

# Analysis of Emotional Intelligence as a Competition for Effective Productivity

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**Abstract**— *Background. Emotional intelligence is an essential competence that must be evaluated within a personnel selection process. The level of IE influences the results of a company favorably. In this research, the dependence that exists between the effective productivity of the workers in specific of the commercial area and the emotional intelligence was analyzed.*

*Methodology. The studied population was 88 active workers in the area as mentioned earlier; 40% were male and 60% female. Those evaluated were aged 25 to 40 years, with experience in the average sales area of 3 years. To validate the questions that were handled as an instrument, the Pearson correlation was used; Chi-square to calculate the dependence of variables.*

*Results and discussion. As a result, we obtained ten dependent variables with which we can conclude that there is a relationship between the level of emotional intelligence with the effective productivity that collaborates with the commercial area within an organization.*

*Conclusion. Based on the results we conclude that people with a high level of Emotional Self-understanding (AE) can control their emotions to act correctly in each situation.*

**Keywords**—*Emotional Intelligence, Key Competence, Effective Productivity.*

## I. INTRODUCTION

Emotions are psychophysiological reactions that represent modes of adaptation to specific environmental stimuli or oneself. An emotion is a subjective reaction to the environment that is accompanied by organic changes.

In the human being, an emotion involves a set of cognitions, attitudes, and beliefs about the world. This set

is used to assess a specific situation influencing the way in which this situation is perceived (Darwin, C).

Emotions also have their biological seat in a set of nerve structures called the limbic system. This system includes the hippocampus, the circumambulation of the corpus callosum, the anterior thalamus and the amygdala. Of all subcortical structures, the amygdala is the one that has been most consistently related to emotion and emotional memory (LeDoux, 1993). The amygdala keeps memories that have a more emotional impact in our lives; is the one in charge of stimulating the feelings and putting them on alert. On the other hand, the prefrontal area of this limbic system is a kind of modulator that disconnects the impulses of the amygdala allowing to act more analytically.

The connection of the amygdala with the neocortex constitutes the management of feelings and thoughts. This nervous way explains why emotion is fundamental to think effectively, make intelligent decisions and allow us to think clearly.

When a person is emotionally disturbed or blocked is because he has a poor prefrontal control over the limbic impulses. This type of people presents a high risk of problems, such as failure at work and personal relationships; presenting behaviors not accepted by society.

Emotions are inherent in human beings. Emotional signals will always be useful depending on the context. If the answer is adaptive and helps us to relate to the world around us, with others and with ourselves, it will be a powerful emotion. Farhat et al. (2017)

He points out that emotions play a central role in interpersonal relationships due to their strong influence on thoughts and behaviors.

Daniel Goleman defends that all the emotions are useful as long as they are definite form. Anger, melancholy, and fear can become sources of creativity and survival; Anger can be an intense source of motivation. He also talks about emotional self-control that is not the same as overcontrol. When there is excessive emotional control, it can block the functioning of thought, alter intellectual functions and hinder balanced interaction with other people.

Throughout the school education, the teachers of the educational institutions do not teach the pupils to handle those basic emotions.

What happens when people join the workplace? Individuals find an organizational environment. The organizational environment establishes functions, duties, and responsibilities. In this situation in the collaborators appear several negative emotions such as stress, pressure, demotivation among others. These workers, not having the skills to face these emotions through the use of self-regulation strategies, result in low productivity.

People achieve more effective job growth when they manage to develop a high level of EI.

EI is the ability of a person to identify, evaluate and control positive and negative emotions in themselves and the people around them. The individual uses that emotional knowledge to guide thought. This thinking will solve social problems, adapt effectively to the environment and achieve assertive decision making. (Bar-On, 2000, Boyatzis, Goleman and Rhee, 2000, Goleman, 1995, Petrides and Furnham, 2003, Mayer, Roberts and Barsade, 2008).

People with higher IE are likely to have a natural advantage during the manipulation of interpersonal relationships. With this advantage, they can read the body language of others in a more accurate way and are good at picking up emotional signals during interactions.

UNESCO and the OECD spoke of the success of the labor market. They stated that an integral formation is necessary. This comprehensive training should encompass academic knowledge and socio-emotional skills.

