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İÇİDEKİLER

USE OF EMOTIONAL INTELLIGENCE IN THE SELECTION OF HUMAN RESOURCES	245
Abstract	245
DUYGUSAL ZEKANIN İNSAN KAYNAĞI SEÇİMİNDE KULLANILMASI.....	247
Özet	247
1. EMOTIONAL INTELLIGENCE CONCEPT:	249
2. EMOTIONAL INTELLIGENCE MODELS	250
3. THE IMPORTANCE OF EMOTIONAL INTELLIGENCE IN VIEW OF ORGANIZATIONS:.....	251
4. THE USEGE OF EMOTIONAL INTELLIGENCE IN ORGANIZATIONAL APPLICATIONS	252
5. USE OF EMOTIONAL INTELLIGENCE IN HUMAN RESOURCES MANAGEMENT:	253
6. CONCLUSION AND RECOMMENDATIONS:	255
REFERENCES	257

USE OF EMOTIONAL INTELLIGENCE IN THE SELECTION OF HUMAN RESOURCES

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ABSTRACT

Emotional Intelligence, on which many investigations have been held recently on the view of its effect both on personal advancement and on the process of organizational achievement, is also regarded to be examined in the sense of Human Resource Management. These days, particularly, the necessity of change and transformation on the human profile turns out to be true that it is insufficient for employees only to have higher IQ levels. It is expected from the employees not only to generate striking conclusions but also to maximize individual perfection by the way of using social process fruitfully in accordance with EQ that they have already had.

This study focus on the use of working life as one of the areas people continue their existence of Emotional Intelligence whose importance is nowadays increasing rapidly. In this study, by using the literature, it is tried to be detected whether emotional intelligence has effect on issues such as performance, productivity, and behavior or not. Afterwards, it is examined how the emotional intelligence finds the area of application for the selection of Human Resources.

Key Words: *Emotional intelligence, human resource management, human resource management processes.*

DUYGUSAL ZEKANIN İNSAN KAYNAĞI SEÇİMİNDE KULLANILMASI

ÖZET

Gerek bireysel, gerekse örgütsel süreçlerdeki başarıya etkisi açısından son yıllarda üzerinde birçok araştırmalar yapılan Duygusal Zekâ, İKY süreçleri açısından da incelenmeye değer görülmektedir. Günümüzde özellikle, yaşanan hızlı değişim ve dönüşümlerin zorunlu kıldığı insan profili, çalışanların sadece yüksek IQ'ya sahip olmasının yeterli olmadığını ortaya koymaktadır. Çalışanlardan, sahip oldukları Duygusal Zeka ile sosyal süreçleri etkin bir şekilde yöneterek bireysel yetkinliklerini maksimize etmesi ve etkili sonuçlar üretmesi beklenmektedir.

Bu çalışma, günümüzde önemi hızla artan Duygusal Zekânın, insanın yaşamını sürdürdüğü alanlardan biri olarak çalışma yaşamındaki kullanımı üzerine odaklanmaktadır. Çalışmada duygusal zekânın, organizasyonlarda performans, verimlilik, davranış gibi konularda etkisinin olup olmadığı literatürden yararlanarak belirlenmeye çalışılmıştır. Daha sonra araştırmanın temel odağı olan duygusal zekânın İnsan Kaynakları temininde nasıl uygulama bulduğu incelenmektedir.

Anahtar Kelimeler: Duygusal zekâ, insan kaynakları yönetimi, insan kaynakları yönetimi süreçleri.

1. EMOTIONAL INTELLIGENCE CONCEPT:

Emotional Intelligence is a term upon which researchers' interest has extensively been placed in the last years in order to explain human behaviors. The new intelligence concept; defined as "Emotional Intelligence-EI or Emotional Quotient-EQ" in literature, has brought up researches that were carried out in the past, has been carried out now, and that will be done in the future on the topics of both emotion and intelligence.

According to the definition of Mayer and Salovey, who set up the emotional intelligence model, "Emotional Intelligence is a sub form of social intelligence which is related to the ability of individuals to examine to examine their senses and emotions, to make differentiations between them and to use the data they have gained from this process in their consideration and behaviors" (Mayer and Salovey, 1993). In Mayer and Salovey's emotional intelligence model, emotional intelligence is explained with the abilities to comprehend and express the emotion, combine and integrate it with thought, and understand, analyze, and control it (Mayer and Salovey, 1997).

