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RESEARCH ARTICLE

# LİDERLİKTE YETKİNLİK MODELİ: GÖK KUBBESİNDEKİ LİDERLER ve DUYGUSAL ZEKÂ

## Competency Model In Leadership: The Leaders In The Firmanent And Emotional Intelligence

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### ABSTRACT

In recent years, research findings in the field of organizational behaviour have begun to reveal a relationship between leadership and emotional intelligence. While the concepts of leaders and leadership ha been debated for years, the concept of emotional intelligence is relatively new. In today's competitive business world, the fact that the importance of being human-oriented with the increase of the precepts of the human capital has increased significantly compared to the old has made the existence of effective leaders even more important. The extent to which leaders are influential on employees is based on the perception of the effectiveness of the leaders of the employees. Studies conducted in the literature show that the emotional intelligence of leaders who are highly effective in leadership is quite high. There are many studies that reveal the validity of this finding. It is now becoming clear that leaders who are self-aware, self-adjusting, motivated, able to communicate effectively and develop behaviour toward social skills are more effective on employees and in reaching organizational goals and targets by influencing employees. Emotional intelligence was tried to be emphasized for effective leadership in study which deals with leadership, emotional intelligence and the relationship between these two concepts. In addition, some suggestions were presented as highlighting the importance of leaders with high levels of emotional intelligence.

**Keywords:** Leadership, Emotional Intelligence, Dimensions of Emotional Intelligence

### ABSTRACT

Son yıllarda örgütsel davranış alanında yapılan araştırma bulguları liderlik ve duygusal zekâ arasında ilişki bulunduğunu ortaya koymaya başlamıştır. Lider ve liderlik kavramları yıllardır üzerine çok fazla tartışmalar bulunan kavramlar iken duygusal zekâ kavramı göreceli olarak oldukça yenidir. Günümüz rekabetçi iş dünyasında beşeri sermayenin oneminin artışıyla birlikte insani odaklı olmanın oneminin eskiye nazaran önemli olcude artış göstermesi etkili liderlerin varlığını daha da önemli kılmıştır. İşletmelerde liderlerin ne düzeyde çalışanlar üzerinde etkili olduğu ise çalışanların liderlerin etkili olup olmadığına ilişkin algılarından gecmektedir. Yazında yapılan çalışmalar, liderlikte yüksek düzeyde etkili olan liderlerin duygusal zekâlarının oldukça yüksek olduğunu göstermektedir. Bu bulgunun geçerliğini ortaya koyan çok sayıda çalışma bulunmaktadır. Öz-farkındalığı yüksek, kendini ayarlayan, motivasyonu yüksek, etkin iletişim kurabilen ve sosyal becerilerini geliştirme yonunde davranış geliştiren liderlerin çalışanlar üzerinde daha fazla etkili ve çalışanları etkileyerek organizasyonel amac ve hedeflere ulaştırmada daha basarılı olduğu artık kabul görmeye başlamıştır. Liderlik, duygusal zekâ ve bu iki kavram arasındaki ilişkinin ele alındığı bu çalışmada, etkili liderlik için duygusal zekâ konusuna dikkat çekilmeye çalışılmıştır. Buna ek olarak, duygusal zekâ düzeyi yüksek liderlerin önemine değinilerek birtakım öneriler sunulmuştur.

