

Investigating The Dimensions of Emotional Intelligence in Kurdistan Region

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Abstract: Emotional intelligence gives the ability to use and control one's own emotions in useful ways which reduces stress, helps to improve communication, and overcoming obstacles. Therefore, having the ability to make the right decisions and set strong strategic plans emotional intelligence plays an important role. In this respect, current paper aims to investigate the usefulness of the dimensions of emotional intelligence in the Kurdistan Region. To do this a survey questionnaire has been in English and Kurdish language prepared and applied through google forms. We have collected 150 data from employees and managers of various organizations in the region. Further, data have been evaluated by using IBM SPSS 25. It has been observed that emotional intelligence has been divided into two dimensions of emotional appraisal and emotional regulation, where it has been found in different cultures as 4 dimensions. It is recommended deeper studying and understanding of emotional intelligence in Kurdistan region of Iraq with higher number of participants to understand in what extend emotional intelligence improves employees favorable outcomes in the workplaces.

Keywords: Emotional Intelligence, Employees Motivation, Kurdistan Region of Iraq

1. Introduction

Emotional intelligence is the ability to recognize emotions about yourself and others, as well as the ability to implement this awareness to regulate and control your behavior and relationships with others (Freshman et al, 2002). People with Emotional intelligence tend to be socially adept, friendly, optimistic, motivated to people or issues, dependable, ethical, compassionate, caring in relationships, and at ease with themselves and their surroundings, emotional intelligent people would have the ability to recognize what others feel and react accordingly, emotional intelligence has also been observed to be as a major key for achieving success in the workplace and showing strong impact on leadership and managerial competency (Freshman et al, 2002). The decisions that humans make and the actions that are followed by it come all from their emotions and feelings for that reason emotionally intelligent people will take advantage of their

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awareness and shift it towards making the right decisions and controlling their emotions rather than allowing to be controlled by it.

Emotional intelligence has emerged as a key indication of a combination of skills, abilities, and capabilities in business, education, and personal life, having a major impact on job performance, leadership, effective management, commitment and strategic planning (Tripathy, 2018). Managers with high EI qualities demonstrate good moral conduct at work, positive professional involvement, excellent communications, a positive attitude, openness to new ideas, and emotional stability. Emotional intelligence is defined as the ability to deal with emotions effectively at work. Furthermore, the components of emotional intelligence include social awareness, self-awareness, self-management, and relationship management.

Managers that have strong traits of emotional intelligence demonstrate positive ethical and moral behaviors, are open to new ideas and innovativeness, have excellent communications and emotional stability and a positive attitude in the work place and tend to make the right choices and having the ability to manage the obstacles and issues that the organization might face , furthermore the dimension of emotional intelligence have strong impacts which are social awareness, self-awareness, self-management, and relationship management (Subramaniam et al., 2021)

A highly productive and healthy environment arises from the application of emotional intelligence traits, for instance employees feeling comfortable at speaking their minds and ideas, exchanging ideas, and expressing feeling would lead them to feeling comfortable and which increases innovativeness, productivity and high performances. However, an unhealthy working environment can occur if those emotions and thoughts are not expressed by setting limits on them by locking them up inside (Mohammed et al., 2020), this would prevent innovativeness, communications, and understandings another healthy and positive trait of emotional intelligent people is that they do not become offended.

1.1 Importance of Emotional Intelligence

It is no longer enough to have a high IQ (intellectual quotient), which represents human intelligence, in this day and age, when linkages between people and organizations are growing more crucial but also more intricate. There are countless benefits to having high intelligence and the influence it can have, but many managers, supervisors, and other workers, particularly those who work in industries where interpersonal relationships are critical, have become acutely aware that workplace success may be dependent on the ability to use a personality trait such as emotional intelligence. Emotional intelligence is critical to an organization's performance because the decisions and actions people take, down to the tiniest details are all impacted and transformed by their emotions and feeling (Tripathy, 2018).

