by associations to recognize, create, represent, and circulate knowledge for mindfulness, learning and apply across organizations.

### **1.5. Hypothesis**

H1: There is a significant relationship between the Marital Status of Employees and Emotional Intelligence.

H2: There is a significant relationship between Employee Learning Situations and Emotional Intelligence.

H3: There is a significant relationship between Employee's Seniority Status and Emotional Intelligence.

H4: There is a significant relationship between the position of the employees and the Relationship between Marital Status and Emotional Intelligence.

The aim of this study is to examine the relationship between the demographic characteristics, seniority and profession in the workplace.

## **2. Methodology**

This research was conducted with employees working in different districts of a telecommunications company in Nicosia. The questionnaires designed to measure emotional intelligence in the study were prepared in association with Goleman's emotional intelligence and a Likert-type scale was used. The people surveyed were classified according to the year.

### **2.1. Sample Selection**

The study participants were between the ages of 20-45. The intervals were determined as 20-25, 25-30, 30-35, 40-45. The aim of this research is to determine the effect of the relationship between the level of genetic intelligence and the socio-demographic characteristics of people working in a telecommunications company located in North Cyprus, as well as their seniority at work and profession. The first part, socio-demographic characteristics, was prepared by the researchers. In this section, questions were asked about the age, gender, marital status, education level, seniority status at the workplace and profession. In the second part, the aim was to collect

information about the psychological intelligence of the persons by using the emotional intelligence test prepared by the researchers. Establishing the relationship between the level of emotional intelligence of in-service training programs in recruitment processes at the workplace is another purpose.

## **2.2. Data Collection**

This research was conducted with employees working in different districts of a telecommunications company in Nicosia. Data was collected between February-May 2019. Questionnaires designed to measure emotional intelligence in the study were prepared by associating with 5 parts of Goleman's emotional intelligence and a Likert scale was used. The people surveyed were classified according to the year. This scale consists of 26 items. The Turkish version of the scale was prepared by the researchers.

## **2.3. Gathering Data and Reliability of Emotional Intelligence Sub-Dimensions**

The self-awareness Cronbach's alpha coefficient, which is described as part of the questionnaire, was found to be moderately reliable with 60%. In the second part of the questionnaire which assesses emotional control (B), the Cronbach's alpha coefficient is acceptable at 72%. The next part is related to motivation (C) and the Cronbach's alpha coefficient is good with 80.7%. (D) includes questions about empathy, and the Cronbach's alpha coefficient is acceptable at 70.4%. Finally, relationship management in part E is good at 80.6%.

In the first part of the questionnaire, demographic questions were asked. At the beginning of these demographic questions, the questions were designed to obtain information about the respondent's marital status. Then the participants were asked to give their age. After the question about their level of education, participants were asked about the institutions and their questions. These are primarily referred to their position in the workplace, the department in which they work, their seniority at work, and their seniority. In the final part of the demographic questions, the goal was gather information on whether the current jobs are the first jobs and whether they has participated in an in-service program or training. In the second part of the questionnaire, questions were asked with the aim of measuring emotional intelligence.

This section consists of five different parts according to Goleman's Emotional Intelligence model. In the first part, 6 questions were asked about the people to know themselves. In the second part, 6 sourns were used with



the aim of measuring emotional control. In the third part, it is also desired to get information about the motivation sensation of the participants with 6 questions. Subsequently, through the 4 questions about empathy in the fourth part, it was asked to reach a conviction about the empathy sentiment of the participants. The last part is the management of relations and it is aimed to get information about how participants manage their relations with 4 questions in this section.

Statistical analysis of the data are made by T-test and correlation analysis in order to determine the effect of the 5 subscales of Emotional Intelligence and the demographic variables (Büyüköztürk, 2018).

### **3. Results**

In the present study, 36% of the participants were single and 64% were married. The age range of participants was between 20 and 45. The majority of the sample (72%) was between 20 and 35 years old.

When the education levels are examined, 82% are university graduates and 18% are high school graduates. According to their position within the company, 39% are experts, 14% are managers, 12% are in marketing, 10% are engineers, 8% are team members, 6% work in the call center, 6% are customer representatives, 6% are managers, 4% are technicians and 4% are in reporting positions.