**Anahtar Kelimeler:** Liderlik, Duygusal Zekâ, Duygusal Zekâ Boyutları

## 1. INTRODUCTION

Be the change you want to see in the world  
Mahatma Gandhi

Laurent Gounelle, in the novell he wrote up says “hug your neighbour’s universe it will be opened to you.” (Gounelle, 2010) For our part, this word of the writer reveals the importance of listening to a man, understanding and inter-personal relations. Moreoandr, hugging the neighbour’s universe brings a change together even a little. If the leaders want to improve job performance of the business and make a difference in the direction of improvement, they have to begin with themselves. Gandhi, summarizing this situation successfully expressed that “Be the change you want to see in the world.” Undoubtedly that the need of the person about changing himself/herself reveals that he/she cannot satisfy the present needs. The leaders who sees own shortcomings and weaknesses and takes crack at improving and developing them mostly appear as intellectual people (Goleman, 1998; Bar-On, 2001; Goleman, 2011). Today’s business world is full of uncertainty and changes and technology changes and converts the work life at an unprecedented pace. Within this alteration and conversion, only the people who achieve to pull together can take firm steps forward. Accordingly, too many businesses in business world spend energy to improve competence models in a way to provide opportunity for selecting, training and promoting the starlets of leadership firmament.

These competence models are such as to include the whole business from the lowest levels to the highest levels and these processes are started to be performed especially by expert psychologists in their fields. The discussions that are about if the leadership is inborn or acquired by training holds down the ages. Likewise, the discussions about emotional intelligent can be defined to date back to old times. I wonder if people born with empathy at a certain level or it develops as a result of the experience they gain in their course of life? The words which have been asserted by American psychologist and consultive Daniel Goleman are quite remarkable. Because, according to Goleman, even though a person has the best education in the world, a sharp mind and an anlytic intelligence and is endowed with a source that produces wonderful ideas, if he/she is lack of emotional intelligence, it is impossible to be a great leader (Goleman, 2011).

Using the concepts of Leadership and emotional intelligence together is becoming an increasing situation and clues have been revealed about existence of a relation between these two concepts. As an example while George (2000) assumes that emotional intelligence makes contribution to effective leadership, Chen and Chen (2018) determined that leadership effectiveness and emotional intelligence have moderate effects on employees’ job request, labour resource and exhausting. Boon Koh and O’Higgins (2018), in the study at hand, determined that there is a strong positive relation between emotional intelligence and leadership effectiveness. By the end of the study, it is assumed that emotional intelligence has to be used as an effective tool for developing effectiveness in leadership. Rosete and Ciarrochi (2005) also reveal existence of positive relation between emotional intelligence and leadership similarly. By contrast with it, within some researches some findings have been gained show that there is no relation between emotional intelligence and leadership (Sosik and Megarian, 1999; Brown et.al, 2006).

Although ther have been no certain findings about the relation between emotional intelligence and leadership, findings may vary depending on conceptualization and operationalization processes that are followed in the studies, measurement tools used the medhodoxy adopted. (Rajah et.al, 2011).

In the present study within this scope, with an extensive literature review, to research the relation between emotional intelligence and leadership and to draw attention to importance of emotional intelligence in effective leadership is aimed. Nowadays when being human oriented is an obligation, our research because of acproaching such a trend issue offers significant ideas in terms of business

administrators and researchers study in this field. This condition forms the major motivation of the research.

## 2. THE CONCEPT OF LEADERSHIP

Numbers of scientific studies about leadership that have been published in recent years show an increase conspicuously. In these studies both human behaviour and various sides of leadership in a structural sense have been discoursed. Nevertheless, another concept that makes itself to be mentioned appears as emotional intelligent and it is being tried to be associated to leadership and leadership effectiveness (Ciarrochi and Mayer, 2007).

Nowadays, almost all the in-field-businesses hand to manage with the change. Change is setting from an existing condition to a desired condition for the organization and struggling with obstacles on this way. Although the respectiand change and innovation are related to management, they are also closely related to leadership. Leader is the person who develops a vision for the business and energize the members of the organization by t he aim of achieving the mentioned vision. From this aspect, the major characteristic of the leaders is using the “affection” mechanism effectively. By the most general expression, having the business employees perform a work affecting them by using various tools is defined as leadership (Wong and Law, 2002; Tram and O'Hara, 2006). Leadership shows a position that has a significant place achieving the goals and targets of the organization. Developing the existing human resource, energizing it on the direction of mission and vision of the business are noticed in terms of desired objectives and targets (Slack, 1997). Therefore, the position that is held in the organization by the leaders causes revealing some leadership styles. While the respectiand leadership styles changes according to circumstance, essentially it may be towards providing organizational effectiveness like democratic, relation-oriented, autocratical, production-oriented etc. In today's competitive institutive world, businesses try to direct their limited funds rationally. The most valuable capital the businesses have can be evaluated as human capital. The way of managing human capital goes through the processes of effective leaders and effective leadership (Abbott and Banerji, 2003). Leadership is a proper behaviour model. The leaders who respond the expectations of the employees empathically, listen to the workers, understand the feelings of them and supply the requests can guide the employees and create the desired effect on them (Rezaeian, 2007).