Salovey and Mayer (1990), defined emotional intelligence around the frame of intelligence development model. Emotional intelligence models consist of four hierarchical series which define an individual's skills of identification and grouping emotions. In the first phase, individuals learn to identify their and other's emotions, and at the same time, they learn to distinguish the manners of explaining emotions. In the second phase, individuals use emotions to be effective in the process of decision making. The third phase defines the skill of using the knowledge gained through emotions. The ability to identify the relationships between emotions, affections, and transition from one emotion to another are elements of this phase. Finally, the fourth phase defines emotions with orientation skill through manner of emotions which are related to the information conveyed by these emotions (Mumcuoğlu, 2002).

Daniel Goleman (1995) who have major contributions in reaching out of emotional intelligence to wide crowds, with his book "Emotional Intelligence" he wrote in 1995, defines emotional intelli-

gence as to be able to stir oneself, proceed on his/her way despite misfortunes, postpone satisfaction by controlling stimulations, regulate his/her mood, not to let troubles inhibit thinking, and put himself/herself in another's place. While defining emotional intelligence, Goleman asserts that competences like self-discipline, determination, and empathy are components of emotional intelligence and that these define success in life more than IQ does.

In one interview, -related to emotional intelligence- Goleman said that "emotional intelligence means to know in what way we feel good and bad and how to transform bad into good. Emotional intelligence is the result of the compound of features of creation, childhood experiences, and knowledge gained later. This is something which contains skills such as knowing what you feel, being certain about your strong and weak points, and using these emotions to make strong decisions. At the same time, it is emotional intelligence which enables us not to depart from our targets and duty through taking our different moods under control says (Görgün, 1998).

Rauven Bar-On defines emotional intelligence as "the series of personal, emotional, and social competence and skills which will be helpful to an individual to cope with oppression and demands coming from his/her neighborhood successfully (Bar-On, 2005). Cooper and Sawaf (1997) define emotional intelligence as follows: emotional intelligence is the ability to sense, understand, and to use the power and quick perceiving of emotions as a source of human energy, knowledge, and relationships. Cooper and Sawaf's emotional intelligence definition includes examination intelligence in terms of impacts in organization. It especially analyzes the relationship between emotional intelligence and leadership.

Emotional intelligence describes skills like individuals' knowing, controlling, and motivating themselves, postponing their desires, controlling their emotional changes, resisting against preventions, approaching others with understanding, feeling their deepest emotions, and building and sustaining effective relationships. These abilities are psychological and social skills that can be learned. Thanks to these skills an individual can maximize his/her satisfactions and success in life. Scientists state that emotional intelligence is not a destiny like IQ, and that it can be developed at any age. And this increases the importance of emotional intelligence one more time.

The improvable feature of emotional intelligence, dissimilar to IQ, is important in people's daily life, as well as in business life. Most of the people are unaware of both emotional intelligence and what emotional intelligence would contribute his/her to achieve in daily life and business life. In human resources management activities, managers aim at gaining favor for businesses through creating awareness on those working upon this topic and enabling workers to develop these improvable emotional intelligence skills.

2. EMOTIONAL INTELLIGENCE MODELS

There are four main emotional intelligence models that are commonly used in literature. Details related to these four models are summarized in Table 1 (Acar, 2007). When we look at the common points of the models it can be seen that in emotional intelligence, basically, the skills like individual's being aware of their emotions, motivating themselves by controlling their emotions, making contact with others and understanding them, and developing their social skills are standing out. It is clear that these skills are main needs of communication and thought of system which are neural system of organizations in business life.