In the business world, technology and tools play an important role but this alone will not lead them to progress and good performance, it is their people and human skills that can help them achieve their goals (Hadziahmetovic et al., 2022). It has been concluded that emotional skills are required for the effectiveness of organizations like having Sensitivity to others, empathy, and emotional regulation, it fills the gap to be able to fulfill your work and social objectives. According to Bitmiş et al. (2014) emotional inelegance assist person through connection with feelings, making the right and enlightened choices, converting the

intentions and ideas that a person has into effective actions and resulting in significant outcomes. Ugoani et al (2015) explains key principles of emotional intelligence as:

Self-awareness: Is the awareness of one's feelings and emotions and the use of it to drive correct decision-makings, showing the ability to understand the triggers and reasons behind their emotions and as a result having the ability to manage and control them

Self-regulation. involves controlling our emotions so that they support job and performances, being disciplined and postponing pleasure in order to attain goals, as well as a healthy recovery from emotional distress

Motivation: This part of emotional intelligence is utilizing one's fundamental impulses to motivate and guide the individuals toward their goals and aims, it assists in showing responsibility and efforts. To persevere and progress in the face of obstacles frustration.

Empathy: is associated with comprehending what other people feelings, having the ability to perceive things from their perspective and point of view, and developing connections with others.

Relationship management: the capacity to handle emotions in relationships effectively and consistently, to understand social situations and connections, to interact, and to utilize these qualities to influence and lead (Ugoani, et al 2015).

According to Arora (2017), Emotional intelligence is the most effective weapon in the development of our self-awareness, self-esteem, and self-control. Emotionally intelligent employees are productive, motivated, and successful. team members can cooperate effectively, and the organization as a whole benefit from their efforts. As we can see, having strong emotional intelligence is essential in one's work, particularly if one wants to a position of leadership within the organization. It is vital to cultivate emotional intelligence in order to study, regulate, and master one's emotions, as well as the emotions of others, and attain professional success (Arora, 2017).

Successful leadership is critical in every business and having emotionally aware leaders is a key to achieving this. Leaders that are most effective with the highest performances are those who can assist others in maintaining the most optimal emotional state. Leaders should stay committed to having an optimistic and uplifting attitude since it will increase employees' confidence in the workplace which means influencing them to do their tasks more effectively as well as increasing innovation in the workplace which results in excellent performance (Budur & Poturak, 2021; Budur & Demir, 2022). However, if the leader is in a negative state and mood, this in turn impacts the entire group since they will pick up on it, resulting in poor performance (Poturak et al., 2020) due to leading in the wrong way which comes from a lack of emotional intelligence. Therefore, it is highly suggested and requires for leaders to be very aware and cautious of the moods and emotions they spread (Budur, 2018; Lubbadah & Tareq, 2020).

Understanding emotions enables a leader to see the connection between various feelings. Furthermore, this capability offers the leader with insight into why people behave in this way. The ability to manage emotions allows the leader to gain control upon his feelings and emotions, such as tension, anxiety, anger, frustration, and pleasure (Lubbadah & Tareq, 2020).

Employee performance may be defined as an attempt to complete or attain a goal (Altındağ et al. 2015). Emotional intelligence has been identified as an important aspect in enhancing creative behavior in the workplace. Employees with high levels emotional intelligence tend to have better interactions, understandings and communication with their coworkers (Wong & Law, 2002).

As a result, there is more information among coworkers, allowing them to produce ideas for complicated circumstances and discover creative solutions to workplace problems, resulting in inventive employee behavior (Budur & Poturak, 2021b). Employees with higher emotional intelligence are more likely to be positive and to have a broader attitude and openness. It motivates their teammates to come up with innovative ideas. Employees with greater emotional intelligence tend to be more optimistic are more likely to have a wider mindset and openness. which inspires their coworkers to adopt creative solutions, Furthermore, employees with higher emotional intelligence may have more peace of mind which in turn enables them to have a stable life therefore staying more focused and as a result they are able to come up with innovative ideas and introduce them at work in a systematic manner by transforming innovative ideas into useful actions, a result, research has shown linkages between emotional intelligence and employee innovative behavior (Andrabi et al., 2020).

Emotional intelligence has important effects on leaders' behaviors as mentioned above, regarding to this matter, we believe that emotional intelligence would be suitable to be adapted in Kurdish region as well which would significantly increase their performances, success, motivations and therefore filling the gap to reach the organizational goals, however until now we could not find any study which has focused on emotional intelligence impact in Kurdistan region, therefore we want to investigate and make this study for it.

