



Final Report project 2

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A Report Project on

The importance of emotional intelligence in improve employee
satisfaction on PDO Company

By

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Declaration



CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT FOR MIDDLE EAST COLLEGE RESEARCH PROJECT STUDENTS

In consideration of the availability of opportunities to perform research project, I hereby agree, as a researcher of the study entitled " **The importance of emotional intelligence in improve employee satisfaction on PDO company**" to maintain all information and data gathered and/or developed, be kept confidential.

I understand that this confidentiality includes: technical and non-technical information, company information, respondents names except otherwise permitted, patterns, drawings, specification, and any other pertinent company information, that has been taken in association with or in any way directly related to the research project.

I also agree that upon the completion of my undergraduate program, I shall be entitled to disclose and hereby agree to safeguard, to the best of my ability, any of the above-mentioned confidentiality on my research project. I further agree that in case of using this to further researches, other person should obtain permission from me, supervisor(s) and/or from the College before I disclose such information.

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Certificate of Ethical Approval

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Semester Project: 2021 Spring

Title:

The importance of emotional intelligence in improve employee satisfaction on PDO company

This is to certify that the above-named student has completed the Middle East College Ethical Approval process and their project has been confirmed and approved as Low Risk.

Supervisor Date of Approval Dr. Blossom Christina Jun 07, 2021

Acknowledgment

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Abstract

Emotion intelligence is very important key to enhance satisfaction of any employee. This project analyses and research in-depth details about the relationship between emotion intelligence and satisfaction and their effect on the overall performance of PDO company. This project aims to analyse employees' responses and compare them to literature review by linking theories to actual employees' experience. After that, the project aims to provide suggestions and recommendation based on findings to PDO company. Moreover, suggest the best strategies to follow to maximise the performance of the company. One of the recommendations that were presented in the project is implementation online training about the principles of emotional intelligence. Findings showed that not every employee is satisfied and many of them cannot use emotion intelligence properly to overcome work pressure and personal life difficulties.

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Chapter One Introduction

1.1 Background of the study

CEOs of any company are always eager to enhance the performance of workers at the workplace because this leads the company to have more successful opportunities to grow even more (Kimberlee Leonard, 2019). It is essential to address the factors that can satisfy the employees within the PDO company to maximize their efforts since both PDO and its employees should share overall common goals. Emotion intelligence offers keys to workers to help them evolve their relationships at the workplace and control their feelings properly which result in better decision-making feature (Emma Leahy, 2015).

1.2 Statement of the Research Problem

Low emotional intelligence on workers is a serious issue for workers because it directly affects their performance and satisfaction negatively. Employees who have a lack of emotional intelligence usually have difficulties in expressing themselves. This makes them take poor decisions and be conservative due to misunderstanding (Tony Larman, 2015). Nowadays, top companies around the world focus on reducing the skill gap among employees to exploit every worker's idea and performance as much as possible. Not only negative behaviour can affect individual worker, but it also affects all employees at the workplace (Travis Bradberry, 2015). Therefore, PDO workers should have the ability to manage both personal and social competence skills.

1.3 Aims and Objectives of the Study

Both aims and objectives are essential factors to state before starting a research project. This gives the writer a clear direction approach for his or her project. It also gives the reader expectations of a certain goals that could be achieved during the process.

1.3.1. Aims

The aim of this project is to identify the elements of emotion intelligence on workers of PDO company and conclude recommendation to the company on aspects they should improve in the future in regard to increase their workers' satisfaction.

1.3.2. Research Objectives

This research focuses on the relationship between job satisfaction and performance at the workplace on PDO Company. To be more specific, there are four main objectives I want to approach them through my process of writing this paper which are:

1. To understand the meaning of EI within PDO workplace and its elements.
2. To evaluate the effect of EI on PDO worker's satisfaction.
3. To determine technological EI strategies for PDO to apply them on their workers.
4. To provide recommendations to PDO on how they should improve their employees' satisfaction.

1.4. Research Questions

Similarly, there are also several of questions designed to this research I want to answer:

1. How emotional intelligence can affect PDO worker's satisfaction?
2. What are the different types of elements EI for workers of PDO?
3. Can technological strategies enhance Emotion Intelligence in PDO?
4. What are the recommendations that will be offered for PDO?