Table 1: Table of Emotional Intelligence Models

MODEL OF REUVEN BAR-ON	MODEL OF JOHN MAYER-PETER SALOVEY	MODEL OF ROBERT K.COOPER-AYMAN SAWAF	MODEL OF DANIEL GOLEMAN
Includes 5 General Field and 15 Abilities	Includes 4 Key Areas	Includes 4 Corner Stone and 16 Competence	Includes 5 Basic Skills and 25 Competence
1. Personal Skills (Inner World Area) - Emotional self-awareness (Awareness) -Self-confidence (Expressionism) - Independence - Self-esteem - Self-actualization 2. Interpersonal Area (The External World Area) - Empathy - Social Responsibility (Interpersonal relations) - Social relations 3. Adaptation Area (Compatibility) - Realism - Flexibility - Problem solving 4. Area of coping with Stress - Tolerance to stress - Impulse domain 5. General Mental Situation - Optimism - Compatibility (Happiness)	1. Identification- Detection of Emotion - To realize their feelings, identify and express feelings - To realize what other people feel and identifying their feelings 2. Using emotions to facilitate thoughts - To integrate the feeling at thought. - Emotions provide efficient and effective thinking. - Emotions help memory and judgments. 3. Understand of the feelings - To know how basic feelings transform into complex emotions - To understand how the feelings pass from one stage to another 4. Organize and Administer Feelings - To able to control self, desires, and impulses -To manage his own and other people' feelings	1. Corner Stone: Learn feelings - Emotional honesty - Emotional energy - Emotional feedback - Practical intuition 2. Corner Stone: Emotional Fitness - Essence - Circle of trust - Constructive discontent - Flexibility and innovation 3. Corner Stone: Emotional Depth - The original potential and purpose - Devotion - To live honestly - Domain without authorization 4. Corner Stone: emotional Alchemy - Intuitive flow - Mindfulness time change - To anticipate opportunity - Creating the Future	Personal Competence 1. Self-Consciousness - Emotional awareness - Accurate self-assessment - Self-confidence 2. To tidy up - Self-Regulatory - Reliability -Conscientiousness - Compatibility - Innovation 3. Motivation - The urge to succeed - Commitment - Initiative - Optimism Social Competence 4. Empathy - To understand other people - To develop other people - To be for service - Take advantage of the diversity of - Political consciousness 5. Social Skills - Impact - Contact - Conflict Management - Leadership - Change catalyzed - Link to set up - Image and cooperation - Team skills

3. THE IMPORTANCE OF EMOTIONAL INTELLIGENCE IN VIEW OF ORGANIZATIONS:

At the management of the organization, emotional intelligence skills have great importance according as the level of emotional intelligence of managers and employees. Regardless of the position and role within the organization people have relationship with and interact with each other. Feelings of people lead to these relationship and interaction which are continuous on a daily basis. Without being aware of the psychological situation in which they are, people sometimes behave in the way that this situation captures them. Sometimes, they are not aware of the feelings or situation that other people have. This situation allows people neither to be able to manage themselves emotionally at work nor to be able to manage relationships by understanding and detecting to other people. As people often can't manage emotions, they either misunderstand or misinterpret to other people or the order, or can't look at the daily events conceptually. When we look at the definition of emotional

intelligence described by Reuven Bar-On'in (1995:5) as "emotional intelligence is a range of personal, emotional and social competencies that enable people to provide positive feedback to the person's environmental impact and pressures and affect their abilities", at this point, it can be precisely said that emotional intelligence starts working.

Indeed, it is not possible for people to start working without their feelings like hanging their coats at the door. Human is not a machine or a gear of machine. He/she is sometimes happy or sad or sometimes becomes angry or cheerful. This is sometimes associated with the organization reasons, sometimes a person's private life. Whatever happens, the emotional atmosphere the person is in reflects in his work, relationship with colleagues and his contribution to organizational goals (Akın, 2004:28).

Workers whose Emotional intelligence capabilities have advanced contribute more than expected from him and his workgroup thanks to empathizing and understanding other people. Just like all the organs of a human body, acting in a manner consistent with one another of the people working for the organizations is very important in being efficient and effective and achieving organizational goals. In the organizations consisting of people who come together for common goals, being in tune of people is one of the biggest objectives of organizations. Then, the development of emotional intelligence of employees has great importance for organizations.

Emotional intelligence that is required for working life and organizations; decision-making, leadership, strategic and technical breakthroughs, open and honest communication, trusting relationships and teamwork, loyalty, creativity and innovation factors are necessary for success. Not only on the basis of IQ and brain power, but also on the basis of the good decisions, the most dynamic and profitable organizations and satisfied successful lives emotional intelligence plays an important role (Cooper ve Sawaf, 2003).

There are a lot of research trying to locate emotional intelligence which plays vital role at the high performance of employees and organizations. Goleman compared to which of qualifications are pure cognitive/technical skills, and which of qualifications are emotional skills that consisting of 121 workings operating in countries around the world and 181 different working life. Goleman concluded that 67% of the qualifications that is almost two-thirds, believed to have great importance for the effective performance are emotional qualifications. Compared to IQ and expertise, emotional competence seems more important than the two-fold. This result is valid in all business areas and organization of all kinds (Acar, 2007). In another study, Dulewicz and Higgs (1998), have identified that emotional intelligence contributes 36% to organizational success while IQ contributes % 27 and also affects career progression.

Many studies related to emotional intelligence show that emotional intelligence has a positive effect on organizational practices such as job satisfaction, performance, productivity, and organizational citizenship. So, it is very significant for organizations to improve the emotional intelligence level of the personnel. Even, with a certain level of IQ, to select newly acquired personnel from those with higher emotional intelligence will be more rational human resource policy.

