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The Importance of EQ in Organizations: Sample Pacific Rim Trio and Türkiye*

Örgütlerde EQ'nun Önemi: Pasifik Kıyısı Üçlüsü ile Türkiye Örneđi

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Abstract

In an era where success in the business world is often attributed to individuals, it is essential to consider the sources of human power from multiple dimensions. People possess a range of inherent and acquired traits throughout their lives. These traits, along with values, attitudes, and behaviors, contribute to an individual's cognitive intelligence (IQ) and emotional intelligence (EQ), both of which are crucial for acceptance into an organization. Therefore, it is important to emphasize the significance of EQ alongside IQ within organizations. This study draws on data from the 2019 research "The Intelligence of Nations" by Ulster University researchers Richard Lynn and David Becker, which is widely used for international IQ assessments (including the World Population Review), as well as data from the 2023 Future of Jobs Report published by the World Economic Forum (WEF). According to these reports, basic skill requirements in organizations from Japan, Taiwan, and Singapore—countries that rank in the top three for IQ evaluation—along with organizations in Türkiye, have been examined. In these organizations, EQ, or emotional intelligence, ranks second in terms of basic skill requirements, with the demand for EQ being more than half of the demand for IQ, which is ranked first. While IQ is effectively used to understand information and solve problems, EQ is crucial for facilitating and maintaining organizational coordination by understanding both one's own and others' emotions. Therefore, in contemporary postmodern management, it has been concluded that the emotional intelligence of employees is as important as their IQ, in addition to the traditional emphasis on IQ.

Keywords: Emotional Intelligence (EQ), Intelligence Quotient (IQ), Organization, Pacific Rim Trio

Öz

İř hayatının başarısının insana atfedildiđi bir yüzyılda, insanın sahip olduđu gücün kaynađını farklı boyutlarda ele almak gerekir. İnsanın dođuştan gelen ve yařamı boyunca edindiđi birtakım özellikleri vardır. Kiři bu özellikleri, edindiđi deđerler, tutum ve davranıřları sayesinde geliřtirdiđi biliřsel zekâ (IQ) ve duygusal zekâsı (EQ) ile organizasyona kabul edilir. Bu nedenle organizasyonlarda IQ kadar EQ'nun da önemini vurgulamak gerekir. Bu çalıřma, Ulster Üniversitesi arařtırmacıları Richard Lynn ve David Becker'in ülkeler arası IQ deđerlendirmelerinde yaygın olarak (Dünya Nüfusu İncelemesi dahil) kullanılan "Ulusların Zekası" adlı 2019 arařtırmasından elde edilen veriler ile Dünya Ekonomik Forumu (WEF) tarafından yayınlanan 2023 İřin Geleceđi Raporunda yer alan veriler kullanılarak hazırlanmıřtır. Bu raporlara göre, IQ deđerlendirme verilerinde ilk üç sırada yer alan Japonya, Tayvan, Singapur ile Türkiye'deki örgütler için aranan temel beceri gereksinimleri incelenmiřtir. Çalıřılan örgütlerde temel beceri gereksinimi bakımından EQ yani duygusal zeka, ikinci sırada yer almaktadır ve tüm örgütlerde EQ'ya duyulan gereksinim ilk sırada yer alan IQ'ya duyulan gereksinimin yarısını ařmıř durumdadır. Örgütlerde, bilgiyi anlamlandırmak ve sorunları çözmek için IQ oldukça etkili bir şekilde kullanılırken, EQ'dan hem kendi hem de başkalarının duygularını anlayarak örgütsel koordinasyonu sađlamak ve sürdürmek için faydalanılır. Bu nedenle günümüz postmodern yönetiminde, iřletmelerde geleneksel yönetim açısından önemli olan çalıřanların IQ'sunun yanı sıra çalıřanların EQ'sunun da çok önemli olduđu sonucuna varılmıřtır.

