

# Antecedents of Emotional Intelligence in Oil and Gas Industry in the Middle East

Mohammed Mansour Alhazza<sup>1\*</sup>, Liza Macasukit - Gernal<sup>2</sup>

<sup>1</sup> *Catholic University of Murcia (UCAM), Spain.*

<sup>2</sup> *Westford University College, UAE.*

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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 researcher compared 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, 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 research can be replicated in different Middle East countries to reveal the differences and generalize the results.

*Keywords: Emotional Intelligence, Oil and Gas Industry, Soft Skills, Middle East*

## 1. Introduction

Every organization has its own criteria to determine if a candidate can 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; Alsaad & Almaamari, 2020). Thus, organizations must concrete on emotional intelligence in their workplace to enhance the firm's performance.

## 2. Research Problem

There are a lot of job requirements, such as the ability to communicate in English, the ability to use specific software, etc. 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; Al-Maamari, Abdulrab, Al-Jamrh, & Al-Harasi, 2017). 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 (Al-Maamari & Raju, 2020). 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.

This research sought to discuss the relationship between the variables based on the mean and frequency analysis of the answers. Every item in the questionnaire is discussed in connection to the emotional intelligence based on mean value differences.

## 3. Literature Review

### 3.1. *Employees' Attitude and Emotional Intelligence*

While personal intelligence is vital and adds value to companies, attitudes can be more important since dealing with people requires certain social skills 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 (Abdulrahim, 2021). 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). Above all, 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, Alkadash, 2020). 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 job 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 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).

### 3.2. *GPA & IQ and Emotional Intelligence*

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).

### 3.3. *Job Performance and Emotional Intelligence*

A good job performance involves a set of skills, and each skill makes the quality of jobs more efficient (Ahmed & Almaamari, 2020). Therefore, organizations care about the job performances of their employees because it contributes directly to the success of organizations (Alkadash, 2015). 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 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).

#### 3.4. *Emotional Intelligence for Professionals and Emotional Intelligence*

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 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).

In conclusion, 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.

#### 3.5. *Empathy and Emotional Intelligence*

Understanding peers, managers, 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 (2011), 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. 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).

#### 3.6. *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).

### 3.7. *Soft Skills and Emotional Intelligence*

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 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, etc. (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 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 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, etc. (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 involves many factors to be considered and this relationship requires both parties to be aware of the importance of maintaining it.

### 3.8. Organizational Changes and Emotional Intelligence

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 to cope with the current situation. In general, people find it difficult to change and adapt to new changes (Al-Maamari, Alkadash, Al-Absy, Nagi, & Abdullah, 2021; Al-Maamari et al., 2018; Al-Tahitah, Muthaliff, Abdulrab, & Al-Maamari, 2018). 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). Nevertheless, 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 (Al-Maamari et al., 2020). Also, changes can occur in organizational structures of companies in which people leave firms because of changes in management (Benjamin, 2020).

## 4. Conceptual Framework of the Study

Based on the above discussions, the conceptual framework of this study has eight independent variables that hypothesized to have a significant impact on the emotional intelligence. However, the research results is discussed based on mean value and t test analysis because the study aim the following hypotheses

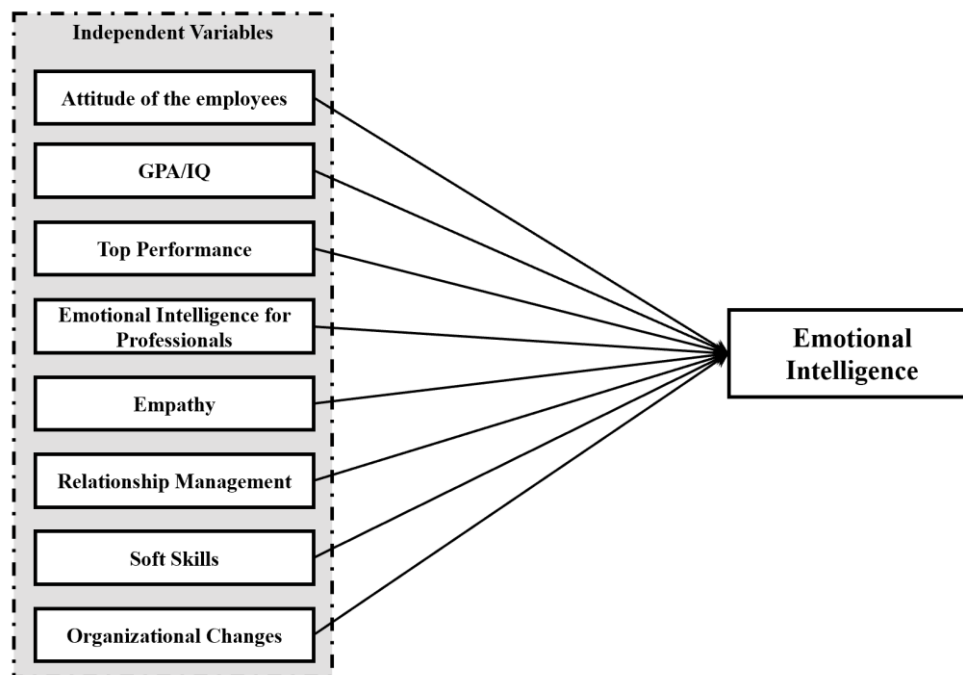


Fig. 1. Conceptual Framework of the Study

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

- H2: Job 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.