In addition, the participants are also classified according to the units they are studying. The results revealed that 32% of respondents were in the sales unit, 16% were in the center, 16% were in customer relations, 12% were in quality management, 8% in customer service, 6% in segment management, 4% in information technology, jobs, operations and distributors are divided into 2% units. In terms of seniority, 40% of the participants had worked for 5-10 years and 35% for less than 5 years, which constitutes a majority of the participants.

On the other hand, a smaller proportion of the sample had been employed in the workplace for 20 to 20 years, 11 to 15 years, and only 4 to 16 to 20 years. 54% of the respondents reported that the workplace they are currently working with is not the first place to work, with 46% reporting that the first place of work is the workplace they are currently working at. Finally, 72% stated that there is an in-service program.

### **4. Results and Discussion**

This research examines the relationship between emotional intelligence, which is an increasingly evolving concept, and the success, productivity and

demographic characteristics of people at work. Since emotional intelligence is a new concept and it is difficult to measure, the number of researches conducted on this subject is limited.

A statistically significant difference was found between management and in-service programs. There was also a statistically significant difference between marital status and emotional control (Table 1).

*Table 1. Comparison of Emotional Control and Marital Status Score Average among Individuals Working in Telecommunications*

Marital Status	m ± sd (n)	f t (p)
Single	3.92 ± 0.68 (n=18)	5.224 0.027* (0.546)
Married	4.03 ± 0.46 (n=32)	

*\*p<0.05 \*\* p<0.01*

A statistically significant relationship was found between participants' motivation and emotional control attitudes. The direction of this relationship is positively determined. One variable increases while the other variable increases, while the other variable decreases (Table 2).

*Table 2. Comparison of the Average Motivation and Emotion Control Scores among Individuals Working in Telecommunications*

Emotional Control	R	P
Motivation	0.392	0.005

*\*p<0.05 \*\* p<0.01*

Moreover, a meaningful relationship was found between the participants' empathy and emotional control attitudes. The direction of this relationship is positively determined. One variable increases while the other variable increases, one variable decreases while the other variable decreases (Table 3).

**Table 3. Comparison of the Average Empathy and Emotion Control Scores in Individuals Working in Telecommunications**

Emotional Control	R	P
Empathy	0.385	0.006

Participants' empathy and motivation attitudes were found to be significant. The direction of this relationship is positively determined. One variable increases while the other variable increases, while the other variable decreases (Table 4)

**Table 4. Comparison of the Average Empathy and Motivational Scores in Individuals Working in Telecommunications**

Empathy	R	P
Motivation	0.499	0.000

A meaningful relationship was found between participants' method and motivation attitude. The direction of this relationship is positively determined. One variable increases while the other variable increases, while the other variable decreases (Table 4).

**Table 5. Comparison of the Average Methodology and Motivational Scores in Individuals Working in Telecommunications**

Method	R	P
Motivation	0.481	0.000

A meaningful relationship was found between occupational affairs of participants and emotional control attitude. The direction of this relationship is negative. One variable increases while the other decreases (Table 5).

**Table 6. Comparison of Average Emotional Control and Emotional Control Score Average in Individuals Working in Telecommunications**

Emotional Control	r	P
Occupational affair	-0.322	0.023

In addition, intellectual intelligence (IQ), which is the means of measuring people's intelligence, is slowly leaving its emotional intelligence (EQ) in the new century (Adiloğulları, 2011, p. 14). The key to success in the workplace is that both IQ and EQ levels are high.

Another issue that emphasizes the importance of emotional intelligence is the establishment of teams that are dependent on each other in the workplace, as well as the qualities of leadership required in each position and the development of interpersonal skills. If emotional intelligence can be improved through learning, it is a promising feature. The ability to cope and adapt, a feature of Emotional Intelligence, is being used in all phases of life. Success is influential in many different areas such as education and social relations. This effect is positive.

