

Emotional Intelligence in the Oil and Gas Industry

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ABSTRACT

Emotional intelligence (EI) refers to a collection of skills that deal with emotions and emotional data. Organizational scholars have paid close attention to EI, and research has explained its meaning and illuminated its importance in organizations. The author defines EI and explain the abilities that make it up in this article. The researchers compared and contrasted two methods to calculating EI: performance-based and self-report. The validity generalization, situation-specific, and moderator models are used to organize the results of how EI is related to work requirements. The support for the latter two models implies that, in order to adequately understand how EI applies to requirements, the organizational background and employee dispositions should be considered. The author recognizes controversies in this field, explains how findings solve some of them, and suggest future research to address the others. Finally, the researcher offers some recommendations for future research on the role of EI in organizations.

Introduction

Every organization has its own criteria to determine if a candidate is able to handle the job responsibilities. Hiring requirements helps organizations determine if an individual is fit for a certain job or a role in the organization (Cohen & Pfeffer, 1986). Emotional intelligence (EI) is the ability to understand other people's feelings and emotions, and the higher the emotional intelligence of a person, the better they will be at problem-solving (Salovey, et al., 2000). Moreover, EI is the individual's ability to manage emotions and feelings to overcome challenging problems or obstacles (OKWUDUBA, et al., 2019). The main dimensions of EI are self-management, social awareness, social skills, and self-awareness (Fox, 2002). Each

dimension plays an important role for individuals to have high emotional intelligence which enables them to solve problems and conflicts effectively.

The purpose of this paper is to use emotional intelligence as one of the hiring requirements in the oil and gas industry, and this paper explores the advantages that organizations can benefit from by using emotional intelligence as a requirement. Firstly, self-awareness is the ability of a person to recognize his or her moods and drivers and their effects on the individual and other people. For instance, self-aware people would know the things that can make them more productive, and that can be money, breaks, etc. Self-management is another dimension of EI, and this skill helps people to regulate and control themselves in situations that requires thinking before acting (Gerhardt, 2007). Next, social awareness is the ability of an individual to understand other people's emotions, and based on their emotions, the person uses this skill to treat others according to their emotional reactions (Zautra, et al., 2015). The last dimension is social skills which is a strategy used to manage relationships and interact with people successfully; this skill is critical to gain acceptance from peers (Gresham, 1988).

Emotional intelligence was used only in people's personal everyday lives, but later it was discovered to develop people in the business world (Hunckler, 2017). By promoting emotional intelligence in organizations, researchers have found a positive correlation between emotional intelligence and organizational commitment, job satisfaction, employee performance, and organizational outcome (Abraham, 1999). Thus, organizations must concrete on emotional intelligence in their workplace to enhance the firm's performance.

Problem Statement and Research Objectives

There are a lot of job requirements, such as the ability to communicate in English, the ability to use specific software. However, there are a few organizations around the world that consider emotional intelligence because mainly organizations use intelligence quotient (IQ) or grade point average (GPA) as indicators to measure the effectiveness of a candidate. However, the World Economic Forum projected emotional intelligence to be one of the top ten skills in 2020 (Licheva, 2020).

In the oil and gas industry, intelligence quotient (IQ) and grade point average (GPA) are not sufficient evidence in determining whether the candidate can be fit in the workplace or not (OKWUDUBA, et al., 2019). Fresh graduates can face a lot of difficulties in coping with a new environment, and emotional intelligence is needed in the workplace because the workplace is a place full of communication and human interaction (Gilin Oore, et al., 2015). Also, emotional intelligence has been linked to employees productively and this link is common because of the environment of the workplace when EI is employed. Mostly, employees who work in the oil and gas industry go through job rotation which leads most of them in working in remote areas with less supervision (Sumbal, et al., 2018). New environmental policies and regulations are taking place in the oil and gas industry, and the industry has to come up with innovations that can help the industry to survive and achieve sustainability (Managi, et al., 2005). Therefore, having the right employees who can lead this change so this change will require the right employees. Most problems in the oil and gas industry can be solved if companies employ the right people with the right skills to increase organizational performance. The benefits of emotional intelligence will be discussed in detail in the next chapter which will be a literature review on the

advantages organizations can gain if this requirement is employed. Furthermore, the paper will explain how attitude is vital to deal with peers in the workplace, emotional intelligence and its influence on job performance, empathy in the workplace which is about understanding peers and employees, relationship management skills and how emotionally intelligent employees can help companies and themselves with this skill, organizational changes and how emotional intelligent employees deal with organizational changes, and finally how emotional intelligence is used to be a professional in organizations.