1.5. Scope of the Study

The scope of this research project will be mainly over how PDO apply emotion intelligence on its employees. In addition, finding new strategies to help the company to improve the communication skills of employees by providing their full needs. Due to the high pressure on such a top tier company like PDO, workers will be exposed to more pressure than any other small company. Plus, this research will specifically integrate technology to facilitate PDO management team to apply emotion intelligence skills on workers easily.

1.6. Significance of the Study

The big number of unsatisfied employees at the workplace is one of the major obstacles that hinders and limit job performance. It is also result in low level of emotion intelligence usage by workers. PDO Company needs to look up for solutions and avoid this problem so that they have more chances to increase efficiency and effectiveness of their workers. Applying emotion

Intelligence skills on workers is useful to reduce the anger and strengthen their relationships. PDO is the largest Oil and Gas Company in Oman and it is important for them to perform well to compete globally. This paper can be a good reference for them to use to consider giving EQ more attention. According to (Daniel Goleman, 1995), emotion intelligence is connected with people's psychological state and behaviour and it has four main components including self-awareness and self-regulation, motivation, empathy and social skills. Not only this will help PDO company to take better decisions, but also all companies related in its field.

1.7. Limitation of the Study

Since there are limited research and surveys done in Oman and specifically PDO company, this paper information and references are based on qualitative methods for research.

Although emotion intelligence is trending topic currently, it wasn't taking a lot of attention in the past. Thus, there is a lack of data about this topic specifically.

During the process of writing this paper, I found that it is not easy to interview PDO employees. There are many restrictions the company made which make it hard for students to collect information. Plus, some workers at PDO prefer not to state their real opinion because they are afraid that the managers will target them.

1.8. Few Operational Definitions

The definition of emotion intelligence is simply the capability of someone who can control and apply his or her emotions positively in which avoids negative thoughts and deal with others in effective manner (Jeanne Segal, 2020).

1.9. Structure of the Research

Chapter 1: contains the overall aspects of the research such as background information of emotion intelligence, the importance of this topic and its focus, why PDO should consider solving this issue, aims and objectives and finally explaining chapter 1 key elements.

Chapter 2: will include a literature review which is an academic way of analysing ideas and previous articles and journals done by experts. One of the most important tips of this part of research is to bring up relevant studies to PDO work environment.

Chapter 3: will explain further information about the research methodology that I will be using for this research paper.

Chapter 4: will be data analysis of the collected information of surveys and questionnaires from chapter 3.

Chapter 5: Summary of findings, conclusions and recommendations.

Finally, there will be a presentation to show the results found of chapter 5. And an overview of the process and explanation covered in this project.

1.10. Summary

As mentioned above, emotion intelligence is really important factor to improve the employees' satisfaction. Chapter 1 is an introduction of the research project and it gives an overview of emotion intelligence effects on employees. The next part is stating the aims, objectives and goals of the whole project. Plus, explains the limited resources of this specific topic and what alternative ways I will approach to complete this project properly without shortage of data. Whereas in the second chapter, there will be deep digging into surveys and exact numbers of PDO employees' satisfaction level. Moreover, literature review is responsible for critically analysing what other researches opinions regarding the effect of emotion intelligence.

Chapter Two Literature Review

2.1 Introduction

Authors and experts came up with different definitions of Emotion intelligence and they explain its meaning and effects on employees' performance from their prospective. Each author has different characteristics and priorities from others which make them evaluate differently. Some employees could be satisfied easily with the few incentives provided by the company. On the other hand, companies generally face major ups and downs to satisfy them. Due to the fact that the level of satisfaction with the company contributes substantially to the overall performance, there are many studies related to this regard. The use of emotional intelligence to satisfy employees is one of the most important tools that companies can use in order to obtain better performance (Amelang and Steinmayr, 2006).

Defining employee satisfaction is the employees' balanced psychological feelings within the work environment. The psychological factor plays the largest role in determining the percentage of employee satisfaction (Ashkanasy, N.M, Ashton-James, C.E., & Jordan, P.J, 2004). Satisfaction is estimated by the employees themselves. There are also external influences that must be taken into consideration such as family problems, debts, and employee health. Hoppock (1935) explained how to positively motivate employee satisfaction through several methods, including providing all their needs. Although he presented his studies or analyses long time ago, it remains reliable for a big number of researchers, so they can expand the extent of understanding in employee satisfaction and its link with emotional intelligence.