In today's organizations, with the increased importance given on the human beings the transition to human sources and the differentiation of the new management understandings appeared and witnessing to that emotions are grasping more and more of their place and business in business life. Emotional intelligence traits are used as decisive and important criteria in the process of human resource management, such as recruitment, performance management, career development, and education (Lazovic, 2012). The concept of emotional intelligence is used by managers, can fulfill expectations, and is considered as a performance criterion. Managerial tension, affecting environmental factors, emotional perception performances and customer-friendliness are important in this respect (Arıcıoğlu, 2002). Emotional intelligence, with vital presets for individual and managerial performance, is an intelligence that can be improved by learning at all times and at all ages (Ciarrochi & Blackledge, 2007).

The decisions that business people make are very important in terms of their efficiency and efficiency in business life in terms of individuals who are aware of and are able to manage their mutual relations and movements with their colleagues or clients in the working environment. If dynastic control

cannot be achieved, people may be dissatisfied at the workplace and this can lead them to the process of leaving work. All this shows why this research is important. In addition, the importance of emotional intelligence continues to increase in today's society. The work on this subject is limited due to the fact that the concept is relatively new.

As mentioned above, it is possible to develop emotional intelligence. There are some points to be aware in this context. In everyday life, one can endeavor to better define self and emotional reactions. For the development of effective communication skills, interpersonal relationships should focus on clarity / honesty, tolerance to criticism and the development of problem solving skills. In this way, the individual will have taken steps to improve their emotional intelligence. Additionally, since emotional intelligence is a new common term, the organization of seminars and congresses that will inform people about this topic and reach many people will increase the importance given to emotional intelligence and more people will gain this grip. In particular, it will explain this concept in detail at workplaces and organizing monthly meetings in the light of informative PowerPoint presentations about the steps that can be taken to improve will make the working people more conscious.

## **5. Conclusion**

Consequently, Emotional Intelligence, which is necessary in every stage of life and in all fields, is very important. Compared to the past, this concept continues to be used more frequently. On the other hand, Emotional Intelligence is still not given the necessary attention. The spread of this concept will increase as the volume of research in the field continues to grow. Emotional Intelligence must be recognized and developed in order to be more functional and effective in many areas of life.

Individuals need to be aware of their strengths and developments, to manage their emotions and behaviors, and to try to understand the feelings and thoughts of their family, friends, and the people they work with so that they can be more content at every step of their lives. Emotional qualities such as expressing feelings, empathy, independence, adaptability, appreciation, solving individual problems, persistence, compassion, courtesy, and respect are the essential qualities that must be possessed by individuals today, which can only be achieved with high emotional intelligence. The high emotional intelligence that institutions have, as they are in the individual, will be the most effective tool to improve their performance. In organizations with high emotional intelligence, their desires and expectations for employee,

customer, supplier, and shareholder engagement will be better understood and met. Thus, the institution will be able to connect its employees and customers to itself.

### **5.1. Recommendations and Research for Further Studies**

Correct measurement of emotional intelligence may be useful for leadership choice and education. In particular, the ability-based methods of emotional intelligence should be examined. Self-reporting, performance evaluation and observer evaluation (multiple assessment) methods should be examined in the future to determine which method is the most appropriate for measuring emotional intelligence. Some researchers suggest that emotional intelligence can be used by organizations to select effective leaders. Effective leadership with emotional intelligence measurement behavior should be examined more empirically. The current literature suggests that there is a conceptual connection between emotional intelligence and transformative leadership. This bond; ability-based emotional intelligence model emotional perception, emotional integration, emotional comprehension, and emotional management are important to be indicative of transformative leadership behaviors. Future research needs to test these proposals, both in different organizations and at different levels of organizations.

It is clear that managers and employees who possess high degree of EI are more effective at their jobs, perform well and this enhances the productivity of the organization. The emotion 's knowledge promotes the performance of organization. The patterns of Emotional Intelligence are not fixed; therefore, by affecting the behavior of workers, managers can accomplish their organizational goals. However, the appliance of Knowledge Management will lead to innovative efforts by the organization will improve its profitability and can advance the human resource management in the organization. In addition to this, once the knowledge of workers is improved, such excessive resource can create the background for organizational learning to achieve the structure targets more additional, prolificacy of organization can accelerate. Present study ensures the insight to the managers a way to maintain their degree of emotional intelligence and information to reach the competitive gains.

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