Leadership is being noticed in terms of organizational performance. Scientists who work in the fields like behaviour, psychology, economy etc. have written and have done researches about leaders and leadership.

The case on which all these studies create consensus is that effective leadership develops organizational performance. As long as the leadership is perceived as effective, reflects on working styles of employees' positively. On the other hand if the employees have a perception that the leader is not effective, it increases the level of exhausting and influences the job climate and environment negatively (Cummings et.al, 2010; Pyc et.al, 2017).

## 3. EMOTIONAL INTELLIGENCE CONCEPT

There are significant discussions in the literature about what the basis features of the leaders are and what they have to be. For example, when the concept of leadership is observed, it can be easily understood that leadership is mostly associated with the charisma. However, lector P. Kotter from Harvard University assumes that leadership is not as mysterious and mystic as it is thought and has no relation with charisma or having other strange personal characteristics (Kotter, 2011). The accepted idea that emotional intelligent is the major competence the real leaders should have and the findings obtained from the researches have formed evidence significantly. Likewise, Goleman (2011), besides some researches clearly expresses based on the findings he obtained from own studies that emotional intelligence is the sine qua non of leadership. Emotional intelligence concept firstly was brought up by Peter Salovey and John Mayer and became an attractiand subject within

organizational behavioural literature (Goleman, 1995; Romanelli et.al, 2006; Gardenschwartz et.al, 2010). With a general definition, emotional intelligence is described as abilities that enable a person to direct emotions effectly (Mayer and Salovey, 1997; Salovey and Grewal, 2005). In the major meaning it finds a place in the philosophy of “know yourself” The main goal of the people who see the phrase “know yourself” written at the entrance of Delphi Temple and accept it as a guide is to complete themselves and while completing this ideal to be based on the philosophy of growing the others. If it is expressed from this point of view, emotional intelligence can be expressed as to have grown up, self-awareness, evaluating himself/herself critically and the process of integration with employees. In another saying, emotional intelligence has been described as the ability of perceiving the emotion truth, evaluating and identifying. Emotional intelligence is the ability of using feelings and emotional information and understanding the emotions truthfully to improve the thinking skill (Mayers et.al, 2008). Emotional intelligence is defined as ability in literature (Miners et.al, 2018). Fundamentally, this situation reveals that emotional intelligence may be an inherent skill or may be improved afterwards (Chen and Chen, 2018). This ability offers a person the opportunity for being able to understand others’ feelings, being able to perceive emotional knowledge and pulling emotions together and arranging these (Lin et.al, 2012).

When the condition is observed within the context of leadership and leadership process, leaders are continuously in interaction with the employees who gather around a goal and watch them and display behaviours to affect them in any way (George, 2000).

Let’s see a leader whose emotional intelligence level is lower in social interaction with employees. While this leader has a low self-awareness anyway, fails to satisfy own feelings and in a disadvantageous condition in terms of social skills, in the event that he/she does not understand the employees’ feelings and does not give feedback a communication between the employees and the leader and results related to desired performance goals cannot be obtained (Rank et.al, 2009).

Let’s see a leader whose emotional intelligence is high in social interaction with employees. The certain person, in communication with employees, tries to understand their feelings and controls own feelings and controls them. As a result of this, the leader makes the employees to develop terminal behaviours in terms of the business providing suitable feedback about the employees (Goleman, 1998).