## 5. Research Methodology

### 5.1. *Research Philosophy and Design*

Research philosophy was adopted in much research to explain the beliefs and assumptions about the development of knowledge which answers or solves a certain issue (Saunders, 2009). Ontology provides a description of what reality is and the belief there are more than one reality, and ontology philosophy constantly negotiates and can be debated (Rousseau, et al., 2018). This research paper adopted the ontological philosophy since the paper mentioned realities and situations employees encounter, and 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 (2000), research design is the conversion of questions into research studies that can answer the questions. 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, relationship management, etc. 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).

### 5.2. *Instruments Development*

In this quantitative study, Google Forms was used as a data collection instrument to send the survey questionnaire, and the questionnaire consists of 15 questions. The survey questionnaire was asking the opinion of participants on emotional intelligence. Also, the survey was looking to find out the participants' observations of the existence of emotional intelligence and how their companies appraise emotional intelligence.

Pilot testing is a rehearsal done to prepare for the major study; in efforts to ensure the validity and reliability of a study (Muma, et al., 2019). It is recommended by some authors to have at least 10% of the sample size to do the pilot testing which can help researchers to validate their questionnaire (Kothari, 2004). In this study, the pilot testing consisted of 31 people that were randomly selected, which is 30.39% of the main respondents. The sample population in the pilot testing were employees in the educational sector. Feedback was collected to improve the research questionnaire. The survey questionnaire had 17 questions, but after analyzing responses and feedback, the number of questions in the survey became 15.

### 5.3. *Target Population, Sampling, and Data Collection*

Population in research could be a group of people, objects or events with some observable features (Kumar, 2012). Firms, individuals, households with similar characteristics in which a study wants to draw a conclusion on a certain topic are called a study population (Muma, et al., 2019). In this study, the target population of 102 participants comprised employees in the oil and gas industry in different countries, but more focused on oil and gas employees in the middle east. According to the International labor organization, the estimated number of employees who work in the oil and gas industry is around 6 million people (ILO, 2020). There are over 200 companies around the world that specialize in the oil and gas industry (Muspratt, 2019).

Sample is a part of a larger population that would represent the larger population in a study (Acharya, et al., 2013). The importance of using a sampling frame in this study is to give a list of all sampling elements for the study (Muma, et al., 2019). Moreover, the reason behind the selection that participants are working in the oil and gas industry was to have a solid sampling frame that can address the research problems (Acharya, et al., 2013). Individuals were randomly selected based on their mentioned occupations and which company they are currently working at in LinkedIn platform. The

sampling techniques that were used in this study is non-probability technique because people would need to work in the oil and gas industry and their chances of being selected depends on if people have active LinkedIn profiles; however, probability sampling is when people have the same odds of being selected which is not the case in this study (Cook & DeMets, 2007).

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 analyze the data and 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.

## 6. Findings

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, empathy, etc. In this chapter, the data is presented based on the collected responses as stated in the previous chapter. Tools that are mentioned in chapter 3, were utilized to analyze the data.

### 6.1. Descriptive Analysis of the Variables

Table 1 depicts the actual gathering from 102 participants. Two questions are eliminated from the questionnaire: good will intention and shared value in my organization. After gathering the feedback from the pilot testing, the question about good will intention was eliminated because it is directly asking the individuals about themselves which can be a very personal question. Also, another question was eliminated due to the confusion caused by the meaning of organizational values and most respondents had a different point of view. Using the same groups of questions in table 2 to do the analysis.