Another explanation for employee satisfaction is that a positive response by the employee to meet the needs of any request from the work environment (Lofquist, S Davis, W., 1991). Here we see that the employees need a suitable work environment to properly and effectively interact with customers and employees in the company. The researchers also knew that satisfaction can be improved in various ways, and emotional intelligence is one of these important strategies to enhance all aspects of workers' satisfaction. Vroom believes that the interpretation of employee satisfaction is closely related to the feelings and emotions of the person used in performing various job-related roles (Vroom, 1982). In other words, dealing with the employee during a certain period will be based on the psychological state of the employee at that time. This is preliminary evidence that proves the strength of the relationship between emotional intelligence and employee satisfaction.

The term emotional intelligence was defined by Peter and Mayer as simply the ability to manage a person's emotions and evaluate the feelings of others very accurately (Salovey and Mayer, 1997). This greatly contributes in improving the thinking process of the employees through a good evaluation of the emotions-related presentations. This is also very important for managers and employees in Head Quarters to know the emotional state of the employees before judging their performance and to search for solutions that satisfy the employees in order to improve performance within the company in general. As for Golman's interpretation of emotional intelligence, it is distinctive, and he was one of the first publishers to write and explain the importance and definition of emotional intelligence worldwide in the 1990s. Goleman believes that emotional intelligence is more important than IQ for several reasons. The first is in order to live a life full of success and to make strong relationships with people; a person must have the same basic emotional intelligence. People can understand each other better through

understanding other people's feelings and appreciating their psychological state. They found that finding solutions for them to relieve stress that can cause many health and psychological problems (Karafyllis & Ulshofer, 2008). During their research, Mayer and Peter realized that there is a big difference in people's ability to understand other people's emotions and even their own. There are many people who feel anger and pressure due to life circumstances, but do not know what the main problem is, or do not have sufficient understanding in controlling and knowing their feelings.

In contrast, there are samples of people who realize the reason for their frustration and can avoid it by following their skill in emotional intelligence (Bechotldt, 2018). This difference between people made it easy to explain the topic to them and alerted readers and the world to the sensitivity and importance of emotional intelligence. After they published the journal, many analysts and critics began to put significant development to the concept of emotional intelligence, and it became a concern of the largest companies around the world that always try to improve performance by solving employees' psychological problems. After defining the basic terms for this literary article, I will explain the impact of emotional intelligence on employee satisfaction in PDO and discuss strategies and methods that the company can use to develop the level of emotional intelligence in the work environment. In addition to suggestions, evaluation and analysis of studies related to emotional intelligence and clearly knowing the negatives and positives.

2.2.1 Understanding the Importance of EI and its Elements within PDO Company

After knowing the definitions of the basic terms in this research such as employee satisfaction and emotional intelligence in improving the performance of employees, this section of the research will be about the role of emotional intelligence and its components in PDO. And also, its importance for the company and how it deals with PDO previously and currently in this perspective. Emotional intelligence can be divided into five elements that represent emotion intelligence which are self-awareness, self-regulation, empathy, motivation and finally social skills (Goleman, 1995). One of the elements that express emotional intelligence is self-awareness. It is the ability of the employee to properly analyse and control the emotions of the character. This element, in turn, enhances emotional awareness and self-regulation, as it contributes to strengthening knowledge of problems and solving them. Another important component of emotional intelligence is self-regulation. Here, this element differs from the first, because it expresses a person's abilities to control emotions that are usually negative, such as

fear, depression, and anger. It is not easy to deal with these situations, especially if the employee lacks emotional intelligence. A third major component of emotional intelligence is motivation. These are attempts to raise the morale of the employee himself, as well as other employees. This helps create an environment in which there is respect and appreciation among the employees at PDO. In other words, this component prompts positive thinking in solving problems that encounter employees and minimizing the greatest amount of stress and fear of failure. Fourth, social skills are an important component of emotional intelligence as well. It expresses how to deal with employees in the workplace. A fifth component of emotion intelligence is empathy and it is as it's called which indicates using emotions to consider other feelings. Employees need to understand and behave well whenever they see someone depressed in the workplace. And try to find solutions to overcome others negative thoughts. Developing these components will help to create success among employees in their careers (Goleman, 1995). That is in our case PDO Company. The application of emotional intelligence in PDO or is something that must be followed due to the results that could positively affect the performance of the company and the employees in particular.