The people whose emotional intelligence is at high level can obtain information with more effective methods that are necessary to enhance the stressful factors (Chan, 2006).

Furthermore, even there have been researches assume that emotional intelligence is a necessary and effective tool to be used for anxiety management by the aim of keeping safe from the possible complications as a result of exhausting syndrome (Nooryan et.al, 2012). Working at highly stressed jobs (like health services) is more possible to increase bornout level. Stressful factors affect feelings of people negatively and form a basis for people to develop some negative behaviour (like alienation, (yabancilasma, feeling of loneliness, hostile attitudes, and shirking etc.) (Spector and Fox, 2002; Liu and Perrewé, 2005). It is evaluated that emotional intelligence has to be used as an effective tool for struggling with mentioned negative conditions.

There have been researches reveal that emotional intelligence estimates some significant results.

The researches show that emotional intelligence increases the quality of inter-personal relations (Lopes et.al, 2006), improves leadership effectiveness (Emery, 2012) and encourages and develops transformational leadership (Rubin et.al, 2005) set a good example for this. However, there are some studies assert that emotional intelligence has no meaningful relation to none of the mentioned variables (Sosik and Megerian, 1999; Føllesdal and Hagtvvet, 2013). Likewise, some studies defend that emotional intelligence has an important relation with some significant results and accordingly, has a partial effect (Côte and Miners, 2006; Fahr et.al, 2012). As it is understood, in literature

discussions and difference of opinions related to this have been continuing. Therefore, some questions may be raised in minds about validity of measurements performed in the studies in which various ideas take place. Because research findings about emotional intelligence may differ and inconsistent findings have been offered. As justification of this, it can be evaluated as lack of researches (Côté, 2014) and variation in instinction of the employees which has been examined in the scope of the study. In a research conducted, the reasons of variation mentioned have been revealed in details and a road map has been offered related to necessity of following some stages for measuring emotional intelligence (Miners et.al, 2018).

Mattingly and Kraiger (2018), in their study that has a meta- characteristic, have researched if emotional intelligence is learnable or not. The research findings reveal that training which has been taken for this purpose and experiences generate a mild level positive effect on emotional intelligence. And accordingly, it creates a response for discussions and research findings that are revealed as “Could emotional intelligence be learnt?” and increases the reality of the thesis that emotional intelligence is an ability to be learnt even if not completely. From this aspect, research findings put in a good word for the opinion defended by Goleman (2011) and supports that emotional intelligence is a learnable ability.

There have been three models try to explain and measure emotional intelligence. These can be listed as ability-based emotional intelligence model, Bar-On emotional intelligence model and Goleman’s five-component emotional intelligence model .

Ability-based emotional intelligence is an approach developed by Mayer and Salovey (1993) and in this approach emotional intelligence is defined as personal abilities. Within Bar-On (1997) emotional intelligence model understanding own and others’s feelings and struggling with the problems by controlling emotions have been remarked. Finally in Goleman’s model (2011) emotional intelligence has been approached in five dimensions as self-awareness, self-control, motivation, empathy and social skill. In this study Goleman’s emotional intelligence model (2011) well accepted in literature has been dwelled on and the research is limited to this model.

### Dimensions of Emotional Intelligence

Emotional intelligence appears to us as a composite form from five dimensions. These dimensions are; self-awareness, self-control, motivation, empathy and social skill (Goleman, 2011). Summary informations related to this are as shown below in Table 1.