**Table 1.** Actual Data Analysis

Questions	Mean	Mode	SD	Interpretation
1. I care about the attitude of the employees in my organization more than their intelligence.	3.75	4	1.08	Agree
2. I believe the top-performing employees excel because of their GPA/IQ scores are high.	3.18	4	1.36	Neutral
3. I believe my company cares about GPA/IQ scores more than attitude.	3.44	3	1.36	Neutral
4. I believe some of the employees are top performers because of their emotional intelligence although their GPA/IQ scores are not high.	3.91	5	1.19	Agree
5. I believe soft skills (such as Self-Management, Social skills, social awareness, Self-awareness) are likely to make applicants hired in my organization.	4.15	5	1.05	Agree
6. I believe soft skills (such as Self-Management, Social skills, social awareness, Self-awareness) are more important than IQ /GPA scores.	3.90	5	1.09	Agree
7. I believe empathetic employees understand the feelings of others more.	4.06	5	1.17	Agree
8. I believe empathy is needed in the workplace.	3.76	4	1.05	Agree
9. I believe my boss’s good time-management skills make employees less stressed.	4.22	5	1.05	Agree
10. I believe most of my colleagues have strong relationship management skills (relationship management is the process of managing interactions with people).	3.69	4	1.08	Agree
11. I believe my boss’s relationship management skills help us to achieve our goals/targets.	4.15	5	1.19	Agree
12. I believe my employees/peers find difficult to adapt to organizational changes.	3.52	3	1.19	Agree
13. I believe employees are resistant to organizational changes.	3.49	4	1.12	Neutral
14. I believe emotional intelligence should be a factor for the hiring process in my company.	3.75	5	1.23	Agree
15. I prefer to work with employees who are emotionally intelligent more than employees who are personally intelligent.	3.65	3	1.11	Agree

- Question 1 where respondents agree with 3.75 means and 4 modes.
- In question 3, results show that with 3.44 mean and 3 mode people are neutral at this.
- In Question 2 people feel neutral with 3.18 mean and 4 modes that employees excel in their performance because of their GPA/IQ.



- Question 4 yields the results that with 3.91 mean with 5 mode people agree that those employees are top performers who have emotional intelligence with their GPA/IQ.
- In Question 5 the results show that with 4.15 mean and 5 mode participants agree that soft skill makes applicants hire in the company.
- In question 6 respondents responded that soft skills are more important than IQ/GPA yielding results 3.90 mean with 5 mode which is strongly agreed.
- Question 7 and question 8 are about empathy, in question 7 participants believe that employees who have empathic feelings towards other employees with mean of 4.06 and mode 5 participants agreed to it.
- Question 9, from actual data participants responded that they agree that if their boss is emotionally intelligent and has time management skill, they make them work comfortably, illustrating the result with 4.22 means and 5 mode.
- Question 10 from actual data is about colleagues who should have strong relationship management skills which 3.69 mean and 4 mode participants agreed to it.
- Question 11 from actual data is about whether the boss should have relationship management skill to help them achieve the goal/ target where with a mean of 4.15 and 5 participants agreed to it.
- Questions 12 and 13 are about how employees feel regarding organizational changes. Participants agreed that they find it difficult to adapt to organizational changes with mean of 3.52 and mode 3. Here mode is Neutral. It is obvious that participants are a little confused regarding the organizational changes. Question 13 is about whether employees feel resistant to organizational changes, where results show that participants feel neutral about this may because they know how important for a company to change according to environment and competition with the market. But they are also afraid of the workload or new changes they have to adopt. Same results show in pilot testing.
- Question 14 is about the hiring process in the company. Results of this question show with mean 3.75 and mode 5 that participants strongly agree that the hiring process should be based on emotional intelligence.
- Question 15 is which employee they like to work with who is emotionally intelligent or personally intelligent. Whereas 3.65 mean and 3 mode participants agree that they prefer working with someone who is emotionally intelligent than personally intelligent.

## 6.2. Hypotheses Testing

The study have seven hypothesis that related to mean value differences and comparison with connection to the t test analysis. And the results as the following:

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

As shown in Table 2, the t stat (1.99) > t critical one tail (1.65), therefore, rejects this hypothesis (H1) which states that companies hire employees based on their intelligence rather than emotional intelligence.

**Table 2.** Findings of Hypothesis 1

t-Test: Two-Sample Assuming Equal Variances		
	Positive Attitude	GPA/IQ more than attitude
Mean	3.754901961	3.441176471
Variance	1.157153951	1.357891672
Observations	102	102
Pooled Variance	1.257522811	
Hypothesized Mean Difference	0	
df	202	
t Stat	1.997914776	
P(T<=t) one-tail	0.023533658	
t Critical one-tail	1.652431964	
P(T<=t) two-tail	0.047067317	
t Critical two-tail	1.971777385	

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

As shown above, the t stat (-4.10) < t critical one tail (1.65), therefore, accept this hypothesis (H2) which states that job performance is more related to a person's emotional intelligence, not their GPA nor IQ.

