

## Chapter 23

# Emotional Intelligence Skills, Leadership, and Conflict in Effective Decision Making Process

**Burcu Hacıoğlu**

*Society for the Study of Business and Finance, Turkey*

**Ümit Hacıoğlu**

*Istanbul Medipol University, Turkey*

**Hasan Dinçer**

*Istanbul Medipol University, Turkey*

**Pelin Şahin Yarbağ**

*Beykent University, Turkey*

**Türker Tuğsal**

*Beykent University, Turkey*

### ABSTRACT

*There are plenty of researches about EI which have focused on EI and strategic decision making, management capabilities, transformational leadership, managerial traits, personality dimensions. This chapter is putting forth the relationship between EI and managing conflict by theoretical research. In the chapter the authors firstly reiterated the theoretical studies, state the necessity of having high level of EI for accomplishing the decision making process and discuss the relationship between EI, managers and managing conflict. To conclude, the authors state that managers having high EI can understand and evaluate the conflicts among employees and encourage their followers in struggling; with comparison to the ones having low EI.*

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## INTRODUCTION

As a result of globalization, it is required for all managers, administrative officers and even employees to have high level of EI for accomplishing the decision making process to contribute to the success of long term strategy planning and implementation process. There are plenty of academic studies supporting that managers who have high level of EI can make good decisions. As it is emphasized in Doğan and Demiral's study, it is not enough to have employees who have high level of IQ or technical and mental talents to be able to increase success, provide efficient and productive performance, and create customer satisfaction. Besides, organizations need to employ emotional and social individuals who can know or manage their own emotions, and also understand what others feel (Dinçer et. al., 2011).

The necessity of innovative management strategies and also employees who are open to innovations has been started to be more of an issue for the companies in the competitive environment emerged by the impact of globalization factor, because dynamic changes and developments in the field of technology owing to this fierce competition affect almost all sectors seriously. In short, organizations should renew employees' work processes and methods taking either internal or external needs or expectations to become a dominant player in the market. To this respect employees need to be motivated in terms of all work conditions to search out new work methods or generate new ideas including innovative approaches. Thus, it will be easier for them to present their innovative work behaviors accordingly.

The original exploration of this chapter is putting forth the relationship between Emotional Intelligence (EI) and managing conflict by theoretical research. This paper is organized into four sections and proceeds as follows. We first carefully reiterated the theoretical studies. Section 2 shows background and literature; section 3 discusses the relationship between Emotional Intelligence (EI), managers and managing conflict; and finally section 4 concludes the study.

## 1. EI Theoretical Framework

Success of business, in today's corporate life, depends on a good manager. When two organizations whose sources and abilities are similar have been compared, the one which has a good manager reaches success whereas the other in the hand of a bad manager paints a hopeless picture (Çelikten & Çelikten, 2007). Erdem (1997) states that managers' job is creating effective teams with their knowledge, skills, attitudes and approaches towards problems. An effective organization is provided by high motivation. Managers are responsible for motivating their workers and make them do their work voluntarily. Therefore; in the organization motivated workers will perform the aims of establishment

Managers should make strategic plans independent from the circumstances they are in (Aslan et al., 2007). They should find ways to make negative conditions turn to opportunities and can find ways or solutions not intuitionally but by using scientific methods. Ay and Karadal (2003) states that managers should have knowledge in order to evaluate the behaviors of followers. A manager who doesn't know himself could not have knowledge of others' behaviors and could not make evaluations as well. Tosun (1992) states definitions of managers in many ways. Management is an activity of bringing production factors together effectively. Management is a period of coordination of cooperation efforts done to reach an aim. Another definition is that management is an activity of convincing people to cooperation in the cause of reaching a common aim. A further one is management is an art of providing maximum results by minimum effort thereby providing the most happiness, wealth to employers and employees and the best service possible to public. Yet another one is management is a period to make someone do a work voluntarily.

In organizations the success or failure of cooperation for providing organizational aims can be subjected to the authority. The reason lying behind this idea is that the authority is related with the determination of responsibilities in the

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