Anahtar Kelimeler: Duygusal Zeka, Biliřsel Zeka, Örgüt, Pasifik Kıyısı Üçlüsü

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INTRODUCTION

In today's organisations, the increasing efforts to create competitiveness through differences have led to a growing importance placed on people. Organisations that can make the most of their human resources' knowledge, skills, and abilities have become dynamic entities. Over time, it has been observed that these organisations adapt to the changing and evolving world, staying agile. While the strength of qualified human resources in organisations is undeniable, there is a noticeable shift towards highlighting employees' communication skills among these qualities. The level of intelligence (IQ) that distinguishes people from others plays a significant role in their lives. IQ is the source of success in both social and work life in areas such as learning and problem-solving. The personal learning and problem-solving skills provided by IQ are combined in organisations to form the knowledge power and problem-solving skills of the organisation. Furthermore, for IQ to become an organisational strength, effective communication is essential, requiring emotional intelligence (EQ). EQ is a process that starts with an individual understanding their own mood and extends to interpreting the attitudes and behaviours of others. Thus, the development of employees' EQ is crucial for the success of organisations where people live together. The survival of companies in today's competitive business world will be ensured by qualified managers who prioritize the development of emotional intelligence (EQ) in their employees (Altındağ and Köseadağı, 2015).

Thinking is a vital necessity for everyone with a sound mind, as human life consists of processes that require thinking and acting accordingly. The act of thinking is achieved through the learning process. By comparing what is learned and the thoughts formed as a result, difficulties are overcome. The repetition of this cycle is facilitated by intelligence (IQ).

For over a century, IQ has been used as a measure of cognitive function in explaining individual differences in cognitive abilities, educational and professional success (Richardson and Norgate, 2015). Organizational IQ, similar to personal IQ, is associated with learning and consequently problem-solving skills. The ability to benefit from new information is crucial in both contexts, and in organisations, a person with a higher IQ will solve problems more accurately over a certain period of time compared to someone with a lower IQ, impacting the efficiency of organisations (Knott, 2008). In organisations with employees possessing high IQ, comprehension and dissemination of knowledge are considerably easier and faster. This knowledge in organisations will be aligned with strategic objectives, focusing on strategies critical to organisational performance. Moreover, IQ, which allows employees to learn existing processes and enhance them, encourages creativity and innovation, leading to the generation of groundbreaking ideas in organisational activities and transforming them into market success (Karami and Torabi, 2015).

The measurement of how well one is doing in life is not solely determined by IQ; EQ is also important. According to psychologists, among the components of success, the importance of IQ is 10%, at best 25%; the rest depends on EQ and everything else (Akers and Porter, 2003). Emotional intelligence (EQ) is the aspect of human nature that drives individuals to take action and supplies the vitality needed to exhibit constructive behaviors (Kapp, 2000). The roots of emotional intelligence can be traced back to the concept of social intelligence introduced by E. L. Thorndike in the 1920s, but academically, the concept gained meaning through the psychology and psychiatry studies involving emotion by Salovey and Mayer in 1990. It has found meaning in the form of providing solutions to problems by understanding one's own feelings and the feelings of others (Polatçı and Sobacı, 2014) and gained popularity through Goleman's work (Kandemir, 2019). Emotional intelligence as a concept, it should be evaluated as a set of skills necessary for effective thinking. EQ involves empathy, behaving intelligently in interpersonal relationships, self-awareness of one's emotions, and awareness of their impact on others (Mittal and Sindhu, 2012). Emotional awareness and sensitivity, in other words, being "in touch" with your emotions, involve recognising oneself and others emotionally. This allows us to identify with others, establish relationships with them, and consequently empathise. All individuals share similar emotional needs (Hein, 1996). Perceiving, understanding, managing, and using emotions will facilitate thinking, enabling assistance and understanding among individuals in the same social environment. There is a strong connection between job satisfaction and emotional intelligence in the workplace (Coco, 2011). Understanding emotions helps achieve professional goals and improve workplace performance (Krén and Séllei, 2021). In organisations, there are three fundamental dimensions in the qualities that employees need to have for activities to be carried out effectively. Intelligence quotient (IQ), emotional intelligence (EQ) and personality. Three dimensions together shape quality work

in organizational activities, which are like the legs of a stool, serving to reinforce the functions of the product Colfax et al. (2010).