2. Literature Review

Although its familiarity and the fact that almost everyone seems to be aware of emotional intelligence, relatively only few can describe and understand it as effectively as it should be (Furnham and Adrian, 2012). The history of emotional intelligences arises first in the years of 1920 where the term social intelligence was introduced, then in 1990 the first paper on that topic was published in a scientific way, furthermore in 1995 the bestselling emotional intelligence was written by Goleman, and in 1997 the first famous self-report questionnaire was developed where in 2003 the first measurement ability of emotional intelligence was invented (Furnham & Adrian, 2012).

Emotional intelligence is made up of interconnected emotional and social abilities, skills, and abilities that influence how effectively we comprehend and show our feelings and selves where we at the same time can understand others and relate to them and manage with daily demands, obstacles, and challenges. (Furnham & Adrian, 2012). Emotional intelligence is the capacity to observe one's own and other people's emotional states, to distinguish between them, and to utilize this knowledge to guide one's thoughts and behavior (Salovey & Mayer. 2016).

According to Olakitan et al (2014) Emotional intelligence is defined as an individual's ability to manage their emotions correctly and therefore use the knowledge to direct one's thoughts and behavior. Most managers would rather interact with emotional difficulties, despite the fact that well-handled emotions

may lead to good outcomes. Emotions that are well handled may promote trust, loyalty, and commitment, as well as increase production, profitability, and effectiveness in the person, team, and organization.

Wong and Law (2002) describe emotional intelligence as four unique dimensions which are: (self-emotional appraisal): This dimension is associated with awareness of how one feels and expression of one's feelings (emotional appraisal of others): This dimension is associated with awareness and understanding the feelings and emotions of others (self-regulation of emotion): This dimension is about managing ones' emotions; it is their ability to regulate their own emotions (Emotional use): This dimension is about using and managing emotions in a way where their performances can be improved in order to reach organizational success

In addition, Polat et al. (2009) Explains Self-emotional appraisal (SEA) as the understanding of one's deepest feelings and emotions and as a result having the ability to show and express these feelings and emotions effectively. These individuals will detect and admit their feelings well ahead of the majority of others emotional appraisal (OEA): This is related to the individual's perception and comprehension abilities of the feelings of those around them. People that are at high levels of this ability tend to be much more successful since they can easily be more sensitive and aware of the thoughts and emotions of others as a result having the capacity and ability to read their minds and emotions Polat et al. (2009). Regulation of emotion (ROE): This refers to people's capacity to control and manage their emotions. Use of emotion (UOE): This relates to the ability of individuals to make use of their emotions by directing them towards positive activities and personal performance Polat et al. (2009). in addition, according to Sfetcu and Nicolae (2020) it is the capacity to use emotions to direct cognitive operations and solve issues.

The capacity to be self-aware of emotions and express them appropriately is the first stage in emotional intelligence. When a person is conscious of his emotions, he progresses to the next phase emotional awareness, which involves distinguishing between the many emotions he is feeling and identifying those emotions that impact his mental process. By then, he has mastered the art of managing with his emotions and is able to regulate them by attaching to or separating from any feeling in any given scenario. This provides him with perfect control over his instincts, allowing him to think, evaluate, and act intelligently in every scenario. The entire method is essentially intellectual in nature This skill leads to emotional comprehension, which is the ability to grasp complicated emotions as well as discern the shift from one feeling to another (Gayathri et al., 2013). Furthermore (Sfetcu & Nicolae, 2020) defines Emotional intelligence as the ability to recognize emotions, use and produce emotions to aid cognition, comprehend emotions and emotional meanings, and control emotions reflectively in ways that foster emotional and intellectual progresses, Understanding the art of how to distinguish and differentiate between positive and negative feelings and how to transform it to positive ones.

An increasing number of studies on the human brain demonstrates that a leader's mood influences the emotions of others around them, for better or worse, therefore showing a high combination between emotional intelligence and leadership behavior (Punia, 2003). Leadership is the process through which an individual encourages others to achieve a goal and guides an organization in a way that makes it effective and clear (Budur, 2020). It is a process through which a person inspires a group of others to achieve a shared purpose (Sharma et al, 2013; Zaim et al., 2020).