Table1. Emotional Intelligence Dimensions, Definitions and Distinctive Features

	Tanim	Ayirt Edici Ozellikler
<b>Self-awareness</b>	Human’s ability of understanding and accepting own mood, feelings and motives and also effects of them on others	The sense of humour based on self-confidence, realist self-assessment and oandr self regarding
<b>Self-control</b>	The ability of checking and diverting destructive drives and moods Having inclination to be in no hurry for adjudicating, namely thinking before movement	Reliability and honesty Feeling comfortable against uncertainty Being open to change
<b>Motivation</b>	Passion of working for the sake of reasons beyond money and statute Inclination of pursuing goals keenly and faithfully	Strong achievement drive Optimism even against the failure Institutional commitment
<b>Empathy</b>	Ability of understanding emotional structure of other people Ability of treating people according to their emotional reactions	Expertness at training and retention of skilful people Sensitivity to cultural differences Service to the customers and receivers
<b>Social skill</b>	Competence for maintaining relations and forming up a system Ability of finding a common ground and providing closeness	Effectiveness at pioneering the change persuasiveness expertise in team building and management

Reference: Goleman (2011). What makes a leader? p. 13

### 3.1. Self-Avareness

Self-awareness is one of the most important dimensions of emotional intelligence and can be defined as realizing one's own strengths and weaknesses deeply (Goleman, 2011). A leader has to recognize own abilities and capacity. Along with strong feature or distinctiveness, he/she should clearly express weaknesses that are not important but contribute gaining trust by employees.

While the leader forms an effect on employees when he/she expresses own distinctive feature, also precludes the employee to find his weakness revealing own weakness. In spite of that a leader has to avoid expressing some significant weaknesses. As an example for this situation ignorance of a new finance manger about cash flow deducting from account can be given. Accordingly, a leader mustn't display some weaknesses that others accept as fatal mistakes.

On the contrary, he/she must admit some weaknesses that will distract employees from significant weaknesses (Goffee and Jones, 2011).

### 3.2. Self-Control

Self-control is a concept directly connected with the person's feelings. Each people may have some positive or negative drives. When these drives are mentioned in business life, they will become more important in terms of generated results. Reactions (good or bad) performed by people as a result of some emotions may damage the aims and objectives of the business as a whole (Goleman, 1998). Therefore, the person has to be managing and directing these feelings. When the condition is considered from the viewpoint of the leader, the importance of struggling with own feelings reveals if it is evaluated especially considering the employees' perceptions about the leader (Mayer et.al, 2000). A behaviour or reaction occurs at the leader as a result of a negative feeling may damage the profits of the business and also may cause decreasing of the employees' perception about effectiveness of the leader (Mayer and Salovey, 1993).

### 3.3. Motivation

Motivation shows the belief of a person about own achievement. The faith of being successful enhances the people's job performance and the quality of the feeling that they have in work environment. Motivation is quite important in terms of the businesses. So there have been too many studies reveal that there is a strong relation between employee motivation and performance.

In the concept of the leader, the subject of motivation is becoming more important. If the leading person is not motivated for success or motivation is low, it is not possible to convince the employee and bring them up to speed. The effective leaders are at the forefront as high motivated people and beliefs about success are too strong so they strongly make the employees feel this situation. Researches conducted show that the leaders whose beliefs about being successful are high also have a high intelligence level.

Therefore, the opinion that motivation is the most important estimator of emotional intelligence is getting stronger.

### 3.4. Empathy

Empathy is a quite essential structure in terms of leadership. In spite of this, being emphatic significantly doesn't turn the person into a leader. As too many theories reveal that, empathy ability and showing this forms just one of the major parts (Salovey and Mayer, 1990). Empathy, from this aspect, has been tried to be associated with too many leadership types (Goleman, 1995). Although empathy is being tried to be explained together with too many leadership theories, there is a consensus that empathy is an important component of emotional intelligence (Goleman, 1995; Bar-On and Parker, 2000). Empathy, as a valuable ability that makes a huge contribution to emotional intelligence, can be used effectively to provide social support for employees and to make inter-personal sustainable relationships (George, 2000). Leaders should be able to get the empathic emotion about feelings of the employees and should be able to reflect own feelings them. What is more, the

leaders should be able to share own feelings with their followers and should be able to sympathize quicantly (Kellett et.al, 2006).

### 3.5. Social Skill

The last component of emotional intelligence is social skill. Social skill is a person's ability of managing relatios with others.