Three factors that affect emotional intelligence in organisations are leadership, human resources functions, and organisational culture. These factors are interconnected. HR functions such as recruitment and selection, training, and development have a strong impact on employees' EQ. Leaders with high EQ support the development of employees' EQ, while leaders lacking EQ provide weak models for EQ development in organisations. The organisational culture formed by values, beliefs, attitudes, and behaviours perceived and shared by employees also influences the development and support of EQ. According to Goleman (1998), the four components that make up EQ are as follows:

- Self-awareness: the ability to identify and understand one's own emotions, weaknesses, and strengths.
- Self-management: the ability to control individual emotions, relax oneself, alleviate concerns, and think before taking action.
- Social awareness: the ability to have high energy to achieve goals and be sensitive to the needs of others.
- Relationship management: the skill of managing relationships and achieving desired outcomes.

Organisations will benefit from the skills individuals possess in an emotional aspect. Studies in the literature have proven that emotional intelligence contributes to success in work and social life (Demir and Çetinkaya, 2022). While research mostly focuses on the relationship between emotional intelligence and leadership in organisations, when considered from a gender perspective, it is emphasised that women tend to have higher skills in emotional intelligence (Edizler, 2010). Furthermore, statistically significant relationships have been found between emotional intelligence and personality traits Yıldız et al. (2021); positive correlations with forgiveness and negative correlations with perfectionism have been identified (Kaya, 2015). In their study, Shafiq and Rana (2016) found that emotional intelligence is positively related to organizational commitment. In their study on the role of emotional intelligence and social intelligence in developing leadership abilities, Kobe et al. (2001) underscored the positive impact of both emotional and social intelligence on leadership development. Additionally, Shojaei and Siuki (2014) found in their study that there is a positive and significant relationship between emotional intelligence, its components, and advanced business intelligence. This study evaluates the increasing importance of emotional intelligence (EQ), which has become quite popular in the organisational field recently, in organisations from the Pacific Rim Triad (Japan, Taiwan, and Singapore) and Türkiye, based on a survey by the World Economic Forum (WEF). Given the absence of studies presenting a quantified relationship between IQ and EQ in the literature, this study aims to contribute to the existing literature by highlighting the importance of EQ in Türkiye organisations compared to countries with high IQ levels.

METHODOLOGY

DESIGN AND METHOD

This research, which highlights the importance of EQ in organisations, evaluates the data obtained through a case study method. Case study is a research method used to examine a current phenomenon in a real-life context, especially in situations where the boundaries between the phenomenon and the context are not clearly defined (Yin, 2003). Case studies can utilize either qualitative or quantitative evidence for analysis (Yin, 1981). The research data was collected through document analysis and examined using content analysis technique and reported. In this study, the basic skill requirements of organisations operating in Türkiye and countries ranking in the top three according to the IQ evaluation studies of Lynn and Becker's (2019) 'The Intelligence of Nations', were examined based on the findings of the World Economic Forum (WEF) report. This aims to emphasize the importance of EQ in organisational life by examining the need for EQ in the workplace for countries with high IQ in terms of cognitive abilities and organisations in Türkiye.

FINDINGS

Organisations, being social environments, acknowledge the importance of emotional intelligence (EQ) alongside intelligence quotient (IQ) in carrying out organisational activities. EQ, essential in understanding oneself and others, plays a crucial role in ensuring effective communication within organisations. This study utilises data from the 2019 research 'The Intelligence of Nations' by Ulster University researchers Richard Lynn and David Becker, widely used in IQ evaluations across countries

(including in the World Population Review), and data from Türkiye's 2023 Future of Jobs Report published by the World Economic Forum (WEF). A comparison will be made between the IQ and EQ evaluations of Japan, Taiwan, Singapore, and Türkiye – countries ranking in the top 3 based on IQ assessments by Lynn and Becker (2019) – in terms of the fundamental skills needed in the business world according to the Future of Jobs Report.