The research sought to answer the following questions:

1. What is emotional intelligence in a pilot study and oil and gas company?
2. What is the relationship between emotional intelligence and employees' attitude?
3. What is the significant relationship between emotional intelligence performances towards top performance?
4. Why soft skills help the candidate to get hired in most organizations?
5. Why empathy does not play an important role in the organization?
6. Why relationship management skills build a comfortable environment and help in achieving the task.
7. Why do employees resist organizational changes?
8. Should emotional intelligence be the main factor in hiring a candidate?

Hypotheses Testing

The following hypotheses are formulated to find the relationship between the variables.

H1: Companies should hire an employee based on their intelligence rather than their attitude.

H2: Top performance is more related to a person's emotional intelligence, not their GPA nor IQ.

H3: Soft skills help the candidate to get hired in most organizations.

H4: Empathy does not play an important role in the organization.

H5: Relationship Management skills build a comfortable environment and help in achieving the task.

H6: Employees do not like organizational changes because they find it difficult to adapt.

H7: Emotional intelligence should be the main factor in hiring a candidate.

Literature Review

Attitude

While personal intelligence is vital and adds value to companies, attitudes can be more important since dealing with people requires certain social skills in order to build and maintain relationships. Organizational culture, policies, common practices in organizations, and the work environment shape employees' attitudes and personalities; thus, organizations have responsibilities to influence attitudes in the workplace. On the other hand, most personalities are influenced by genetics and family background, and these factors cannot be ignored because family background and genetics tend to dominate people's personalities more than any rules or policies (Farrukh, et al., 2017). In support of this argument, a study was investigating the correlation between organizational rules and bureaucratic personality. Researchers have found

people in the private sector need rules while managers in the public sector who are used to bureaucracy, they prefer fewer rules, so their work environment did not influence them to vote for more rules. However, the study has many limitations which can impact the result of this study, and one of the limitations is that the researchers did not measure the level of rules in the sector which can change the result of this study (Bozeman & Rainey, 1998).

People must have the skill to deal with co-workers and managers and employees should promote positive attitudes in the workplace which has great benefits on the performance of the employees and organizational commitment, and employees who show positive work attitude tend to align their goals with the company's goals which is an important factor for firms to facilitate new changes and the development of firms (Olori & Wechie, 2017).

On the contrary, a study in Nigeria was investigating whether organizational culture and attitude could have a positive impact on the performance of the employees, and the result shows that there is no correlation between top performance and attitude nor organizational commitment (Emengini, et al., 2020). However, in this study the respondents were rating their organizational culture, and this could have impacted the result of the study, and it could have been more reliable if researchers were rating the organizational culture. Furthermore, there should always be healthy competition among employees and feeling empathy to colleagues and support them when they achieve something; however, companies do not want to have unhealthy competition among employees which can affect the company's operation (Ganegoda & Bordia, 2019). Therefore, highly emotional intelligent people can balance envy and being happy to peer's achievements.

Having good customer service can be a competitive advantage to firms, and showing a positive attitude is important to retain clients. So, no matter how intelligent an employee is, he or she must show an excellent attitude to keep their customers. Some argue that the education level and personal intelligence plays a critical role in people's attitudes, and the higher the degree is, the better the behaviors will be in terms of dealing with social problems, economic issues, and environmental issues (Makowsky & Miller, 2014). The relationship between educational background or intelligence and positive behavior might be strong in general, but in organizations they may have all employees with bachelor's degrees, but their attitude will be different from one another. According to Daniel Goleman, academic achievement is not a skill or a talent, but the real talent or skill is to be emotionally intelligent (Goleman, 2012). For example, increasing the level of optimism within a team, it requires a talent to be able to motivate the team to achieve its target or goal. It is true that people are hired for their attitude during interviews and also some companies do background checks on the candidates to see criminal history, cases in courts, etc. However, after a candidate is hired, over time many things could change like behaviors, beliefs, and culture differences. Therefore, emotional intelligence can add value to the hiring selections since highly emotional individuals must demonstrate skills that can ensure positive attitudes from candidates, such as social awareness, social skills, and self-management. In addition to that, there is no real evidence that emotional intelligence declines over time, so emotional intelligence can be the best tool used to ensure positive attitudes in the workplace (Gong & Jiao, 2019).

Job Performance and Emotional Intelligence

A good job performance involves a set of skills, and each skill makes the quality of jobs more efficient. Therefore, organizations care about the job performances of their employees because it contributes directly to the success of organizations. An example of a solid job performance is when an employee checks the quality of work which involves accuracy information and persistence, quantity of work which is about managing time and being productive, job knowledge which is about understanding the work and jobs within an organization, and finally working relationships which focuses more on communication skills and working with peers (Chron Contributor, 2020).