The term leadership has a history that can be traced back hundreds of years and occasionally pertains to historical events that were going place at the time. For example, in the early twentieth century, leadership was defined as the leader possessing central control and dominance over the group (Demir & Budur, 2019). They had the group's obedience and respect. Now leadership can be defined as having the skills and capabilities to influence and lead and show effective performances and results (Strait & Dawn, 2020).

If you are self-conscious, you are always aware of how you feel and how your emotions and actions influence those around you. Being self-aware in a leadership role entail being aware of your own strengths and flaws. And it entails being humble. Effective leaders rarely start insulting the goal of self-regulation is to maintain control. this is the part of emotional intelligence which encompasses the leader's flexibility and dedication to personal accountability (Batool et al., 2013).

A rising amount of research acknowledges to the significance of examining the function of Emotional intelligence in effective leadership. Personal accomplishment, job success, leadership, and life satisfaction are all influenced by emotional intelligence (Nelson et al., 2011). The primary idea driving this study is that persons with high EI abilities are more likely than less emotionally intelligent people to be successful leaders in the workplace (Olakitan, et al., 2014).

An important indicator of success has been acknowledged as experience and knowledge however, if a person has the greatest training available and a high degree of knowledge and education, they still cannot be an effective leader if they lack emotional intelligence. Therefore, emotional intelligence is significantly more essential than technical skills and intellectual capacity at all levels of the business and a remaining gap would be experienced without it (Olakitan, et al., 2014)

The core of organizational leadership is influencing and assisting individual and group attempts to accomplish agreed goals as a shared vision (Budur, 2018). Leaders may enhance a team's or organization's performance by altering the factors that influence and increases performance (Yukl, Gary, 2012).

3. Methodology

3.1 Purpose

The purpose of this study is to examine the role and importance of the application of emotional intelligence in Kurdistan region of Iraq, normally emotional intelligence has been investigated in the literature as four dimensions which are (self-emotional appraisal, emotional appraisal of others, regulation of emotions, use of emotions). We have visited different companies in order to check if those four dimensions are going to be similar in Kurdistan. In the following sections we will discuss further about it

3.2 Sample

The study has been conducted in Kurdistan region of Iraq. There are numerous companies and different sectors in Kurdistan region of Iraq. however, we randomly chose a portion of it, furthermore Data has been collected from those different sectors as, travel agencies, educational institutions, telecommunications, factories and etc. the data was collected from 145 participants including employees and managers, in this study part of the questionnaire have been sent online via google format to participants or directly in person

and have been prepared in a very understanding and clear way to not confuse participants and reduce errors. as mentioned above we have visited different sectors which surely included diverse nationalities, therefore we prepared our questionnaire both in English and Kurdish language for better understanding. Data analysis has been done by using IBM SPSS. And as a result, we received a sufficient respond rate from which we could analyze and have our findings

3.3 Measures

Questionnaire has been divided between variables as ethical leadership, group work performance, team knowledge, innovative work behavior, emotional intelligence, knowledge hiding, each of these variables represented different meanings, we assessed the items using Likert scale ratings from 1-5, 1 standing for strongly disagree, 2 for disagree, 3 neutrals, 4 agree and 5 strongly agree.

3.4 Demographic Analysis

According to the findings, evaluating the education level of the participants, it was observed that approximately A total of 4.8% of the sample population was attending high school or less, 31% had an institution degree, and the majority had been observed to have a bachelor's degree which was 57% .and only 6.2% had masters or PHD degree. According to the experience in the industry it has been found that 18.6% of participants had less than one-year experience and 36.6% ranging from 1-3 years of experience which was shown to be the highest in compared to the other years of experience, 29.7% had an experience from 4-6 years and only 8.3% of participants experienced the industry for 7-9 years and 6.9% had more than 9 years of experience. The positions of participants ranged from entry level to supervisor and manager and was observed that entry level was found to be 75.2%, supervisor 16.6% and manger 8.3%, hence new entry levels being the highest among participants. the majority of participants were between the ages of 26 and 35. Ranging from 18 to more than 46, 33.1% pf participants were aged between 18-25/ 50.3% between 26-35 and 15.9% of participants being between 36-45 years old and only 0.7% were between 46-50. Evaluating the gender of the sample population, 46.9% were female, while 53.1% were male.