There is also a massive psychological effect of EI on employees' in both productivity and the way they act in the workplace (Brown, 1997). Brown made a study on sales workers to prove if emotion intelligence really affects the performance on their work. He found that the employees who have more stable emotional state perform much better than the ones who lack in EI. This experiment could be useful for PDO Company, but the number of workers at PDO is much higher with almost up to 8500 (PDO, 2020). There is another major difference is that make this study is not suitable to be applied in PDO is that PDO does not have clear and reliable strategies to identify workers' emotional state. This survey can be made within PDO workers and management team has to take it seriously.

Emotion intelligence can be related in many fields such as leadership because all leaders should have advanced emotion intelligence skills to lead others (Hackfort, 2019. P13). There is a theory shows that there is a relationship between coaching, leadership and emotion intelligence presented in Figure A.

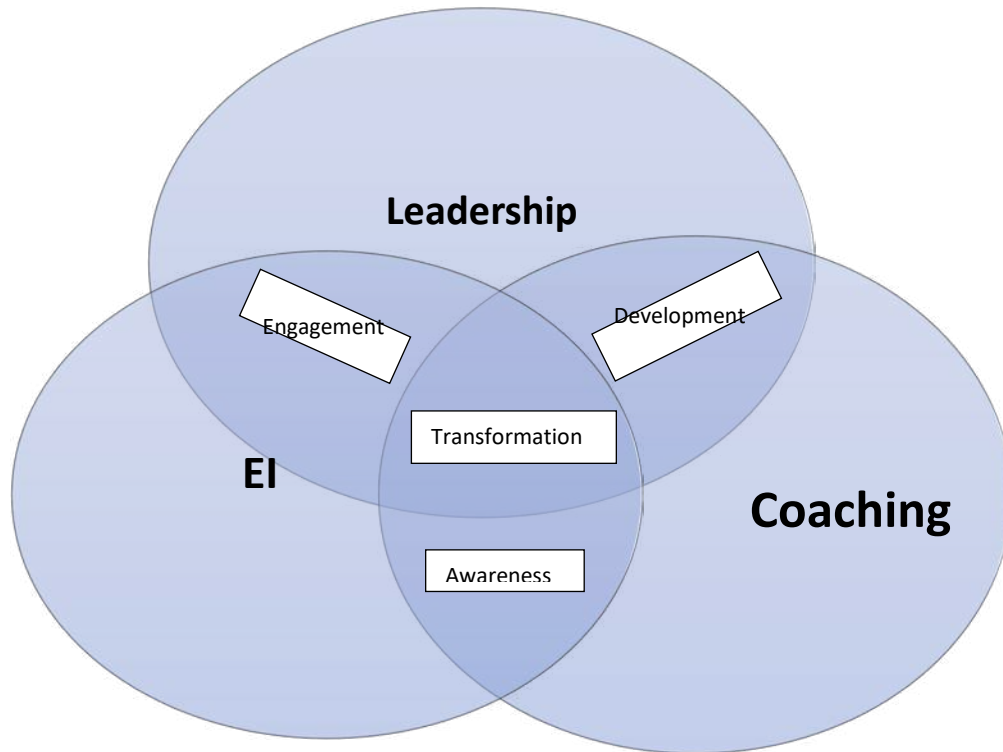


Figure 1: The relationship between EI, leadership, and coaching

2.2.2 The Effect of EI on PDO Worker's Satisfaction

Emotional intelligence has a great role in the functional environment and emotional intelligence means the person's ability to identify points of his emotions and feelings as well as the feelings of others and manage them (Yu-Chi Wu, 2011). Emotional intelligence is characterized by three skills, the most prominent of which is emotional awareness, which means the ability of individuals to identify their psychological feelings. This is also reflected in the tasks assigned to them in order to find Solutions by thinking and solving the problems facing the business in a good way and finding appropriate solutions to solve the problems. The second type of skill is that of managing emotions, i.e. controlling the feelings and also helping other individuals to work to improve this point in them, and there is also a paper test in order to measure emotional intelligence. It is called measuring general intelligence, and this is a type of soft skill (Rahim *et al.* (2002).