Each element of a good job performance can be linked to emotional intelligence. Firstly, emotional intelligence has always been associated with memory for emotional reactions and affective forecasting and based on a recent research it was concluded that emotional intelligence can predict emotional reactions with high level of accuracy (Hoerger, et al., 2012). Thus, highly emotional intelligent people can benefit companies by forecasting customers' reactions to a new product or a new way of doing business with other companies. Secondly, self-management involves a lot of skills, such as time management, problem-solving, confidence, organizing skills, etc. Time management is a critical skill for an employee to have since there are deadlines to meet, meetings with clients, shipments and delivery. So, organizing and managing time properly can prevent employees from job stress which can affect the performance of the employees as well as work and life imbalance. Highly emotional intelligent people tend to have time management skills and adopt healthy behavior to help them cope with stress, and that is mainly because people with a high emotional intelligence score have the tendency to employ their emotions to help them deal with the current situation (Pau, et al., 2004). However, the study was investigating undergraduate students, and the students were given only one test to determine their emotional intelligence scores, so if the students were given more than one test that could impact the findings of this study (Ciarrochi, et al., 2001).

Thirdly, job knowledge can be the skill that makes the employees perform the work effectively since this skill will enable the employees to know tactics, methods, and skills that are needed to master the job (Beier, et al., 2017). Those methods, skills, and techniques can save time and resources for both employees and firms. The relationship between job knowledge and emotional intelligence can be not so obvious, but researchers found that since emotional intelligence helps people to overcome emotional problems, this will help them to deal with job challenges which after gives them the proper knowledge of the job; however, researchers are working more on making the relationship between emotional intelligence and job knowledge stronger and make it more valid (Beier, et al., 2017). Lastly, working relations which can be verbal or written communication, and this skill is vital to have a good working environment. Emotional self-awareness can help individuals to know their own emotional capabilities, and based on these capabilities and emotions, they make decisions (Khalili, 2012). Also, making decisions and being aware of the limitations and feelings can help people to handle tasks that they can accomplish without struggling.

On the other hand, some authors argue people who do not go beyond their own limits will not improve their performance since they will be handling tasks familiar to them (White, 2009). However, for a person to be self-aware means that they know to evaluate themselves, and this evaluation helps them to improve and overcome their own weakness but if people are not aware of themselves, it would be hard for them to know the challenges they may encounter (Ashley & Reiter-Palmon, 2012).

IQ and GPA are used for many years as a measurement of personal intelligence and due to that companies link it to job performance, which means the higher the IQ or GPA, the better job performance of an individual would be (Richardson & Norgate, 2015). Even though, the correlation between IQ and high job performance is 0.5 which is in the middle and cannot predict whether a person would be a top performer or not (Siboni, 2019). Some authors conducted a study to test the best tool to predict job performance, and it has been concluded that emotional intelligence is a valid tool and better than IQ and personality competencies to predict job performance for 100 people in the study (Downey, et al., 2011). Furthermore, emotional intelligence can more accurately predict job performance than other tests, such as Big Five personality traits as well as cognitive ability tests (Joseph, et al., 2015).

Empathy

Understanding peers, managers, and subordinates is vital, and having a sense of empathy towards them is required to create a friendly workplace. Relationships between subordinates and managers must have some empathy, so it can result in positive attitudes (Madera, et al., 2011). According to Dinkins, one of the fundamentals of building code of ethics is to have empathy since it is hard for employees to work without empathy because they need to be understood and treated generously and kindly (2011). Empathy in emotional intelligence comes from self-awareness which means people who are more open to their emotions will be more skilled in anticipating feelings of others, and that will lead to a sense of empathy towards others (Goleman, 2012). For example, a person who does not know how he or she would feel to be fired, he or she would not understand or even predict how others would feel in this situation because they lack self-awareness, and they will also not show empathy, as a result of lacking self-awareness. The importance of empathy cannot be denied although some professionals have found it difficult to apply it all the time due to the nature of the job, a lack of adequate time or the lack of education in empathy (Moudatsou, et al., 2020). Others could argue that people with high IQ can show empathy, and it is not all related to emotional intelligence; however, a study was investigating the relationship between IQ and empathy, and the finding of the study discovered that there is no such a relationship between them (Goleman, 2012). Furthermore, registering others' feelings makes people human, and to fail at registering feelings; the result will be a huge gap in emotional intelligence and humanity (Goleman, 2012). Therefore, empathy is important in the workplace since it is part of humanity, and this is what robots lack showing empathy and feeling to others (Benjamin, 2020).