Gómez et al. (2018) Based on research carried out by the Research Center of Administrative and Management Sciences (CIGAC), it is concluded that collaborators should be considered as an integral entity. Different feelings and emotions shape this entity. He goes on to say that EI should be recognized and included in the new business model. So concludes that with this new business model, employees generate a sense of belonging to the company and, in turn, achieve an adequate development of activities and also a social contribution.

Company managers spend most of their time improving and implementing new strategies. These strategies aim to position the organization at a competitive level compared

to others in the same sector. Within these strategies, business managers are more focused on having leaders who have a high level of hard skills and not soft skills.

On the other hand, some researchers believe that soft skills are essential for specific job development.

For Goleman, Boyatzis, and McKee, resounding leadership is the key to success in an organization. This type of leadership is in tune with the feelings of the people. These feelings channel the individual in an emotionally positive direction. Goleman states that resonant leaders use their empathy to tune into the emotional tone of their subordinates. On the other hand, this researcher states that when the leader does not empathize or adequately interpret the emotions of others, it generates dissonance and transmits disturbing messages.

There are collaborators within an organization with high Intellectual Coefficient (CI). However, some of these collaborators show a low level of IE. When a CI and an IE are not balanced, we result in bad decisions that affect the objective of the company. Therefore, Human Resources managers must consider social skills and various emotional skills in their personnel selection processes. In this way, they certify a team with a high level of IE.

## II. METHODOLOGY

In this study, a total sample of 88 people was used. This sample is composed of 60% of men and 40% of women between 25 and 40 years, with an average experience of 3 years in sales. The design of the applied instrument is of own elaboration. For the elaboration, they were taken as base MSCEIT. Test by IE Mayer-Salovey-Caruso, the evaluation of EI through the inventory of Baron ICE and Rocca Varela, A. B., & Uribe-Tirado, A. (2008). Manual of human resources and organizational evaluation.

The instrument consists of 38 items (Fig 1). For the answers, we chose a Likert scale with five options: 5 totally agree, 4 agree, 3 neither agree nor disagree, 2 disagree and 1 totally disagree.

<b>Emotional Intelligence (EI)</b>	1 - Are you always aware of your emotions?
	2 - Do you pay attention to the moods of others?
	3 - Do you tend to analyze situations a lot to make a decision?
	4 - Does your mood change easily?
	5 - Are you able to be empathetic with people?
	6 - When you have a problem, can you motivate yourself?
	7 - Are you able to enthuse a group of people?
	8 - Are your actions a reflection of your feelings?
	9 - Is your self-analysis usually accurate?
	10 - Do you use your emotional knowledge to understand people?
	11 - Do you consider that you can describe your emotions?
	12 - With anyone does he easily express how he feels?
	13 - Do you use your feelings as a guide to acting in a particular situation?
	14 - Can you stay calm when you are upset?
	15 - Is the relationship with your colleagues excellent?
	16 - Your behavior in the workplace affects your environment in a positive way
	17 - Are your employment decisions usually correct?
<b>Competencies (C)</b>	18 - Are you qualified to carry out your work activities correctly?
	19 - Do you invest too much time in carrying out a work activity?
	20 - Do you often have errors in your work activities for lack of training?
	21 - Do you consider that you have sufficient knowledge to perform the tasks of your position?
<b>Effective Productivity (EP)</b>	22- In conflicts with clients Do you have a positive and conservative behavior?
	23 - Do you consider constant training necessary for the performance of your activities?
	24 - Do you usually contribute ideas or solutions that benefit the company?
	25 - Is your interest in training and developing continually?
	26 - Does it persist until reaching the objectives that its immediate leader establishes?
	27 - In the past year, have you always met your monthly goals?
	28 - Do you know the time of day when you are most productive?
	29 - Do you know how to prioritize the activities you must do on the day to have a better performance?
	30 - Does it invest time in rework?
	31 - Do you frequently make mistakes in your work because you are thinking about some family problem?
	32 - Are you always missing your work due to personal problems?
	33 - Do you consider that your degree of work performance is high?
	34 - Do you correctly fulfill the objectives and purposes of your position and its functions?
	35 - Do you frequently receive recognition for your excellent performance?
	36 -Do you comply with the assigned tasks in on time?
	37 - Can you keep your attention at work?
	38 - Do you consider that your work impacts the general productivity of the company?

Fig.1: Measuring instrument

Next, the Pearson correlation can be observed. Which was carried out with a pilot test of 15 participants, later it was applied to a total of 88 participants. This correlation shows us that there is no repetition in the questions.