Some people think that emotional intelligence is just a description that defines individual skills only, but it has several divisions such as self-awareness and that is in the individual's ability to define his feelings and thus control them in all situations that happen at work. The

important thing is that the person has two important elements, namely self-confidence and emotional awareness, in order to realize the situation that he may face, as well as other types of motivation. This is to reach the desired goals and achieve them in a positive way. The main points also are empathy, and it means the ability of the individual to identify the feelings and feelings of others. The last type is social skills and it is intended how to deal with people in order to develop skills and enhance them better and these comes through having relationships with people and learn about their successes and experiences.

PDO employees are distinguished by all the elements that are included in emotional intelligence, which helped them to raise the assessment of how employee satisfaction grows within the company. There are many positives to emotional intelligence through understanding the individual or employee his feelings and feelings, identifying his weaknesses and strengths, and how to manage them in different situations. Workers are exposed within the organization and thus understanding the feelings and emotions of other employees (Shehu Mustapha Liberty,2019). Therefore, the individual must be distinguished by emotional awareness and possess the skills branched out in this field is due to the importance of its impact on the psychology of the employees. And the spread of the spirit of cooperation between the employees, meaning that the studies encourage teamwork because of it enhances more productivity and improvement in the quality of services and products. Therefore, understanding the mental situation of employees of each other's has a great role in improving business and creating social relations.

Taking into account the separation between work and emotion because sound thinking needs to move away from the emotional side and take all decisions in a fair manner. There is a kind of equality and satisfy all parties, most people think that emotional intelligence is the most important ingredient for success in the lives of individuals because some people with abilities have supernatural power in emotional intelligence tests (Taewon Moon, 2011). Like strong social ties and this is what sociologists encourage and mention the importance of emotional intelligence and its effect.

The negatives of emotional intelligence may be few, but there are some negatives in this matter. It is possible that we have people who have some types of control over their feelings, that is, they are introverted and do not talk with others and hide their feelings and do not disclose the truth of what they feel and do not deal with others except for limits and be formal ([Ioannis Nikolaou, 2004). This constitutes some of the risks and also one of the most dangerous negatives

in this field is some people who possess high intelligence of emotional intelligence. Therefore, try to control others in order to be obedient to them and always work to develop some introverted individuals to serve them based on their personal interests.

Emotional intelligence among the things that sociologists have categorized as ambiguous topics that have a dark Noah because his positives are mistaken for his negatives, so it is necessary to know the negatives of emotional intelligence so that individuals can know them and realize and not fall into them and use emotional intelligence in a good way and high intelligence because it serves the institution and the individual and uses it in the form Required because emotional intelligence is a double-edged sword. Personal opinion of emotional intelligence and how to employ it in the employees of the PDO Company, the management of PDO or is interested in providing all the strategies, successful behaviours and skills that the employee can possess within the organization and work to develop them significantly. Therefore, we notice that the positives of emotional intelligence have a great role on the individual also has a direct impact on others. Because emotional intelligence is one of the most important things that an employee in a PDO. Other companies should have these standers because the need to further understanding of the feelings and mental state of the individual. Plus, find the employee's strengths and weaknesses. Then working to develop and improve them in the future. Understanding the employee's emotions, feelings, and his desires have a great role in enhancing the confidence of the individual. I understood the feelings and emotions of the people with whom I work on a daily basis from the most important elements that improve the mental state of others. With taking into account the separation between work and emotion because work needs decisions and rational thinking, but emotional intelligence is directed towards each of himself and the feelings of individuals. This is another topic that must be completely separated from practical decisions, but it must be present and all employees have emotional intelligence for the sake of continuity and continuous development at work. This could provide the best services and products which fits customers' expectations and needs because customers' satisfaction is one of the most important points that PDO focuses on. It is important that every employee who has emotional intelligence in order to be able to understand the negatives and the positives and not be backward comparing to other workers who have high emotional intelligence because you will hinder their productivity.

2.2.3 Technological EI Strategies for PDO to Apply them on their Workers.

This section of the literature discusses methods and strategies related to technology that can enhance the use of emotional intelligence within PDO Company. The initial traditional way companies used to before train employees on the foundations of emotional intelligence are through evaluating the level of EI on their workers (Bliech, n.t). This is important for the company to have the knowledge to know from where they start. There is a test called MSCEIT commonly used by firms to evaluate employees EI. This is a budget way to coach employees EI with only 500\$ per 2 hours for a group of employees. It is better rather than paying double this price on face-to-face coaching training (Mayer, 1997).