Relationship Management and Emotional Intelligence

Relationship management is a technique companies use to keep their ongoing business activities to improve their operation, and there are two types of relationship: business to

customer and business to business (KENTON, 2020). Business to customer relationship is often referred to as B2C and in this type of relationship firms sell their products or perform services directly to consumers (KENTON, 2020). Business to business relationship includes all business transactions between two businesses, such as retailing, wholesaling, or manufacturing, and this type of relationship is referred to as B2B (CHEN, 2020). In business to customer relations, organizations should work hard in order to provide the best to its customers and this is done by knowing the customers very well, and most companies do that to gain a competitive advantage that can make the business more successful (Gebert, et al., 2003).

Similarly, Business to business relation which gives businesses an opportunity to enhance their procurement choices which lead to lower business costs, and this type of relationship needs to be maintained to strengthen the supply chain of a business (Gurton, 2001). Thus, managing relationships in the business world is as important as having a good product, and employees play a critical role in managing relationships. Because employees have a part in this kind of relationship, employers must ensure their employees can handle the responsibility of managing relationships with customers and other businesses. There have been studies that link emotional intelligence with managing relations which result in customer satisfaction.

One of these studies is in the tourism industry, authors suggest using emotional intelligence as a tool to engage with customers, to make satisfy them, and to keep them loyal for a long period of time, and that is mainly because emotional intelligent employees have a set of social skills that helps them to interact with clients (Sofiyabadi, et al., 2012). On the flip side, a study does not recommend emotional intelligence to be used as a standard in hiring salespeople because of the lack of evidence that links emotional intelligence with sales; in this study, the link with sales is coming from relationship management. However, the study was focusing on the sales numbers not relationship management although relationship management skills can help employees with their performance but in this study did not consider the long-term impact on the future sales of highly emotional intelligent salespeople.

In support of this argument, some authors suggest measuring customer relationships by the length of time that customers are loyal to the firm (ain, et al., 2003). An analysis was conducted in 1993 to measure the impact of emotional intelligence on sales in L'Oréal Company, and the finding of this study was that emotionally intelligent salespeople were able to achieve their target and sometimes exceeded the expected target more than those salespeople who are less emotionally intelligent (Khalili, 2012).

Maintaining good relationships in the workplace with peers and supervisors with his or her employees are vital, especially in a workplace that has a high level of diversity and also employees with disabilities. Although conversations in the workplace are mostly about tasks; however, people spend more time with coworkers than they spend with close friends or family members, so the workplace is a place where employees can build various networks and these relationships can go beyond the workplace (Tuikka, 2019). The result of socializing with coworkers is having a happy workforce and less stress on the employees since socializing can

boost the mental health of employees (Chadsey & Beyer, 2001). Whereas bad relationships with employees and peers can have severe consequences on the performance of the employees, the working environment within an organization, and bad health outcomes (Tuikka, 2019).

In addition to that, negative relationships in the workplace could be the cause of job dissatisfaction, less committed employees, and increase the stress level of the employees (Tuikka, 2019). It is argued that feelings should not get in the way of any job, but emotions can lead to effective job performance (Fineman, 2000). The skills that emotional intelligent people have can go beyond professionalism since the four dimensions of emotional intelligence provide a set of skills that can enable individuals to manage relationships in their daily lives as well as managing relationships in the workplace. According to a recent study, the researchers of this study suggest using emotional intelligence in organizations to enhance human relationship management, which can benefit organizations to increase the organizational commitment within the workplace (Adeoye & Torubelli, 2011).

High employee turnover rate can be concerning to some organizations, and there are many reasons for high employee turnover, e.g., job stress, bad working environment, financial reasons, job commuting. (Delfgaauw, 2007). However, most of the time employees quit their job because of the unhealthy relationship between employees and their supervisor (Reina, et al., 2018). Moreover, large teams and bosses' performance are powerful influences that can lead to staff attrition (Silverman & Waller, 2015). There are multiple reasons that can force employees to quit their job because of their bosses, and the reasons can be like failing at showing the right behavior, the stress and pressure that bosses add to the employees, failure of showing leadership skills, etc.; however, having a bad boss is not always bad because employees can learn from this experience to avoid becoming bad bosses in the future and also employees can take good bosses for granted, and having a bad boss can make the employees feel grateful for their current supervisors (O'Rourke, 2010).

According to some authors, bad supervisors are not common in large firms and they represent 13% of Europe's workforce but this survey brought a light to the attitudes of bosses which mostly make them bad bosses because they do not show respect to their workers (Artz, et al., 2020). The hiring expenses can cost companies a lot of money, and organizations can avoid these reasons by focusing more on relationship management skills and also to protect their employees from mental problems that can be caused by bad managers (Silverman & Waller, 2015). Thus, showing respect and the right behavior to employees and peers could save money for firms and make the workplace more likeable.