4. Research Findings

4.1 Reliability

Table 1: Cronbach's alpha emotional appraisal

Item-Total Statistics						
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	N of Items
EI1	28.070	23.581	.693	.872	.888	8
EI2	28.057	22.309	.715	.869		
EI3	27.823	23.153	.682	.872		
EI4	27.924	22.975	.725	.868		
EI5	27.981	23.955	.657	.875		
EI6	27.981	23.229	.651	.876		
EI7	27.975	22.432	.728	.868		
EI8	27.791	25.619	.439	.894		

Cronbach's alpha is measuring how much closely related a set of items can be, Reliability of each construct has been examined by using Cronbach's alpha method, the minimum value of each construct should be 0.7 to be considered reliable (Nunally, 1978). Given in Table 1, Cronbach's alpha value is 0.8 therefore resulting in high reliability

Table 2: Cronbach's alpha regulation of emotion

Item-Total Statistics						
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	N of Items
EI9	27.684	22.816	.562	.862	.871	8
EI10	27.665	22.148	.601	.858		
EI11	27.937	20.773	.725	.845		
EI12	28.063	21.219	.754	.843		
EI13	28.449	22.810	.416	.881		
EI14	27.981	21.930	.642	.854		
EI15	27.759	21.394	.665	.852		
EI16	27.975	21.171	.693	.848		

Table 2 shows results of regulations of emotions which is the second dimension. according to our findings it was observed that our model was reliable, Cronbach's alpha which was 0.8, exceeded 0.7 therefore being considered as reliable

4.2 Exploratory Factor Analysis

Exploratory factor analysis is a statistical approach and the reduction of data to a smaller set of summary variable

Table 3: KMO exploratory factor analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.881
Bartlett's Test of Sphericity	Approx. Chi-Square	1123.881
	df	78
	Sig.	.000

The Table above illustrates the explanatory factor analysis. According to the data shown in Table 1, the Kaiser-Meyer-Olkin Measure result is 0.8 This test reveals the sample's sufficiency since the result's minimum acceptable threshold is 0.50. in regard to this matter, sample size of this questionnaire is found to be appropriate. Furthermore, the outcome of Bartlett's Test of Sphericity reveals whether or not the dimensions in this questionnaire were gathered adequately. The result of Bartlett's Test of Sphericity in this study is 0.0 which is less than 0.50. therefore, demonstrating a significant result.

Table 4: Total variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.307	48.519	48.519	6.307	48.519	48.519	4.911	37.773	37.773
2	1.518	11.677	60.196	1.518	11.677	60.196	2.915	22.423	60.196

Table 4 shows the results of the Eigen values from which we can determine if the group of questions can be a factor or not, and for the group of questions to become a factor, the Eigen value must be greater than 1. In this regard, we have observed that the values of all the factors are considered as one factor since they are greater than 1, it has been also indicated that dividing the dimensions into two will explain 60% of the total variance.

Table 5: Rotated component matrix

items	1	2
EI2	0.787	
EI4	0.774	
EI1	0.761	
EI7	0.747	
EI3	0.739	
EI6	0.724	
EI5	0.706	
EI9		0.594
EI10		0.519
EI12		0.847
EI11		0.767
EI13		0.754
EI16		0.681
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a Rotation converged in 3 iterations.		

In table above we have used factor analysis in order to understand which question is related to which dimension, as a result we came to conclusion of having only two dimensions which are emotional appraisal starting from question 1-8 and 9-16 emotional regulation, therefore emotional intelligence in Kurdistan has been separated into two dimensions.

4.3 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) issued to determine how effectively measured variables represent the number of constructs., Using CFA, the researcher may test the hypothesis by whether if there is a link between observable variables and their underlying latent components.