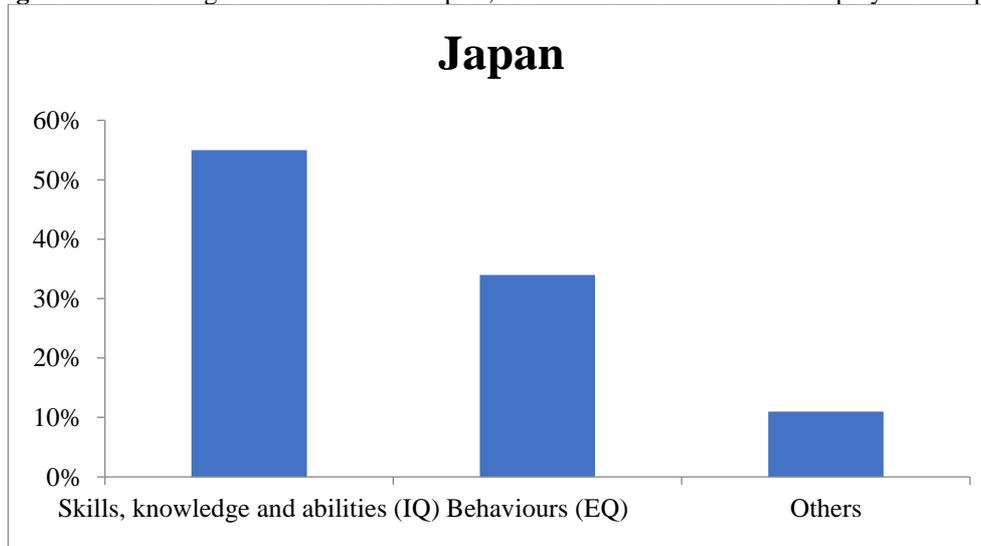
Table 1: IQ Assessment Data of Countries, top 3 countries and Türkiye (Lynn and Becker, 2019)

Rank	Country	Score
1	Japan	106.48
2	Taiwan	106.47
3	Singapore	105.89
77	Türkiye	86.8

In this study, different cognitive tests based on psychometric intelligence tests were used for IQ measurement (Sear, 2022). It is important to note that IQ is just one measure of cognitive ability and may not cover all aspects of human intelligence. The average IQ of a country does not definitively determine the potential or abilities of its citizens. Therefore, a high average IQ in a country does not necessarily indicate the intelligence of all citizens (Wilson, 2024). Regions of the world with lower IQ scores, when compared to countries with higher IQ scores, are generally at a lower level of education and less developed (World Population Review). In this context, the IQ skills addressed in this study are considered as the cognitive abilities of organisational employees.

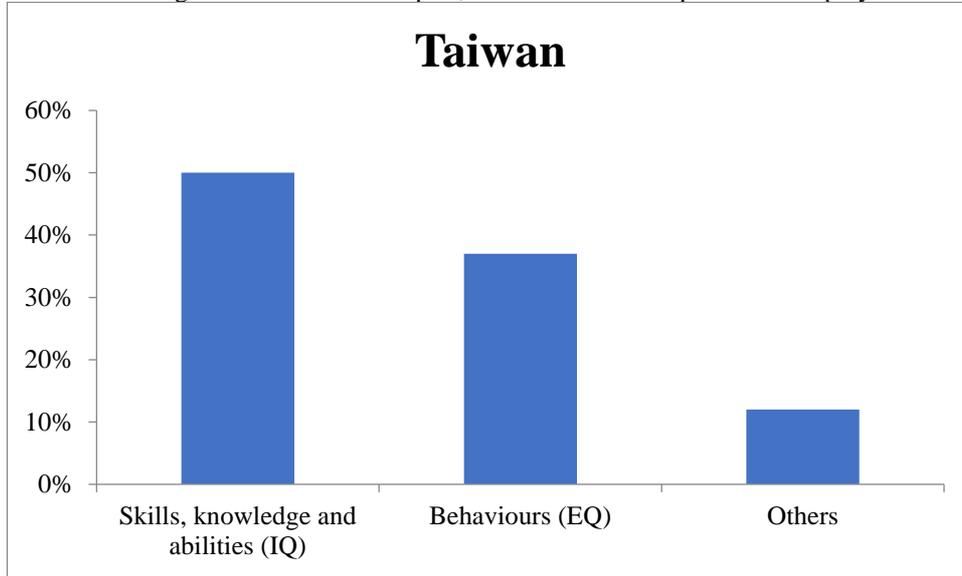
The 'Future of Jobs Report' published by the World Economic Forum (WEF) in 2023 is based on a study conducted on 803 employees from 45 countries to determine which skills will be in demand in the next 5 years. Employers were asked about the essential skills that employees need to excel in key roles, and their responses were analysed. The report categorises these skills into 8 main areas: cognitive abilities, marketing skills, management skills, physical abilities, technology skills, ethics, self-efficacy, and working with others. The report groups employees' cognitive abilities, management skills, and technology skills as attributes dependent on IQ under the title of skills, knowledge, and abilities, while self-efficacy and working with others skills are addressed under the behaviours category as attributes dependent on EQ. Marketing skills, physical abilities, and ethics are grouped under the category of other attributes. As shown in the Figure 1 below, in Japan, there is a 55% identified need for professional skills, knowledge, and abilities, a 34% need for self-efficacy and working with others attributes, and an 11% expectation for other essential skills (marketing skills, physical abilities, and ethics).

