

Adopting Emotional Intelligence in Career Decision Making Difficulties

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Abstract

This article interests in exploring the role of adopting emotional intelligence (EI) in career decision making difficulties; meanwhile, discussing the examination of Bar-On Emotional Quotient inventory, and decision-making difficulties due to reviewing the literature and analyzing their discussions on both EI, and the three-career decision- making difficulties (lack of Readiness, Lack of Information, and Inconsistent Information). It shows the unique role of EI in career decision making difficulties, it offers new approaches toward finding new factors of EI in career decision making. Although, adopting EI has its significant role in decision- making but, still career decision making difficulties should be discussed more seriously in other cultures.

Keywords: Bar-on emotional quotient inventory, career decision making difficulties, emotional intelligence

1. Introduction

Many theoretical as well as applicative studies related to career decision- making argued that the more increasing rate of development, innovations and the ability to face changes in workplaces cannot be equivalent enough without learning new skills, adapting new ways of thinking, and using modern technologies to increase the job performance from current situation to desired future one throughout the one's lifetime that is stressed by Ganti, Krausz, Osipow (1996). Within this context, Ganti et al (1996) proposed and empirically validated taxonomy of many different difficulties that associated to career choice in which an individual could experience through time (Fabio, Palazzeschi, & Bar- on 2012). Ganti et al. model (1996) indicates that there are three main types of difficulties are related to career decision –making process obviously: 1) lack of readiness, 2) lack of information, then 3) inconsistent information. These main difficulties have another division into two groups according to time of occurrence; such difficulties encountered before starting the decision- making process, while others encountered after the decision- making process begins. The first type of difficulty that it is often encountered prior to beginning of decision- making process is Lack of readiness in which it would be happened according to a lack of motivation, indecisiveness, and /or dysfunctional beliefs. Sampson, Reardon, Peterson, & Lenz (2004) address the cognitive information processing theory that in particular it includes the role as well as the impact of dysfunctional career beliefs in career decision- making process (Krumboltz, 1994). On the contrary, there is a lack of information that encountered during the decision- making process which related to decision- making itself, specific occupations, and/or the way of obtaining information (Nevo, 1987); while the third difficulty is inconsistent informaeDi Fabio, Palazzeschi & Bar-On, 2012).

Although emotional intelligence EI is not a modern idiom, but lately it becomes very important in business's environments, according to the rapid changes of global organizations. Especially, those changes related to social, political as well as economic environment. More over many changes took place through using technology in business. During the third millennium, emotional intelligence becomes very obvious in the way of thinking towards human being where mangers, leaders are affected; and it exceeds to have its influence on decision making as well (Santos et. al., 2018; Al Tahee, 2004).

The different between Intelligence Quotient (IQ) that reflects the accumulated knowledge intelligence, and Emotional Intelligence (EI) which means the ability of people (leaders, mangers, department's chiefs in universities) to face the threats; becomes very obvious where; the second one depends on the exchangeable

effects among employees in organizations and / or among students in universities who are starting to think about their careers in future (Ran et al., 2022; Cherniss & Goleman, 2003).

2. Literature Review

2.1 Career Decision- Making & Emotional Intelligence

A career decision -making difficulties stand as important as difficult that requires individuals who have high level of being emotional intelligent and self – efficacy to affect the career decision making process (Ran et al., 2022; Jiang, 2014). Although self- efficacy is not considered deeply throughout this paper, but during literature review; there are many studies referred to its significant factor that affect decision- making process depending on self- efficacy theory CDMSE (Bandura, 1977), and at the same time increasing self- efficacy can affect the decision- making because CDMSE defines as the degree of confidence in individual's ability to perform in a successful way towards specific tasks and engage in specific behavior to solve the three difficulties of career decision- making, such as self-appraisal, gathering occupational information, selecting goals, planning for the future, and solving problems (Ran et. al., 2022; Betz, Klein, & Taylor, 1996; Di Fabio et al., 2013).

The literature recently reveals emotional intelligence (EI) as a represented considerable variable in the career decision- making process (Di Fabio & Blustein, 2010; Di Fabio & Kenny, 2011; Di Fabio & alazzeschi, 2008, 2009; Di Fabio, & Gati, in press, Di Fabio, et al, 2012). EI plays a crucial role in career decision- making process basing on contextual perspective (Brown, Crran & Smith, 2003; Di Fabio & Blustein, 2010); while Young Valach, and Collin (1996) offered the action theory of career development, which means that the career can grow and develop in everyday actions (Jiang, 2014). According to this theory, emotions are embedded in individual's internal process and he / she relates to needs, goals, plans, projects, decisions.