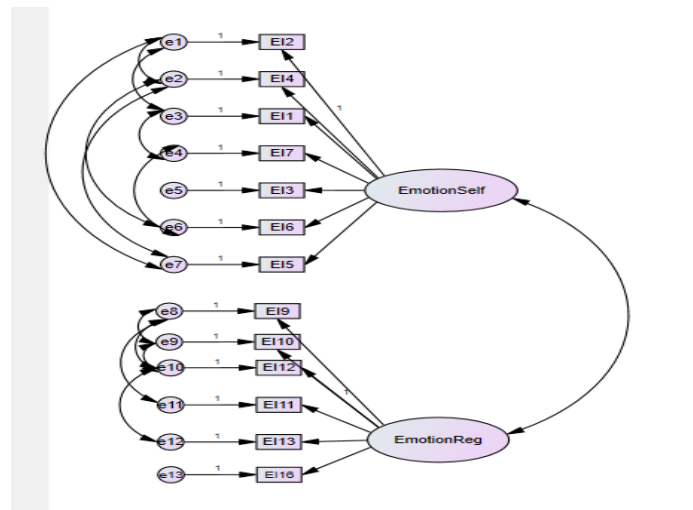


Figure 1: Confirmatory factor analysis

Table 6: Confirmatory factor analysis

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	0.913	0.87	0.956	0.933	0.955
Saturated model	1		1		1
Independence model	0	0	0	0	0

CFI is a normed fit index; the values should range from 0 to 1. Table 6 demonstrates how the study also employed confirmatory factor analysis (CFA) to determine if a set of measurements can effectively create a dimension. In addition, two sorts of model fit values were used which are comparative fit and absolute fit. (TLI) (IFI) that are used to evaluate comparative fit values (CFI), The IFI, TLI, and CFI values were 0.95, 0.93, and 0.95, respectively. These findings demonstrated that the model fit was meeting the requirements as mentioned above therefore being adequate.

Table 7: Confirmatory factor analysis

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	39	100.627	52	0	1.935
Saturated model	91	0	0		
Independence model	13	1162.125	78	0	14.899

In confirmatory factor analysis results of CMIN/DF should be less than 5 in order for a model to be accepted as a good fit, as shown in table above it can be seen that we have obtained a value of 1.935 which is less than 5, accordingly we came to a conclusion of having a good fit for our model

Table 8: Confirmatory factor analysis

Model	RMR	GFI	AGFI	PGFI	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.05	0.912	0.846	0.521	0.077	0.054	0.1	0.028
Saturated model	0	1			0.298	0.283	0.313	0
Independence	0.351	0.288	0.169	0.247				

Both GFI and AGFI should be greater or equal to 0.90 for the model to be regarded as fit. In table 8 it has been observed that in this investigation, the significant value of RMSEA was 0.07, indicating a satisfactory and acceptable match., GFI and AGFI readings were 0.91 and 0.85, revealing a fit model although AGFI value was lower than 0.90 a good fit can still be observed.

5. Conclusion

Aim of the study was to investigate emotional intelligence dimensions' applicability in Kurdistan region, to do this we have prepared a survey questionnaire which consisted of 16 questions adapted from Wong & Law (2002). We have collected 150 data from different companies, as a result we have seen that emotional intelligence in Kurdistan consists of two dimensions, emotional appraisal, and emotion regulation. However, Wong & Law (2002) has investigated and found that emotional intelligence has four unique dimensions which are: self-emotional appraisal (the awareness of how one feels and expression of one's feelings), emotional appraisal of others (awareness and understanding the feelings and emotions of others, self-regulation of emotion (managing ones' emotions; it is their ability to regulate their own emotions), and the last dimension is emotional use, which is about using and managing emotions in a way where their performances can be improved in order to reach organizational success. Wong & Law (2002) has searched and found 16 questions however, before this study it has been investigated to be 25 questions. According to Goleman (2001) emotional intelligence consists of five dimensions which are Self-awareness is When a person is aware of how he is feeling. Self-regulation which is Managing our emotions. Motivation is the use of one's deepest impulses to drive and lead the individual toward desired objectives. Empathy shows the ability to sense what other people are feeling. And finally, Relationship management. Accordingly it has been observed that emotional intelligence has two dimension which are emotional appraisal and emotional regulation, for the further study we recommend that while they are searching emotional intelligence in organization perspective they have to understand and make models that emotional intelligence is going two work in two dimension and they can investigate in reasons and results of those two dimesons, however in doesn't mean that our study is going to be the same in the region, it is possible that they might find all the four dimensions in Kurdistan or only three dimensions, however we advise that they can put reasons or consequences of emotional intelligence in order to have better understanding of why we have found one or two dimension in this region, in other regions of Kurdistan

they can increase the number of respondents and questions in order to find all four dimensions of emotional intelligence.

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