Social skill is not as easy as it seems and pursues a special goal like "to promote people on the direction of you desire." Socially skilled people generally have a gret circle of friends and have the ability of agreement with people from all strata, in another expression, ability of developing intimacy with various types of people. Socially skilled people create a warm environment and therefore, they are inclined to manage other people. Social skill, in a way, is a manifestation reveals as a result of leagueing other dimensions of intelligence together. Since the leader's duty is to proand holding down, social skill makes it possible. To express another word, social skill provides the leaders the opportunity of bringing into force (Goleman, 2011).

## 4. THE RELATION OF LEADERSHIP AND EMOTIONAL INTELLIGENCE

Leader is the person that guides the employees to exhibit desired behaviours to improve and develop business performances and results.

Undoubtfully, the matter of developing terminal behaviours by the way of using some influence factors is quite difficult. Inspite of this difficulty, when the employees are bond with their leader at heart, emergence of these behaviours contrarily become easier. The only way of this condition seems to go through the intellectual leaders. Desai and Srivastava (2017) asserted that the leaders and managers have to understand emotional intelligence and employees' expectations and they indicated that the emotional intelligence has to be used to increase performance of the organization.

The writers, in the experimental research they addressed, reveal that emotional intelligence forms a mild effect positively between leadership and the organizational performance. Sin and Yazdanifard (2013), remarking the strong positive relation between emotional intelligence and leadership, they defended that these two concepts mentioned act as catalyzator within variation ability of the organization and will increase organizational performance. Ovans (2015) who handles this condition in the platform of relation with the employees assumes that an itellectual leader can communicate with the employees more effectively and consequently an increase in organizational performance will be attained. Mittal and Sindhu (2012), in their researches, have performed too many talks and handled some valuable findings that show the effective leaders have a high level emotional intelligence. They have reached following findings by the end of studies.

- ✓ Effective leaders are aware of their own influences on others and turn this into advantage.
- ✓ Effective leaders have empathy at a certain level and use it effectively for making decision.
- ✓ Effective leaders are passionate and have an optimistic aspect about being successful.
- ✓ Effective leaders balance between emotion and logic and make their decisions according to this.
- ✓ Effective leaders communicate by heart.
- ✓ Effective leaders make individual contact with other people.
- ✓ Effective leaders are inclined to variation and to be result-oriented.

When the studies conducted about emotions have been examined we can swiftly observe that similar events cause different emotions, similar feelings may be associated with different results and different feeling ay be related to similar indicators. Therefore, the concept of emotion takes place in literature as phenomenon (Rajah, et.al, 2011). To mention an existence of dialectic between emotions and thinking skill is possible. Emotions and thoughts continuously affect each other. When the leaders become optimist, they try to look the events and problems positively and consequently, try to think optimistically.



of emotional intelligence together with other concepts is quite low. However, the concepts of “competence”, “performance”, “job satisfaction” etc. can be said to be used together with emotional intelligence relatively. Another prominent subject is about the concepts newly revealed. The concepts that are not in the center but around the web are new in terms of being used with the emotional intelligence in the field. The concepts of “social intelligence”, “social competencies”, “leadership assessment” and “entrepreneurship” can be shown as examples for these concepts. Therefore, these findings obtained show the researchers especially study in the organizational behaviour field a major summary of literature about emotional intelligence.

## **5. WHY IS THE INTELLECTUAL LEADER IMPORTANT?**

In our study, emotional intelligence is considered from three different angles as employee motivation, employee performance and rich customer experience and these are presented below.

### **5.1. In Terms of Employee Motivation**

Employee motivation is a major necessity for organizational performance. Existence of a relation between motivation and performance is being accepted in literature.

The leader has to motivate employees or build up will to work. It is expressed that effectiveness of the leaders who do not care emotional intelligence is less than the leaders who understand the importance of emotional intelligence and related to this big company managers are mentioned frequently. The condition of being high motivated is one of the major features of intellectual leaders (Goleman, 1998; Goleman, 2011). For the leaders who are not motivated on the direction of vision and mission of the business and whose passion of success is lower to motivate and affect the employees on the direction of success is quite difficult. On the other hand, business life is a field open for change and development. And to manage the change and development better an effective management and the importance of leading people reveals. Accordingly, emotional intelligence in the leadership stands against us as a tool for managing employees' motivation.