Although, EI began appearing in publications in early 20th century with Thorndike's (1920) as he referred as (social intelligence) that is closely related EI, but EI becomes a major area of interest in many scientific aspects during the last decades which currently referred to (social emotional intelligence) as for (Bar-On, 2000, 2004, 2006), researchers introduce the concept EI to examine its relation to career- related issues (Brown et al., 2003; Carson & Carson, 1998).

Historically speaking, Leuner (1966) was the first one who used this term (emotional intelligence) in her article, while Bar-On (1988) coined the term (emotional quotient EQ) in his official draft of his doctoral thesis. Early definition by Thorndik's (1920) of social intelligence is "the ability to perceive one's own and others' emotions and to use this information to act optimally"; EI influenced by the earliest term of EQ when later define by (Bar-On, 1988; Salovey & Mayer, 1990). EI becomes a mixture of initial conceptualization of Thorndik (1920) and the other conceptualizations that later revealed by literature. The efforts on this matter are obviously captured through (Encyclopedia of Applied Psychology by Spielberger, 2004) when he suggested the main three basic conceptual and psychometric models: 1) the Salovey –Mayer model that called (Mayer & Salovey, 1997) which define EI as the ability to sense, understand, manage and using the emotions to facilitate the difficulties in thinking (Abbood and Al Nama'a, 2021); they also measured EI by using an ability-based instrument (Mayer & Salovey, & Caruso, 2002); 2) the Goleman model (1998), which goes beyond and defines EI as a wide range of competencies and skills that lead human to be better in their performance, Goleman measured EI by self- report and multi-rater assessment (Boyatzis & Goleman, 2005); and 3) third model is the Bar-On model (1988, 1997b), he describes the array of the interrelated competencies either social or emotional ones with skills that affect the intelligent behavior and performance., Bar- On measured his model by self-report (Bar –On, 1997a), and multi-rater assessment (Bar-On & Handley, 2003a), and structured interview (Bar-On & Handley, 2003b).

Bar- On conceptual and psychometric model describes EI as array of interrelated emotions, social competencies, skills, behaviors, and personality traits that determine the individual effectiveness to understand themselves and the others, in this context, it reflects also the understanding of daily demands, using skills to identify and solve problems under the pressure or certain critical environment (Bar- On, 1988). But, still; it has argued that there are no consistent and stable patterns for the role of EI in career psychology (Puffer, 2011). Unfortunately, although the increasing researches of EI and career decision making, but yet it is not established in literature (Di Fabio, 2012; Puffer, 2011). In addition, EI and career decision- making can considered as a matter of deep discussion among countries, what is indistinct is whether the role of emotional intelligence EI is different from western countries to eastern ones according to their different cultures, genders, language, etc. (Di Fabio, 2012), and career decision- making are always complicated, accompanied with a sense of uncertainty and ambiguity (Taber, 2013), that can affect the process of decision making accordingly.

Mayer, and Peter Salovey, 1990 described four dimensions of EI (emotional perception, emotional facilities of thought, emotional understanding, and emotional management); then Goleman developed the model and

describes EI as ability of human (leaders, managers, departments' chiefs) to face the threats that happened suddenly and needs a set of emotional competencies and skills (self-awareness, self-regulation, internal motivation, emotional empathy, and social skills) to drive human into efficient performance (Goleman, 2003). Regarding the way of managing and solving the problems in business in recently decades; EI becomes very important in business life cycle either for internal or external environment (Robbins, 2001).

Emotions become essential aspects in supporting the distinguished ability and success in any business organization. Many researchers and scientists insisted on this through studying and examining the emotional intelligence (Goleman, 2005). The studies of Harvard University assured that emotional intelligence could be the revolution of 21st century in business world (Goleman, 1998; Kowalski, 1997). Again, Goleman in 1996 in his book titled: *Emotional Intelligence: why it Can Matter more than IQ*, describes our brain as an "Almond" consists of "thinking Brain" and the "emotional Brain", the first one is the seat of reasoning, morality and self-control and commonly referred to as the neocortex; while the second one is the cradle of ones' emotions and commonly referred to as the limbic system assists by providing context and priority (Coleman Jr Esq, Argue, 2017). If the two types of brain as Goleman named (thinking and emotion brains) work well together the decision will be more judicious and considerable since more thought precedes felling (Goleman, 1996).