Emotional intelligence is one of the soft skills that are not trained at universities or schools, and they are usually acquired either through personal training or by specialized trainers in this field online. The costs of hiring more than one trainer for PDO Company including all its employees is very expensive because it requires coaches to come to the company and teach employees the concept and methods of emotional intelligence. Fortunately, these days, the technology of distance learning has been developed and it is known today as e-learning. An excellent and easy learning system has been developed that all PDO employees can adapt to, and interact with in a smooth and simple way (Oesch.T, 2018). This reduces the costs considerably while ensuring the similar or same quality delivered to workers. Moreover, it is possible that each trainer teaches multiple employees at the same time. In my opinion, companies should not pay a lot of money in teaching their employees emotional intelligence using the traditional way because they are usually one-to-one training and require both more effort and cost. On the other hand, there are several negative aspects in teaching employees' online lessons through applications. Although this strategy won't cost PDO a lot of money, it lacks several essentials in emotional intelligence. For example, dealing with the current pandemic of COVID-19 lockdown and working online have contributed to reducing emotional intelligence among employees for various reasons, including communication, body language, eye contact, and gestures (Rana & Pavilscack, 2020). These terms are essential for practicing emotional intelligence properly. Online communications reduce the efficiency of using emotional intelligence, and this affects the employees who are trying to learn or take online courses on this topic negatively.

2.3 Recommendations to PDO on How They Should Improve their Employees' Satisfaction.

I have several important recommendations to PDO Company regarding why they should implement emotion intelligence in their training programs. To begin with, studies above showed the importance and the relationship between emotion intelligence and employees' satisfaction. That is, when there are many workers who have emotion intelligence skills, they are more likely to be satisfied and perform better as expected. In contrast, ignoring this opportunity to teach them these skills, this will decrease the level of performance overall. Another tip I would like to recommend is that PDO should promote teaching soft skills in both schools and university. Students currently in Oman and mostly globally do not have the chance to master Emotion intelligence which is considered as a soft skill because it is not added in their educational curriculum. As PDO a big company in Oman, they may be able to put pressure on the Ministry of Education by promoting including emotion intelligence courses. This will be beneficial for PDO Company in the long run since some these young students might be the future employees in PDO. Not only will this benefit PDO, but also other employers in Oman. And it is one factor of marketing keys for big companies is to support the community and society issues.

Another piece of advice I would like to offer to PDO is training its workers of emotional intelligence in order to reduce disagreements and conflicts among employees. It is very well known that some huge disputes occur in the workplace, and this is discussed in this paper. Employees with emotional intelligence abilities could contain and solve problems before they grow bigger and cause a crisis within the company. In addition, emotionally intelligent employees generally have the ability to enhance communication between other employees by understanding their feelings and proposing equitable solutions to both sides fairly. If employees lack these soft skills, it will cost the company much more money rather paying on the training fees for learning these skills. Do not wait until you involve in one of these problems. It is difficult to calculate the lost in revenue and value that caused by unsatisfied workers in the company, and knowing people's feelings is a somewhat confusing because many of them do not tend to talk about their emotional problems and this negatively affects the performance of the company. PDO role here is to find alternatives and ways to satisfy workers as possible. Then it must contribute and try to develop performance by discovering and solving employee problems in different ways.

The last suggestion I would like to make to PDO is to focus on training employees who deal with clients directly, the basics of emotional intelligence. This is because of the communication skill that the emotionally intelligent possess, because they deal well with new customers and gain their trust. This will greatly enhance the company's value and profits for PDO. In my opinion, if PDO or these suggestions were implemented, it would get significantly more investors and clients.

2.4 Conclusion

This research showed the strong relationship between emotional intelligence and employee performance that leads to raising their level, and this talk also applies to PYO. Employees who have emotional intelligence are often able to control negative thoughts and pressures and turn them into good treatment. In addition to that, this feature can also contribute to solving problems and provide guaranteed suggestions to avoid any hindrance. There are many options and strategies that the company can follow to teach and develop emotional intelligence and gain employee satisfaction. Employee satisfaction is a key factor that every company should strive to achieve, not just with money. Yes, money can motivate employees, but there are emotional problems that studies have proven to be the most important solution instead of providing money or a promotion. The relationship between the three key concepts of the research, emotion intelligence, job satisfaction and work performance simplified in Figure B

below.