**Table 3.** Findings of Hypothesis 2

t-Test: Two-Sample Assuming Equal Variances		
	<i>Top performing employees</i>	<i>Emotional intelligence is higher than GPA/IQ</i>
Mean	3.176470588	3.911764706
Variance	1.849737915	1.427781013
Observations	102	102
Pooled Variance	1.638759464	
Hypothesized Mean $\mu$	0	
df	202	
t Stat	-4.101933102	
P(T<=t) one-tail	2.96945E-05	
t Critical one-tail	1.652431964	
P(T<=t) two-tail	5.9389E-05	
t Critical two-tail	1.971777385	

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

From the above calculation, t stat (1.64) < t critical one tail (1.65), therefore, accept this hypothesis which states that soft skills help in hiring candidates for the company. Soft skills help the candidate to get hired in most organizations.

**Table 4.** Findings of Hypothesis 3

t-Test: Two-Sample Assuming Equal Variances		
	<i>soft skills for hiring</i>	<i>soft skills are more important than GPA/IQ</i>
Mean	4.147058824	3.901960784
Variance	1.096971462	1.178411959
Observations	102	102
Pooled Variance	1.13769171	
Hypothesized Mean $\mu$	0	
df	202	
t Stat	1.641015292	
P(T<=t) one-tail	0.051175168	
t Critical one-tail	1.652431964	
P(T<=t) two-tail	0.102350336	
t Critical two-tail	1.971777385	

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

From the above the t stat (1.89) > t critical one tail (1.65), therefore, reject this hypothesis which says that empathy does not play an important role in the organization.

**Table 5.** Findings of Hypothesis 4

t-Test: Two-Sample Assuming Equal Variances		
	<i>empathy</i>	<i>empathy in work place</i>
Mean	4.058823529	3.764705882
Variance	1.362842167	1.092603378
Observations	102	102
Pooled Variance	1.227722772	
Hypothesized Mean Difference	0	
df	202	
t Stat	1.89564066	
P(T<=t) one-tail	0.029717653	
t Critical one-tail	1.652431964	
P(T<=t) two-tail	0.059435305	
t Critical two-tail	1.971777385	

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

From the above analysis, t stat (-2.89) < t critical one tail (1.65), that means this hypothesis is accepted which states that relationship management skill helps employees to achieve targets/goals and provide a comfortable environment.

**Table 6.** Findings of Hypothesis 5

t-Test: Two-Sample Assuming Equal Variances		
	<i>colleagues relationship management skills</i>	<i>boss's relationship management skills</i>
Mean	3.68627451	4.147058824
Variance	1.167928558	1.413803145
Observations	102	102
Pooled Variance	1.290865851	
Hypothesized Mean Difference	0	
df	202	
t Stat	-2.896291156	
P(T<=t) one-tail	0.002095959	
t Critical one-tail	1.652431964	
P(T<=t) two-tail	0.004191918	
t Critical two-tail	1.971777385	

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

As shown above, t stat is (0.180) < t critical one tail (1.65) which means this hypothesis is accepted, which says that employees do not like organizational changes, as they find it difficult to adapt.

**Table 7.** Findings of Hypothesis 6

t-Test: Two-Sample Assuming Equal Variances		
	<i>organizational changes</i>	<i>resistant to organizational changes</i>
Mean	3.519607843	3.490196078
Variance	1.420403805	1.262279169
Observations	102	102
Pooled Variance	1.341341487	
Hypothesized Mean Difference	0	
df	202	
t Stat	0.181357906	
P(T<=t) one-tail	0.428134251	
t Critical one-tail	1.652431964	
P(T<=t) two-tail	0.856268502	
t Critical two-tail	1.971777385	

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

From the above analysis, t stat (0.59) < t critical one tail (1.65), therefore, hypothesis can be accepted which says that emotional intelligence should be the main requirement in hiring candidates.

**Table 8.** Findings of Hypothesis 7

t-Test: Two-Sample Assuming Equal Variances		
	<i>factor for hiring: emotional intelligence</i>	<i>personally intelligent</i>
Mean	3.745098039	3.647058824
Variance	1.518540089	1.240535818
Observations	102	102
Pooled Variance	1.379537954	
Hypothesized Mean Difference	0	
df	202	
t Stat	0.596098583	
P(T<=t) one-tail	0.27588837	
t Critical one-tail	1.652431964	
P(T<=t) two-tail	0.551776741	
t Critical two-tail	1.971777385	

## 7. Discussions, Conclusions and Recommendation

This section includes a discussion, consequences, and limitations. The aim of this study will be to examine emotional intelligence in the oil and gas industry, and to make recommendations based on that research, such as whether to make emotional intelligence a prerequisite in the hiring process or not. Questionnaires directed to workers in the oil and gas industry were used to collect data.

The reason it matters more is that it shows how much emotional intelligence matters as much as anything else, continually inwardly shrewdly serves to see all circumstances All the more consistently over inwardly. Though such officials would be intelligent on the inside, the consequences of unusual situations would have little bearing on the company's normal operations. 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.

## 8. Strength, Limitations and Future Research

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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