### **5.2. In Terms of Employee Performance**

After the concept of emotional intelligence being suggested as a structure (Salovey and Mayer, 1990), became a pretty popular field and became evaluated as a tool for estimating performance (Goleman, 1995). Business employees are required to work with the expected performance. Slippage of the employees mostly may show alteration according to the perception related to the leader and interaction level with the leader. Gurbuz and Ayhan's (2017) study offers highly important findings about this situation. Because according to the writers it is determined that leader- member interaction has a meaningful effect on task performance. Furthermore, it is revealed that the inferiors who are remarked to be in the internal group by the leader work with higher performance than the ones take place in external group. Pastor (2014), Altindag and Kosedagi (2015) and Miao et.al, (2018), in their study, have concluded that there is a meaningful relation between emotional intelligence of the leaders and work performance of the employees. Emotional intelligence level of the employees is being cared in terms of performance.

In a research conducted existence of a relation between emotional intelligence level of the employees and creator performance level has been determined.

There have been studies in meta-analysis style that reveal the existence of a meaningful relation between emotional intelligence and task performance (Joseph and Newman, 2010; O'Boyle et.al, 2011). The leaders with a high level emotional intelligence understand others' feelings, control own feelings and take the action for producing an effect on the employees positively (Kellert et.al, 2006). From this aspect, each of the leaders with a high level emotional intelligence come to the forefront as a good communicator *iletisimci olarak da one cikmaktadir* (George, 2000).

### 5.3. In Terms of Rich Customer Experience

Nowadays, the leaders are in the position of being more people oriented. To evaluate this situation is possible in two different ways firstly in terms of the employee and secondly in terms of customer. Leader should be able to motivate the follower employees affecting them on the direction of objectives and goals. The leader should build up passion for performing the work ideally or offering a good service. During the service delivery perception of the customers about employees' behaviours and the service overimpress the perception about the quality of the service provided. Perception of the customers about employees' behaviours and the service delivery styles increases the customer satisfaction and commitment. This condition contributes the business to obtain potential profitability levels (Prentice, 2016). From this aspect, service quality has been considered.

The employees that are in the forefront for delivering service overimpress the service quality perception of the customers and positive and negative perceptions reflect to the business as conditions like profit/loss (Cronin and Taylor, 1992). To make the customers live a rich experience and customer retention reveal depending at what degree the employees satisfy the customer (Prentice, 2016).

## 6. DISCUSSION AND CONCLUSION

Change and development is essential for business life. On the other hand, changing people is quite difficult.

Especially when a change is mentioned, to keep the employees away from habits and adapt them into the change may become an important administrative problem. In the circumstances the principle that Gounelle (2010) asserted is extremely significant. The writer describes this condition like this "you cannot change people but lead them, and later you can give the desire of following that way." As for us, this saying is also suitable and well-directed and leads us about how a relationship can be established between the employees and organizational objectives and goals. And the leaders with a high emotional intelligence probably seem to be the ones to do this.

Although there have been intense discussions about sensible way of the emotional intelligence for developing leadership (Locke, 2005; Mayer et.al, 2008), human resource specialists have started to employ the employees with a high emotional intelligence (Fineman, 2004; Nafukho and Muyia, 2014). What is more, emotional intelligence education is being included in MBA programs with an increasing interest and even the prestigious universities like Yale take place in this trend (Di Meglio, 2013). Schutte et.al, (2013) have remarked the trainings and responses that increase recent years to train labourforce with high emotional intelligence. These trainings and responses are quite extensive and are for high emotional labourforce ideal. Emotional intelligence, as an extremely important concept, has taken its place in literature and organizational life. In literature emotional intelligence is expressed as a tool for estimating performance.