Damasio in 1994 said that emotions are essential for sound decision making in a social environment, and decision-making daily affected by individual's emotions. Although it is difficult to distinguish all the emotions that happened during the decision process (Avsec, 2012; Pfister, Boehm, 2008), and possible emotional effects concerning abilities and competencies on decision-making are sometimes harder to distinguish, but at the same time these abilities as well as competencies can play an important role in decision-making. Awareness, which the most important component of EI enables individuals to make a mixture of emotions into deliberated action about what to do and what decision to make (Lambie, 2007). Another important component of EI is the competence to manage and regulate emotions that can help individuals to decide in rational way, especially for these decisions that related to long term goals. Therefore, determining the role of EI through specific decision-making process could help individuals to understand the different difficulties that happened during decision-making (Farnia et al., 2018; Avsec 2012; Goleman, 1998).

3. Methodology

Current paper depends on the descriptive analysis through reviewing the literature and analyzing it from many aspects of universes that stands there. Scanning many studies that examined the importance effects of EI on decisions in a deep way is not easy but it is important to have rational decisions towards adopting emotional intelligence or not! Some of studies supported the adoption of EI (Bar-On et al., 2003; Nieto, Tobal, 2009; Schuller, 2009). While (e.g., Lambie, 2008) argues that the awareness of emotions could contribute into having rational decision-making or difficulties in these decisions. Considerable evidences of some studies suggest the strong influence of EI on decision-making process (Akozei, Schwab & Killgore, 2016; Damasio, 1996) especially during difficult decisions and guide their decisions with previous experiences (Loewenstein & Lerner, 2003; Mellers et al. 1999).

4. Results

Today's business decision making difficulties take another destination of thinking; it can be riskier than before, Ganti et al (1996) offered three main types of decision-making difficulties as mentioned earlier, but within rapid-paced and messy world, the dynamic wheel of businesses become more difficult and complicated (Robbins, Coulter, 2016). Career decision-making difficulties within dynamic world and under the pressure of time, managers need a package of skills, competencies, and individuals who are emotional intelligent to make the balance in making decisions (Cherniss, 2003). Thus, the suggests for individuals can be through managing their own emotions, balanced them and ignoring the irrelevant ones and navigating the subtle biases that introduced by many resources during the decision-making process (Akozei, Schwab & Killgore, 2016; Robbins & Coulter, 2016).

As a result, still career decision making difficulties should be considered more seriously in other cultures and/ or large universes due to the overtime career decision making changes and it should focus on other aspects such as; health factors, resilience, and well-being as well, especially if the EI considered as a malleable factor that could improve through training and innovating as described in literature (Br-On, Maree, & Elias, 2007; Di Fabio & Kenny, 2011; Judge et al., 1997). These results could be different in other aspects of business according to services that submitted in which EI might be more benefit there, meanwhile strengthening the effectiveness of the process of career decision making.

5. Discussion

Then, *can a person trust the role of emotions in directing his decisions?* In fact, still, it is crucial to discuss this matter because by definition, having high level of EI should contribute positively the decision- making; but Sevdalis, Petricles & Harvey. (2007) showed that individuals with high level of EI could direct the decision natively rather than those have low level of EI. In addition, individuals with high level of EI spend more time balancing the benefits and risks during decision- making especially with the difficult ones (Fallon, Panganiban, Wohleber, Mathhews, Kustubayeva & Roberts 2014), and individuals with high level of EI predict career decision- making self- efficacy, career indecision, and indecisiveness more that the effects of cognitive intelligence (Di Fabio & Saklofske, 2014).

EI explains a significant effect in the three -career decision- making difficulties (lack of Readiness, Lack of Information, and Inconsistent Information) was confirmed by literature and the higher difficulties is lack of information dimension then Lack of Readiness and finally Inconsistent Information dimension (Di Fabio et al. 2012; Di Fabio & Palazzeschi, 2008, 2009). While; other studies showed that applying other individual abilities could be measured here (Mayer et al, 2002); and another study measured the emotional quotient rather than emotional intelligence (Bar-On & Handley, 2003).

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