Figure 1: According to the WEF 2023 Report, Essential Skills Needed for Employees in Japan



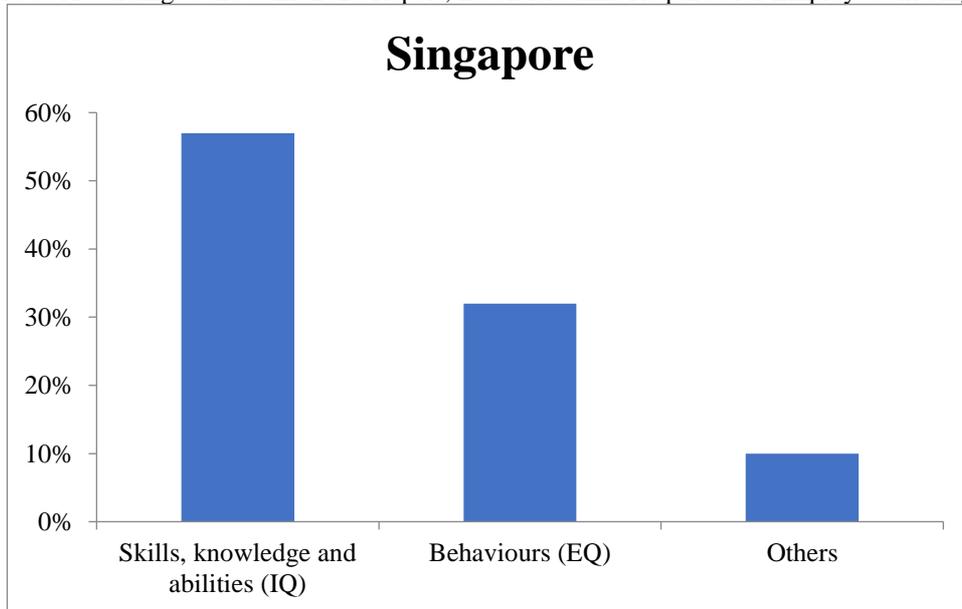
As shown in Figure 2, in Taiwan, professional skills, knowledge, and abilities account for 50% of the identified needs, while self-sufficiency and working with others account for 37% of the identified needs. The report indicates that the expectations for other skills (marketing skills, physical abilities, and ethics) are at 12%.

Figure 2: According to the WEF 2023 Report, Essential Skills Required for Employees in Taiwan