In a study managers have been included to the research and the managers have been received training once a week, totally a four week program.

The results of Independent Sample T test reveal that education increases emotional intelligence level (Slaski and Cartwright, 2003). In spite of this, some research findings reveal negative results paradoxically. In a research performed as a meta- analysis, it is determined that emotional intelligence is unsuccessful for estimating performance and it is a low correlation among the scores obtained (Van Rooy and Viswesvaran, 2004). In another study, 23 candidate teachers have been taken to emotional intelligence training and by a pretest-posttest design the participants' scores have been evaluated. The results show that there is no meaningful difference between pre and post training emotional intelligence levels (Vesely et.al, 2014). And in another study, three sessions training that includes three days and leasts nine months have been organized. It is revealed in this study that there is no meaningful difference between pretest and posttest results (Muyia and Kacirek, 2009). Emotional

intelligence measurements are undoubtedly quite valuable in terms of findings obtained in this condition. In spite of this, there have been significant intellectual differences and methodological variations in measurements performed. There is not one and only well-accepted description of emotional intelligence and in addition, also there is not one and only measurement tool to measure the concept (Bar-On, 1997; Mayer et.al, 2002; Wong and Law, 2002).

From this aspect, it differs from objective measurements like emotional intelligence IQ level. While the techniques that are well-accepted in IQ are mentioned, there is no consensus on any particular method mentioned for measuring emotional intelligence. In our opinion this condition is due to being in conceptualization

Operationalization process. It does not seem possible to produce an obvious method unless making conceptualization, determining the borders of the concept and unless operationalizing the concept obviously.

Another important subject results from understandings whether the emotional intelligence is a skill or not. When emotional intelligence is accepted as a skill, the measurements performed show an alteration considerably. On this subject researches are loaded with a great charge. It is necessary for the researchers to compound the different measuring tools and form an application association to conceptualise and operationalise emotional intelligence (Rajah et.al, 2011). Therefore, it can be asserted that scientific knowledge about emotional intelligence is needed. There have been various models and intellectualizations that try to explain emotional intelligence. This situation reveals the bias threat in emotional intelligence measurements. When Hofstede's (2001) cultural dimensions are considered, it reveals obviously that measuring performed may be influenced by the cultural variations. For example while the emotional intelligence perception is found too low in a research performed with employees in a particular company structure in the countries where individualistic culture is dominated like England and the United States of America, in the countries where the collective culture is dominated like Turkey and Japan, emotional intelligence perception relating to the leader can get higher scores. Therefore, transnational and even interzonal differences in a country are also significant for the scores obtained. As a matter of course, emotional intelligence has achieved to enter business life as an important and necessary compound (Sutton and Rafaeli, 1988; Ashkanasy and Daus, 2005). In spite of this, emotional intelligence is not a panacea in terms of effective leadership. Emotional intelligence does not guarantee the leadership single-handedly. The factors like mental capacity, sincerity, wisdom, etc. stand as the characteristics that leaders should have. In addition to cognitive capacity, human affairs and wisdom take place among the primary features that leaders should have.

The subject of emotional intelligence in leadership is a field that maintains developing swiftly. Although contradictions are mentioned, research findings about the subject have started to reveal. The applications related to these concepts need much more scientific studies to get a foothold in business life. There is no certain definition agreed on about emotional intelligence. For determining the borders of the concept clearly, undoubtedly a large number of studies are needed.

In literature a great number of measuring tools and methodological senses are discussed to measure emotional intelligence level. This negative condition revealed is an important barrier for comparing the findings of studies and brings question marks together about effectualness of the researches. For a well-directed measuring of emotional intelligence, measurements whose effectualness level is high are needed.

This condition reveals the necessity of methodologies and measuring tools used in researches to be same or similar. Mayer et.al, (2008) in a study they approached, they have asserted similar opinions. Undoubtedly, the researches are loaded a great duty in this field that is new and open for

improvement. To provide a definition and method union much more experimental and systematic literature researches have been needed.

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