The relationship between employees and their organizations could result in many positive outcomes if the relationship is being managed properly by the two parties. Most organizations want to increase job satisfaction, organizational commitment, reduce turnover intention, promote organizational citizenship, so to have this kind of culture in organizations, employees must be aware of it to help firms achieve their mission and vision. There is a relationship between job satisfaction and emotional intelligence and that is mainly because of

self-awareness which helps individuals to recognize the surrounding factors that make them satisfied with their jobs (Jung, 2018). There are also some authors who suggest leaders' emotional intelligence is the main reason why employees are satisfied with jobs and committed to their organizations given the skills that emotional intelligent leaders have, such as empathy, self-management, social skills. (Ruestow, 2008). Given the soft skills that emotional intelligent people have that put them in a position where they can pick the best job opportunity because their skills attract big firms to hire them, that is the justification behind job satisfaction and organizational commitment (Shooshtarian, et al., 2013). Finally, the relationship between organizations and employees involve many factors to be considered and this relationship requires both parties to be aware of the importance of maintaining it.

Emotional Intelligence and Organizational Changes

Having the right people in the organizations can make a huge difference in terms of the speed of implementing changes. Nowadays, companies adapt new changes to survive in the market and to compete with their competitors, especially in the oil and gas industry where the environmental policies change rapidly, and companies need to be innovative to respond to the new challenges in the industry and adapt to these changes in order to cope with the current situation. In general, people find it difficult to change and adapt to new changes. The relationship between change and emotions cannot be denied because emotions are used to deal with change; therefore, emotional intelligence can be used to give some insight to manage this change (Jordan, 2004). Being flexible and accepting new changes is what makes emotional intelligent people have an advantage over people who can have high IQ or GPA but not emotionally intelligent (Jiménez, 2018). Technology is now changing rapidly and that is resulting in the behavior of people in accepting new changes since the complexity of jobs require people to adapt to new changes (Benjamin, 2020). It could be argued that not every job is related to technology because people sometimes need to change their behaviors to fit in a new place and acknowledge the culture differences in a particular organization. Also, changes can occur in organizational structures of companies in which people leave firms because of changes in management (Benjamin, 2020).

Emotional Intelligence for Professionals

The word professional is commonly used in every industry and most people seek to be professionals in their lives; however, being a professional at the workplace requires skills like controlling emotions, time-management, being positive, leaning in, and being a top performer (Palmer & Shannon, 2015). Thus, we can find a lot of similarities between emotional intelligence and professionalism, so in order for employees to master professionalism, they will have to be emotionally intelligent because of the dimensions of emotional intelligence. People who have IQ or GPA tend to care only about facts and figures. However, in the case of emotional Intelligence people, they focus more on the feelings of themselves and others. Self-Management, social skills, social awareness, self-awareness are soft skills that cannot be taught from a textbook in universities (Arat, 2014).

On the contrary, some authors think that universities may not teach the students those soft skills from a textbook, but students should learn those skills through adapting to the

universities' environment because they are deadlines to meet which they require students time management skills (Cinque, 2016). But many employers think that soft skills are needed to be taught because the workforce lacks skilled employees which means that many students can still graduate without learning vital skills, such as self-management because the focus in universities is on professional knowledge like knowledge in Chemistry (Gruzdev, et al., 2018). Knowledge and facts will not make people successful at their jobs if they do not know how to deal with their employees, peers, and customers or know how to manage their stress. The importance of soft skills in the labor market is growing rapidly and has been linked to employees' wages while skills in math and low social skills grew slowly over the years because the need of soft skills is important in teamwork (Deming, 2017).

Given the evidence from the dimensions of emotional intelligence which can provide individuals cognitive skills can pave their ways to achieve success in their jobs and influence job satisfaction; employers can use emotional intelligence to select job candidates, especially occupations that require social interactions (Shooshtarian, et al., 2013). On other hand, emotional intelligence can impact and influence individuals' lives and can change it from personal to professional; therefore, emotional intelligence is becoming an interest in the area of research (Iannucci, 2013). Emotional intelligence has been emerging in human resources management, and researchers have been exploring the impact of emotions in the workplace and its importance on employee's well-being (Santos, et al., 2015). Much to be explored in the field of emotional intelligence and its impact on employees, as well as the use of emotional intelligence in the field of human resources management.

Methods

Data collection was conducted online by using Google Forms, which also helped to export the data into Excel Microsoft spreadsheet. Responses were used as primary data. At the beginning of the survey, participants were required to read a sample survey cover letter that included my name and contact information and my dissertation supervisor's name and contact information if they were satisfied with the manner of this survey. Data was processed by the researcher using Excel Microsoft to find correlations between emotional intelligence and other independent variables. The study shows mean, standard deviation and interpretations. Secondary data was gathered from online articles, journals, etc.