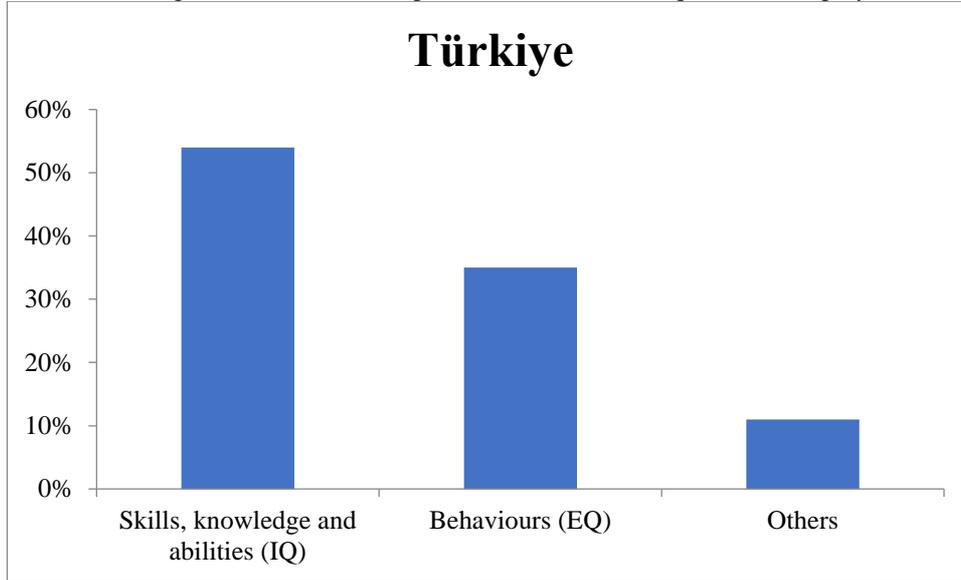


In Singapore, as seen in Figure 3 below, there is a 57% identified need for professional skills, knowledge, and abilities, while a 32% need is identified for self-sufficiency and working with others characteristics, and a 10% need is listed for other skill expectations.

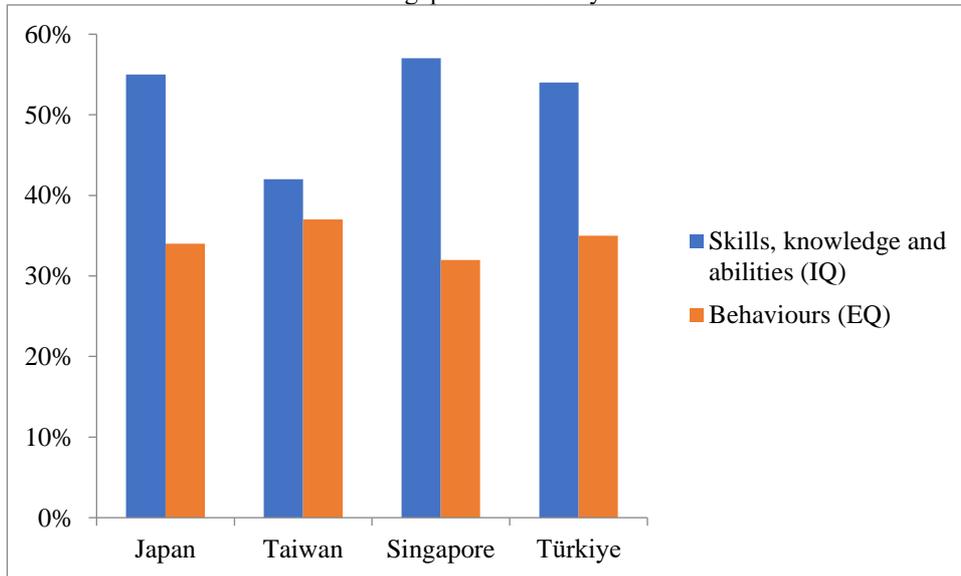
Figure 3: According to the WEF 2023 Report, Essential Skills Required for Employees in Singapore



As shown in Figure 4, 54% of the needs were identified in Türkiye for professional skills, knowledge and abilities, while 35% were identified for self-sufficiency and working with others. The report includes 11% of other skill expectations.

Figure 4: According to the WEF 2023 Report, Essential Skills Required for Employees in Türkiye

According to the World Economic Forum data, the basic skills needed for employees in Japan, Taiwan, Singapore and Türkiye are shown in Figure 5 below under the heading of skills, knowledge and abilities and behaviors.

Figure 5: According to the WEF 2023 Report, Essential Skills Required for Employees in Japan, Taiwan, Singapore and Türkiye

In Hofstede's (1980) study, which classifies cultures in terms of individualism-collectivism, Turkey was considered among the collectivist cultures. According to this, Turkey has been defined as having characteristic features such as loyalty to the existing group in collectivism cultures, keeping their own goals above the group's goals (Şah and Şah, 2022). It is seen that collectivism is a stronger feature of Turkish and Japanese cultures (Atsan, 2017), Taiwan (Yanık, 2022) and Singapore (Dursun, 2013) also exhibit collectivist cultural characteristics. To make a comparison between individualism and collectivism; individualism is self-oriented, and collectivism is related to the fact that a person has a socially centered self-perception (Triandis, 2001; Williams, 2003; Yılmaz, 2019). When viewed from