Figure 2: Shows the relationship between three concepts

In the next chapter which is chapter 3 of this research, I will present the research methodology. This chapter includes surveys and hypothesis that are related to emotion intelligence within PDO Company or a close company example to it. These data will be presented using tables and charts to facilitate to the reader understanding what is been covered. Like previously, I will mainly relay on academic resources that conducted questionnaire or surveys and I will present it using my way to personalize the content and add some value to it.

Chapter Three Research Methodology

3.1 Introduction

The purpose of this chapter is to evaluate the impact of emotional intelligence and have a clear understanding of workers' satisfaction within PDO Company. This research methodology is designed to be a qualitative method to give specific explanations in words about the employees' feedbacks regarding the overall level of satisfaction in the workplace. The research methodology structure consists of several essential parts that provide an in-depth explanation of the process followed. The first part includes research design which states the type of data collection followed. The second section is measuring the population and sampling technique and size whereas the third part mainly testing the reliability and tools that will be used for the methodology. The fourth part of this methodology is about discussing the data collection and analysis techniques, followed by legal and ethical considerations.

3.2 Research Design

The type of research design for this project is qualitative. This is because analysing emotional intelligence fits to be descriptive rather than analytical. The goal of the methodology is not to compare companies' numerical reports, but to explain how emotional intelligence affects employees' satisfaction. Qualitative study is mainly depending on gathering information and getting more details of an issue to have a better understanding (Arora and Stoner 2009). Unlike quantitative type that is designed to find specific numerical data which is more suitable for business report projects. A qualitative study is used for comparing and showing the relationship between two variables (Creswell, 2003). This is can be exploited by serving the purpose of this project which is measuring the relationship between emotional intelligence and workers'

satisfaction in PDO. Another reason for choosing a qualitative approach is that the collection of the primary data for this methodology is based on questionnaire and interview questions which are known to be part of qualitative design. This makes it the most appropriate type for this project.

3.3 Population of the Study

The population of the study includes the total employees in PDO Company. It is important to know the exact number of PDO staff or employees to identify the correct sample size to get better results than actually represent the employees' level of satisfaction. PDO Company has around 8500 employees in total from 70 different nationalities (About PDO, 2021). Diversity is another crucial advantage for the study to know how workers feel in the workplace dealing with others from different ethical and religious backgrounds. However, this project will focus on a specific number of employees from all departments in the company. PDO offers oil products and it is one of the biggest companies in its field in Oman. The sample of employees will be reached via phone, email, or the official website of PDO. This depends massively on PDO policy regarding how they participate in research or projects.

3.4 Sampling Technique and Sampling Size

The sample size of this research was selected by applying a systematic technique. A systematic technique is one commonly used type of probability. The specific sampling size will be 10% of the total number of employees in PDO which is 850 samples. The plan was to get 20% of the sample size, but due to COVID-19 pandemic, there is some limitation to reach employees easily. Plus, many of them work from home during the quarantine time in Oman. Therefore, 850 to 900 is a reasonable sample size to reach within the timeline given to get responses. Systematic sampling relies on a random sampling of a fixed number of intervals (Hayes, 2021). The study will take employees' responses from each department of PDO Company accordingly. Taking samples from different sectors in PDO will give the research more accurate measurements of the actual employees' satisfaction in the company. For example, the samples will include around 150 employees for the following departments such as HR, accounting, finance, and marketing management, etc. This technique will enhance the efficacy and provide a fair response that shows how workers feel overall. Moreover, it is easy to randomly select employees from a specific department.

3.5 Research Instruments and Validity and Reliability Testing

Several instruments have been taken to ensure validity and reliability while testing samples. Protecting the research from threats of lack of reliability will strengthen the final results. One of the signs that show reliability is how clear and direct the questionnaire questions. The goal here is to avoid confusion to the employees using reliable questions so that they don't change their opinion after a short period of taking the sampling. Measuring worker's correct emotional feelings in the workplace in PDO is the primary goal for this study. For instance, employees have to feel comfortable by securing their responses so that no one in the company knows their negative experience. This will weaken the relationship between the company and employees and even among the employees themselves. Another important way to improve reliability is being objective. The researcher has to avoid personal thoughts or let negative old experiences affect the way they set questions to the employees. On the other hand, validity mainly consists of three major types which are construct, content, and face validity (Carole journal,2008). Each type represents a factor that improves the validity of the research.