Methodology

This research paper adopted the ontological philosophy since the paper mentioned realities and situations employees encounter, and also the survey questionnaire asked about the reality and the nature in the oil and gas industry. Also, survey questionnaires did seek the respondents' perspectives on emotional intelligence as one of the hiring requirements which is important in this type of research philosophy to get the reality and opinion on this subject to debate their responses with the literature review, then interpret them to draw findings. According to Hakim, research design is the conversion of questions into research studies that

can answer the questions (2000). The objective of research design is to provide a comprehensive plan to collect data and analyze the data (Muma, et al., 2019). The approach that is taken in this study is quantitative research design. In this study, descriptive and correlational survey designs were adopted to identify relationships between the dependent variable which is emotional intelligence and other independent variables such as, attitude, and relationship management. Quantitative research was more appropriate in this study because the main objective is the form of function of the independent variables to the dependent variable (Myers, et al., 2010). Also, a quantitative research method investigated and measured the feelings of people, and the aim of this study was to see if people prefer to have emotional intelligence as a hiring requirement (Watson, 2015). Descriptive and correlational survey design were helpful in this study since descriptive design will give an insight of the current status of emotional intelligence and correlational design determined the extent of relationships between the dependent variable and independent variables (Janes, 2001).

Data Analysis

The aim of this quantitative research was to find if employees in the oil and gas industry prefer to work with emotionally intelligent people. Also, based on the responses that have been collected, the researcher was looking to find correlations between emotional intelligence and some other independent variables, such as soft skills and empathy,

Results

Table 1. Emotional intelligence and the relationship with dependent variables.

Variable	Relationship with actual data	Relationship with pilot data
Attitude	Weak	Trivial
Top performance	Weak	Trivial
Soft Skills	Strong	Moderate
empathy	Moderate	Weak
Management Skill		
(a) Relationship	(a) Moderate	(a)Weak
management	(b) Strong	(b)Moderate
(b) Time management		
Organizational Change	Moderate	N/A
Hiring Process	Strong	N/A

Emotional Intelligence and Attitude

Question 1: positive attitude intended to address if employees care about the attitudes of their colleagues, and based on the responses, employees agreed with a mean of 3.71 and mode of 5 that they care about the attitude of their peers more than their personal intelligence. The mode of question 1 was 5 which means that most respondents strongly agree. This result of question 1 supports that smartness is not enough to be hired if attitudes are negative.

Question 2: GPA/IQ more than attitude was addressed to give an insight if companies are likely to hire applicants for their IQ scores and ignore whether the applicants show negative attitude, and the result of this question was neutral with a mean 2.90 and mode of 3. In order to gain more insight of the distribution of question 3, the coefficient of variation was calculated, and it is 0.41 which is considered to be very low. According to some scholars, low value of coefficient means the prediction is precise (Insee, 2016). Hiring for attitude is most common in big companies, such as Google, as they look for applicants' attitudes more than their academic achievements/intelligence (Tschohl, 2021).

Emotional Intelligence and Top Performance

The intention of asking question 2, top performing employees, is to find out if academic achievements are the primary reason for high job performance. The received responses indicate that it is neutral with a mean of 3.32 and mode of 3, and this could be interpreted either respondents do not know the academic achievement of their employees or it depends on the individuals. According to some authors, there is no real evidence that links academic achievements with high job performance which supports the second hypothesis that suggests it depends on the employee's knowledge of the job (Siboni, 2019).

The reason for asking question 4 is to measure the relationship of emotional intelligence and top performers based on the respondents' observations. The mean of question 4 is 3.26 and the mode is 3. Based on the respondents' observations from the educational sector, there is no real evidence between top performance and being emotionally intelligent, which supports the argument of some authors who claim high emotional intelligence scores can predict solid job performance (Shahhosseini, et al., 2012).

Emotional Intelligence and Soft Skills

The aim of asking question 5 is to have an idea on companies hiring requirements whether firms only care about IQ and GPA scores or there are other requirements, such as time-management, social skills, self-management, etc. The mean of this question is 3.75 and the mode 5 which shows respondents agree that soft skills are essential in the hiring process. This suggests that most organizations are likely to consider soft skills as important as technical skills, and firms are more willing to invest in employees who have soft skills to excel in the future (Davidson, 2016).

Question 6 is meant to be asked to find out if organizations appraise the dimensions of soft skills which are self-management, social skills, social awareness and self-awareness more than IQ and GPA scores. The result of question 6 shows a mean of 4 and a mode of 5, and since the majority agree that their companies appraise emotional intelligence's dimensions.