4. THE USEGE OF EMOTIONAL INTELLIGENCE IN ORGANIZATIONAL APPLICATIONS

In organizations, due to the classical management approaches for many years, the philosophy of science and rational thinking was adopted, and it was argued that emotions would be detrimental to

the organization. In this period, even if currents, such as the Romantic Movement tried to focus on the importance of emotions, they weren't able to eliminate weight of rational thought. In organizational life, the belief that intervention of emotions damage to logical processes strengthened the understanding of organization should be purified from emotions. But, at the end of the 20th century, both social and scientific developments and advances in brain surgery have revealed the importance of emotions. In new approaches, person's thoughts and feelings aren't separated from each other and are argued that there is no antagonism between each other. Contemporary organizational approaches developed within the framework of this paradigm regard thoughts and feelings as important values that organization management has. Therefore, effects on the performance of strengthening social and emotional sides of people have been started to be investigated. In the field of management, behavioral issues have gradually increased the importance and the use of the personal and interpersonal intelligence came to the fore (Şahin, Aydoğdu and Yoldaş, 2011:976)

Based on the research in this direction it is started to be considered that emotional intelligence approach has great important effects on the managerial applications. Issues such as job satisfaction, performance, efficiency, conflict resolution, leadership, teamwork, stress management take part in these issues (Ashkanasy ve Daus, 2002:77).

In the studies, according to Coleman (1997:76), by giving the competitiveness to the employee, emotional intelligence causes to be more successful in their jobs. Weisinger (1998) has determined that there is a direct relationship between emotional intelligence and business success. According to Sue-Chan and Latham (2004) job performance of managers, and to Bachman and his patterns (2000), business performance of officers working in the field of finance are affected by emotional intelligence. Law, Wong, and Song (2004) have concluded that in addition to life and job satisfaction of employees, the emotional intelligence also increases the performance of their work.

The issue of motivation is one of the issues associated with the emotional intelligence. There is no doubt that emotional intelligence, which is also defined (Johnson, 1999) as the sum of ability to manage their feelings and to understand the feelings of others and even under the difficult conditions not losing motivation and ability to control the reactions, has a positive effect on motivation. This situation that emotional intelligence plays an important role not only in personal selection but also motivating staff and ensuring the continuation of the organization is accepted by everybody (Bourey, 2001: 8). When emotional intelligence competencies are remembered, people with higher emotional intelligence, even in the most adverse conditions, have the ability to motivate themselves.

In terms of leadership; authors working in the field of leadership such as Argyris, Mintzberg, Hamel and Hammer advocated the need of emotional management in business life. Developing approaches on this axis regard leadership as an integral concept hosting social and emotional elements. In fact, according to Goleman, one of the indicators of effectiveness is explained by the adequacy of emotional intelligence in leadership (Şahin, Aydoğdu and Yoldaş, 2011:976).

5. USE OF EMOTIONAL INTELLIGENCE IN HUMAN RESOURCES MANAGEMENT:

Emotional Intelligence Research Society in Organizations has concluded that there are thousands of human resource professionals and consultants who strive to improve the social and emotional intelligence of the employees (Laabs, 1999:68). It is also seen that some organizations include emotional intelligence to active development programs (Schwartz, 2000:296).

According to survey conducted by Career Builder in 2011 with 2600 senior managers and Human Resources experts, intelligence became much more critical factor in hiring an employee and promoting him/her. 59% of respondents were in high-IQ, but they stated that they wouldn't certainly employ the people with low-emotional intelligence. 75% of respondents said that the persons with high- Emotional Intelligence were selected for promotion and high IQ was the second preference reason (Univera, 2012)

When deciding to issues related to human resources, procurement, selection, training, career planning, staffing in organizations and business, Emotional Intelligence features provide a great advantage by creating a significant difference between candidates or employee. Especially job application can cause big problems in future periods by hiding the real personality traits, attitudes and behaviors of candidates and demonstrating specific features work at the stage of the selection process and evaluation. Emotional perception enables people to internalize the feelings by empathy. As emotions are also evaluated as a personality reflection, at this stage in order to reach right decision, managers are required to use the properties of Emotional Intelligence effectively (Demir, 2010:1069).

Recruitment of personnel with a high level of Emotional Intelligence achieves important results with lower costs in career studies and training and development of human resources (Blank, 2008). Because, rightly-recruited human resources will provide great contribution to the organization in every issue.