Hofstede's Individualism-Collectivism dimension, it can be said that strategy and organizational culture will be successful in collectivist cultures, since the vision and mission require meeting around common values (Dursun, 2013). According to Hofstede's (1980) study, when we classify these countries as low uncertainty avoidance rate and high uncertainty avoidance rate, it is common for people to work in the same job throughout their lives in countries such as Turkey and Japan, which have a high tendency to avoid uncertainty. In countries where there is a low level of escape from uncertainty, such as Singapore, people change jobs frequently (Sargut, 2001). Therefore, when evaluated in terms of cultural dimension; when considered in terms of individualism and collectivism in the study, we can say that countries generally exhibit collectivism characteristics, but the uncertainty avoidance characteristics of countries exhibit differences.

CONCLUSION

This study aimed to emphasize the significance of EQ in organizations by first identifying countries known for their excellence in measuring intelligence quotient. The Pacific Rim Trio countries (Japan, Taiwan, Singapore), which rank highest in IQ according to Lynn and Becker's (2019) widely accepted study, were selected for comparison with Türkiye. Data from The World Economic Forum's 'Future of Professions Report' (2023) were utilized for this purpose. In this context, according to IQ assessment data, the first of the basic skill requirements of the organizations of Japan, Taiwan, Singapore, which are among the top 3 countries, and Türkiye, which is ranked 77th, is IQ, that is, cognitive intelligence. Across all countries studied, EQ, or emotional intelligence, ranks second in importance, exceeding half of the importance of IQ. Koç (2021) also emphasized in her study that EQ is an important business competency according to the World Economic Forum. This underscores the significance of interpersonal communication established by employees within organizations. EQ, which plays a fundamental role in ensuring the coordination and harmony necessary to achieve organizational goals, will eventually become as important as IQ in organizations. Because human emotion is needed at every stage of organizational activity, no matter how technologically equipped organizations may be. In the study conducted by Kılıç et al. (2007), it is emphasized that the emotional intelligence possessed by individuals and organizations, and its effective use, is a fundamental factor in the success of organizations. In the study conducted by Aydın et al. (2005), it was found that IQ is in the first place and EQ is in the second place in the performance of organizations, as in this study. In addition, strong correlations have been found between the IQ and EQ of superior performers in the organization. There are increasing studies that find that the importance of EQ in organizations is increasing more and more (Dulewicz and Higgs, 2003: 193). The effect of employee EQ, which has become very important in academic literature especially recently, on job satisfaction, happiness, organizational commitment, organizational support, and job performance is certain. The emphasis placed on EQ in organizations will impact all processes, from organizational production to ethics and culture. Having advanced EQ will enable employees to understand both themselves and other employees within the organization. Employees who emotionally understand and respect themselves and others will contribute to the organization's development. Leaders have a lot of tasks for the development of the EQ of employees in organizations. First of all, leaders need to have a high EQ. In order to guide employees, leaders must first understand and be able to strengthen their feelings. Then, it should ensure that employees can understand each other emotionally and respect each other's feelings.

Therefore, it can be concluded that emotional intelligence, enabling employees to understand themselves and others, is a crucial skill akin to intelligence quotient. Therefore, assessments of emotional intelligence should receive increased attention during the recruitment process. Additionally, monitoring employees' emotional states and their interactions with colleagues should be prioritized in maintaining organizational activities. These behaviors should be nurtured through training, collaborative projects, and activities fostering team cohesion. Leadership within organizations should promote EQ, and organizational culture should foster positive attitudes and behavioral norms among employees, complemented by ethical guidelines. Managers in organizations should make decisions that support the development of EQ, and these decisions should guide organizational practices. Moreover, there should be an increase in both qualitative and quantitative studies highlighting the importance of EQ in organizational behavior literature. In the studies to be conducted after this, the importance of EQ in organizations will be determined by different variables (job satisfaction, job commitment, job

performance, ethics, organizational culture, etc.) it needs to be related and explained. In this way, the importance of EQ for organizations will become more visible.

Authorship Contribution

The authorship contribution of the research is 60% for the first author and 40% for the second author.

Declaration of the Ethics Committee

Since the research is based on document review, ethics committee approval is not required.

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