Data: Emotional intelligence and Empathy

Question 7 explains the need of empathy towards other employees. This question shows that if a person is empathetic, they can understand other people's feelings also. The results show that most the persons agree on this with means of 3.74 and mode 5. Empathy is an emotion in which people strive to consider others' minds and try to see it in various ways and justify one another's behaviour. It is also the method of communicating with other minds, primarily with other feelings including concern for others (Singh, 2014).

In Question 8, it depicts that it is necessary to have empathy for the employees of the company. The respondents responded that they agree on this that the employees should have empathy in the workplace yield results 3.77 with mode of 5. Empathy on the Workplace is a top priority for many companies in looking beyond conventional management development strategies and the recruiting of leaders capable of progressing the company. The managers/bosses may need to build capacity to show empathy, in enhancing performance and effectiveness. While some people have more empathy and have an advantage over their peers, the majority of leaders fall at the middle level. Fortunately, empathy is not an integral characteristic, it can be taught (AHMED, 2014).

Emotional Intelligence and Management Skills

Question 9 is related to time-management skill and its connection to emotional intelligent supervisors and their time-management skills. The mean of this question is 3.55 which means the respondents agree that emotional intelligence is likely to make their subordinates more comfortable. However, the mode of question 9 is 3 which shows the majority are neutral. Time management is a mechanism in which goals are determined, targets are established, tasks are prioritized and organized (Lakein, 1973); where a significant relationship between job stress and TM variables and the target setting, preparation and productivity appraisal of employees has been established (Khodaveisi, et al., 2015). The method of using time to reach maximum productivity efficiently involves monitoring the schedules and preparing, arranging and implementing the organizational goals required for employee and organisation's sustainability in advance (Sahito, et al., 2016).

Question 10 is meant to assume that everyone in the company has good intentions for other employees and the boss. The results show 4.13 with mode of 5 which explains why people agree with this. (Thomas, 2009) points out that the biggest challenge to organizational motivation is to recognize what motivates each employee, taking their different differences into account. In other words, (Thomas, 2009) has identified personality variations as the primary obstacle to management's successful involvement in employee motivation.

Question 11 is meant to be asked to find out if employees/peers have relationship management skills; its results show that employees/peers agreeing with the statement yield 3.52 mean with mode 3. This question has mode 4 which means Agree. Based on the results the responses that are important that the employees must have strong relationship management in order to interact and build a healthy relation with the employees. Communication can be the support system to any improved and quality training policy that can strengthen the company and functions as a bond between individuals and employee satisfaction in an organisation. The groups within and outside the organization are increasing. The most critical element in establishing a relationship between people is interactive or two-way communication. It is absolutely difficult to think about any interaction without communication. Some scholars believe communication is important for building confidence between employees (Das, et al., n.d.).

Question 12 In this question respondents have to answer how relationship management is important to have shared values for the organization, as results shows 3.94 means with mode

5 which is Strongly agree. In an organisation there is an organizational value system where employees express fundamental key values of ethical conduct within an organization and, most importantly, share the values that are promoted by organizational leaders. The organization has a clear value system (Paarlberg & Perry, 2007).

Similarly, Question 13 addresses how important it is for a boss to have relationship management skills. According to respondents their views are Agree with 3.26 means and 5 mode that their boss relationship management helps them achieve their goals/targets. Some researchers have supported communication and relationships between management and its employees to sustain an employer-employee relationship that eventually leads to the performance of efficiency, work satisfaction, motivation and morals of the employees (S.Chaubey, et al., 2017).

Emotional Intelligence and Organizational Change

Question 14 and question 15 are regarding Organizational changes in a company. Question 14 was meant to ask if employees find it difficult to adopt organizational change, where most of the respondents answered Agree with 3.29 mean and mode of 3 which means Strongly Agree. As we all know some people like changes and some are not fond of changes in their environment, they feel safe and comfortable in their space, that's the reason some respondents are neutral regarding adoption of changes in the organization. (Jimmieson, et al., 2004) mentioned that stress on roles is likely to be caused by organizational change uncertainty. Employees feel overburdened if too many roles are assigned in a certain amount of time or where new jobs go beyond the existing knowledge, skills and abilities of employees.

In question 15 emphasis is employees are resistant towards the organizational change, the results show that 3.42 means which most of the respondents are neutral whereas mode is 3 which means Neutral. Organizations identify change as being necessary in the most competitive environment and emerging market challenges of today for their survival and prosperity. They take the opportunity to improve the situation and to keep up with new and demanding competitive environments. Resistance is expected and considered to be a natural part of the transition phase. The organizations go from the known to the unknown Resistance takes place. Many major organizational reform efforts have failed due to employee resistance. That point is valid here why respondents agreed and feel neutral to this question (Cawsey & Deszca, 2007).