At the stage of human resource selection, emotional intelligence features play an important role in the selection of the correct person (Fox and Spector, 2002). As well as at every stage of organizational activities and management applications, in the process of human resources selection the effect of Emotional Intelligence features also provide to put forward the personality and role conflict easily by maintaining a positive way of thinking even under adverse conditions (Kaushal and Kwantes, 2006). While causing personal disadvantage for the candidate, this provides the benefit of seeing and finding the right person for the organization. However, employees with higher emotional intelligence are able to take advantage of this situation by coping with adverse conditions in the process of selection.

In this context, Emotional Intelligence is considered to be one of the most important criteria in the selection of human resources (Fatt, 2002).

It was conducted a number of research associated with emotional intelligence on the issue of the wish to give up the job at the rate of about 50% of a new staff received for U.S. Air Force who sent to camps after the training and not being able to adapt to the work. As a result of the research that was conducted, recruited staff was trained for the development of emotional intelligence competencies. Eventually, after emotional intelligence test and emotional intelligence interview which have been developed specifically to assist in the selection of new staff are applied for a year, it is seen that retention rate has been increased by 92% worldwide. This means a saving of \$ 2.7 million. In 1998, U.S. Department of Defense decided to use measures of emotional intelligence for personnel supply in all units of the armed forces. (Steven J. Stein, 2000). In parallel with this example, Watkin (2000) emphasizes that at the process of human resources selection, the success rate of managers in using emotional intelligence and determining the right candidate is 90%.

In the process of human resources supplement, job interviews are an effective process of interaction. Exhibited indicators of emotional intelligence affect in many ways to the outcomes of the interaction and the process. Emotional intelligence indicators, such as emotional awareness, self-awareness, initiative, empathy play a decisive role in the process of recruitment of candidates. In a study on

what organizations are looking for candidates in the selection of the staff, addition to specific technical and expertise skills, competencies required are listed as follows (Edizler, 2010:2978); listening and oral communication, adaptability and creative responses to defeats and obstacles, personal management, confidence, motivation to work in line with targets, being proud of the work accomplished and career development, intra-group and interpersonal effectiveness, susceptibility to co-operation and team work, constructive resolution skills for conflicts, effectiveness in the organization, desire to contribution and potential of leadership.

Emotional intelligence, which is seen as a necessary for individual and organizational success, plays an active role in determining the source of the right people for the organization. Human resources professionals who want to take advantage from this feature of emotional intelligence should pay attention to the following points;

- In order to identify emotional intelligence, it should be tried to select the rightest personnel by using emotional intelligence scales prepared in line with organizational needs
- To do this, in the first stage, emotional intelligence competencies required in accordance with job requirements and job description forms should be identified, scales are defined according to the criteria that are established (Edizler, 2010:2980)
- With the implementation of the developed scales, in the interviews with candidates, emotional intelligence competencies should be observed, the results of the scale should be tried to verify diagonally.
- In support of this, different applications (team work, problem-solving, etc.) should be done; candidates should be monitored in terms of emotional competence during the processing.
- For this purpose, the personnel who will manage the process and take an active role in selecting activities and interview with the candidates should be trained in view of emotional intelligence; should be taught how to observe the competencies.
- By examining performance in later years and compliance with the organization of recruited staff, the functioning of the scales used should be reviewed.
- Training should be given more priority in order to increase emotional intelligence of recruited staff.

6. CONCLUSION AND RECOMMENDATIONS:

Today's organizations have an intense effort for getting the staff that can communicate effectively, be able to express himself correctly, understand the people by empathy, be a member of a team, take responsibility when needed, think three-dimensional and conceptual, evaluate the events as a whole, introduce creative approaches to problems. These features due to the emotional intelligence competencies attract great attention in organizational and managerial applications, so, organizations have tendency to choose people who have a high level of emotional intelligence.

At the end of the research, it began to be observed that emotional intelligence approach had significant effect on administrative applications. Issues such as job satisfaction, motivation, performance, productivity, conflict resolution, leadership, teamwork, stress management take part in these managerial applications. Emotional intelligence influences on these applications and many other organizational processes in a positive way.

In this context, it will provide a great benefit to use of emotional intelligence models and measurements in the selection of human resources. Emotional intelligence should be used effectively in

the selection of the right people that the organization needs and candidates serving for a long time by adapting to the organization. In this way, it will be possible to reduce the rate of personnel turnover and to give efficiency and effectiveness to organizational activities. In this respect, nowadays, the numbers of the organizations which are engaged in the activities of personnel selection based on emotional intelligence are growing rapidly and it is quite acceptable to provide training for the development of emotional intelligence of recruited staff.

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