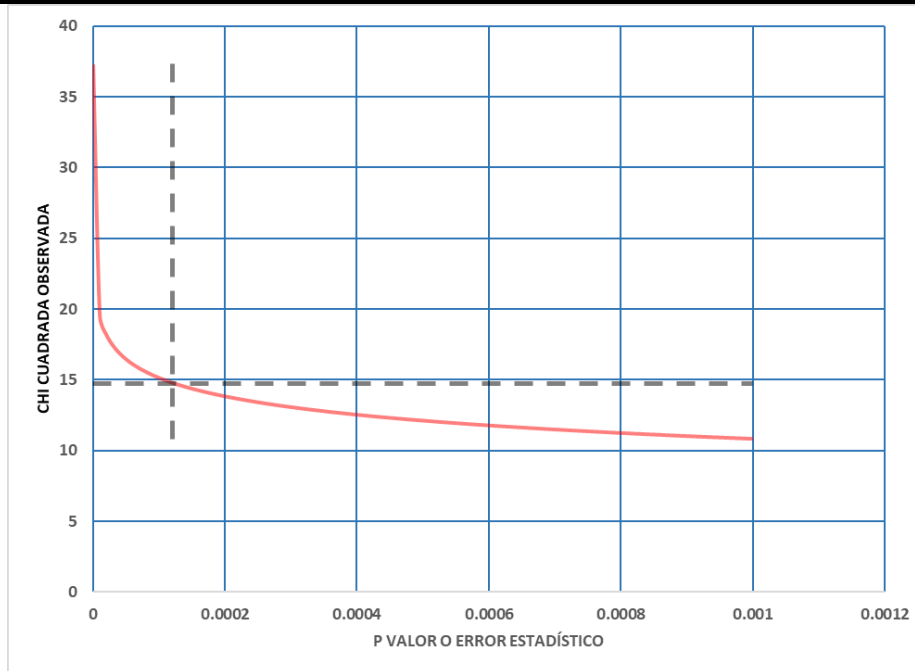


Fig.4: Graph of p-value (statistical error) for variables 6 and 38. The p calculated value is 0.000120001, or 0.012%. The confidence interval is 99.98% dependency.

The comparisons that were dependent are shown in the following table:

Table.2: Table of dependent variables calculated by chi-square

The Independent variable	Dependent variable	Observed Chi -square calculated	Theoretical Chi P Value .05	Observation
Emotional understanding of himself (ITEM 1)	Conciliatory attitude with its clients (ITEM 22)	4.21	3.84	Dependent variable
Empathy (ITEM 5)	Conciliatory attitude with its clients (ITEM 22)	6.79	3.84	Dependent variable
Self - motivation (ITEM 6)	Achievement of objectives (ITEM26)	7.2	3.84	Dependent variable
Self - motivation (ITEM 6)	Impact on productivity (ITEM38)	14.72	3.84	Dependent variable
Actions and feelings (ITEM 8)	Achievement of monthly goals (ITEM27)	8.34	3.84	Dependent variable
Self-analysis and assertiveness (ITEM 9)	Achievement of monthly goals (ITEM27)	11.7	3.84	Dependent variable
Self-analysis and assertiveness (ITEM 9)	Daily productivity (ITEM28)	9.58	3.84	Dependent variable
Relationship with colleagues (ITEM 15)	Achievement of objectives (ITEM26)	4.65	3.84	Dependent variable
Positive work behavior (ITEM 16)	Ideas Contribution (ITEM 24)	9.39	3.84	Dependent variable
Positive work behavior (ITEM 16)	Achievement of objectives (ITEM26)	9.58	3.84	Dependent variable

#### IV. CONCLUSION

A multivariate result can be observed, (Table 1) Dependent variable 1-22, 5-22, 6-26, 6-38, 8-27, 9-27, 9-28, 15-26, 16-24, 16 - 26

The AE identifies the exact moment when an emotion appears. People with a high level of AE can control their emotions to act correctly. This research work is congruent with the trait model (Bar -On 1997) that talks about the

mood component in general in which happiness and optimism are found as part of IE. Taking this into account, we can observe that the contribution of ideas and the achievement of objectives are the result of a positive attitude within a person.

The objective of this article has been to verify and highlight the importance of EI, as well as the labor benefits that it entails within the commercial area.

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