Emotional Intelligence and hiring process

Question 16 describes the hiring process should be based on emotional Intelligence. Respondents agree with 3.90 means and 5 mode which strongly agree. In today's workplace, where many employers prioritize their collaboration, it is of prime significance to hire employees who are able to recognize and control their own feelings while recognizing what makes them work. The emotional intelligence is the most significant aspect in recruiting by far Bill Benjamin, a collaborator with the Health and Human potential Institute (Brooks, 2019).

In the last question 17 we see which is better for an employee to work, who has emotional intelligence or personal intelligence. The results show that respondents Agree with working with an employee who is emotionally intelligent rather than personally intelligent with a mean of 3.87 and mode of 5 which is Strongly Agree. Emotional intelligence components

cannot operate isolated, unlike interdependence. People must be aware of themselves enough to know what actually pushes them in those cases to achieve success. They must also be able to use optimum capacities, particularly in stressful situations, to regulate their emotional energies (Cotruş, et al., 2012). People must be attentive to what encourages others to affect the actions of these individuals. Motivation for understanding resides in the growth of social skills, and the ability to influence other behavior, to solve conflicts, to work and interact with others.

Discussion

During the course of this dissertation, there may be occasions where a specific case necessitates the ability to address certain conditions intelligently. Emotional intelligence assists certain individuals with grooming to see how to handle various situations.

The fill-in engagement is chosen because the worth of effort engagement and representative performances are directly linked with one another. Better will be the employee's executions, captivating over the value of commitment aides the task group to complete that one task on time for desired outcomes. The research should have been done to see whether there was a positive relationship for the value of effort commitment. Filling in commitment allows staff to devote more energy to putting in as much effort as possible, which can lead to burnout. However, whether such states are taking care of intellectual elites or not, inward conditions could remain under regulation, and may even have an impact on not just customized intellectual elites. Be that as it might, it should be able to deduce something from it. Fill-in interaction mediates positively between Emotional Intelligence Furthermore mission representative executions, according to the findings.

Chiefs' ability is divided into four distinct qualities: communication, conflict management, mindfulness, and collaboration. Based on the findings, it can be concluded that a chief's skill is essential in the outcome of any project or undertaking. Directors who are inwardly wisely suited on conveying their worth of effort Appropriately on their administrator is a great administration faculty who encourages as much collaboration parts for communication boundary, as well as provides for thoughtfulness over as many staff as there might be the most severe likelihood of such outcomes.

The skill of employees balances the middle of fill in commitment and worker execution in a constructive way. When the chief's attitude is encouraging, the value of effort and commitment offers such inner support. Representatives are more convinced and certain that they need an administrator for beneficial competence; results show that a chosen administrator will improve representative execution for a more positive mental state. Representatives will have the opportunity to be more enthusiastic and clinched, as well as fill in interaction, which will be visible "around them." When such members need assistance with a single mission in nature's domain, their implementation becomes more complicated. Such results necessitate assistance in ensuring the validity of the whole theory. Due to the existence of Emotional Intelligence, the information gathered beginning with distinct associations or gathering about people suggesting they come about Emotional Intelligence requires a certain impact on activity execution.

Conclusion

The association that is established between those in authority and the workers contributes to the general community and the association's climate. Higher levels of emotional intelligence were linked to higher authority viability (Goleman, 2012). Previously, it was possible to bind the association by effort and entryway. Those studies should have been conducted in many different ways to look at the importance of emotional intelligence as a main factor to consider when hiring employees in the oil and gas industry. Undertaking built associations rely on their employees to deliver results on time, within budget, and in accordance with principles. If the staff need internal sound assistance, it will have a specific approach to their execution, resulting in extraordinary results and seeing. These analyses were tested by factoring in emotional intelligence as a dependent variable. In addition, the capacity of the mediator venture supervisors was examined. The study focuses on and suggests that emotional intelligence be considered as one of the hiring requirements. Employees' performance is affected by their emotions rather than their environment, so they can end up inwardly canny representatives can lead to more errands being completed more efficiently, which affects job efficiency. Often, irritate their employees in a more inwardly canny manner, which will undoubtedly occur in an upcoming scenario.

Limitations and Future Studies

Owing to a lack of funding and time constraints, the study was not carried out in other cities. Further studies may be conducted in the future to infuse the value of emotional intelligence research in the oil and gas industry. The findings of quantitative analysis indicate a positive relationship between variables. Qualitative studies may be conducted in the future to obtain more acceptable outcomes. The same model may be tested again with the same or different measures; the measures used in this study were tested in western culture; however, results which vary by area. In the future, study can be conducted in other Middle Eastern regions.

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