3.6 Data Collection Technique

This methodology used two different types of data collection methods. The first one introduced YES and NO questions that intend to test the basic understanding of emotional intelligence and e-learning in general. The next part consists of Likers Scale format questions. These questions were designed to serve the research with the emotional intelligence abilities they have such as communication, problem-solving, and the ability to recognise their emotions. The second data type of collection is an interview with employees Individually. The interview questions are for those who want to extend their opinion about PDO Company. Plus, workers will have the opportunity to evaluate the role of the company in managing job satisfaction using EI. The data collection technique will be based on the company's suggested way to communicate with its workers to organise a valid plan to get information. This strategy will save time and receive responses easily without any delay. More importantly, it is respectful to inform the company staff about the questionnaire and the interview intention to avoid legal problems. Moreover, the company might cooperate positively to ensure we complete the methodology with as many employees as possible.

3.7 Data Analysis Technique

The data analysis technique is a way to organise the numeric values and results of the employees graphically (Kimberlin and Winterstein, 2008). It is essential to outline the collection of data properly so that it is easy to read and add further research. Plus, it can be a reliable source for other researchers to quote from this research to support their points of view. The software application that used for this study is Microsoft Excel. Most people are familiar with this application and it has a tremendous feature that enables researchers to design and calculate averages, total, and do complex statistics multiplications easily. There are advanced software applications such as SPSS and PSPP, but because I'm familiar with Microsoft applications, it will be more efficient and not time-consuming to create simple tables. The goal of using Microsoft Excel is to design a clear graph including basic tables and bar charts to compare and contrast the employees' responses based on their level of satisfaction and knowledge of emotional intelligence.

3.8 Legal, Ethical and Social Considerations

The legal, ethical, and social considerations are a top priority of the researcher in this study. As mentioned above, there were several steps taken to improve the validity and reliability of the study. All of the employees meet the standers to be eligible to participate in both the questionnaire and interview. For example, the minimum age to participate in the methodology is be 18 years old or more. In addition, the questionnaire and interview were set with no intention to show any personal pressure on employees and protect their personal information from sharing online. It will be used for project purposes for Gulf college exclusively. There might be a chance to share only the results of their responses to evaluate by others, but the workers will have the right to secure their identity.

3.9 Summary and Introduction to the Next Chapter.

This methodology chapter's purpose is to design a proper questionnaire and interview techniques that qualify to meet efficient and valid standers. Furthermore, it's mainly based on collecting data and information from employees from different sections in PDO Company. Gathering data in this chapter could be an introduction for the next chapter which includes analysing workers' satisfaction in-depth based on the sized sample responses. It will give an overview of a good number of workers of how they feel towards the policies set by PDO. All of the suggested techniques, application, and responses from employees will be applied in the next chapter

Chapter Four Data Collection and Data Analysis

4.1 Introduction

Emotional Intelligence on PDO employees in terms of gaining satisfaction and raising performance at work. And also exploring the in-depth relationship between emotional intelligence and satisfaction in the work environment. The other objective of this chapter is to know the components of emotional intelligence and link them to the performance of employees through questionnaires and interview questions. This chapter of the project contains the responses of PDO's employees and some interview questions related to the topic of the research. These responses from the participants give part of the value to the research because they are primary data. There will also be secondary data from the literature review that was analysed in the previous chapters, which is from reliable and academic articles based on experts and scientific theories related to emotional intelligence and employee performance. Questionnaire and interview questions are designed to answer the main research questions of the project and gain a better understanding of emotional intelligence within PDO. The main research questions were as follows.

1. How emotional intelligence can affect PDO worker's satisfaction?
2. What are the different types of elements EI for workers of PDO?
3. Can technological strategies enhance Emotion Intelligence in PDO?
4. What are the recommendations that will be offered for PDO?

This chapter will focus on presenting and analysing the results and responses of PDO employees. Also, the first chapter will contain key information that will be presented clearly and smoothly through this research. The secondary data collected from the second chapter and the literary review will be discussed, analysed, and linked to the employees' answers below. In contrast to Quantitative, this research will focus on presenting the results in a descriptive manner and depends on explaining the employees' expression or how they answer the questions. Therefore, the qualitative technique is the best option to rely on to do the required tasks for this project. So, there will be no focus on exact numbers and complex calculation methods such as T-Test, Coloration, and Standard Deviation. Another reason for using secondary data is that it is difficult to rely only on primary data in qualitative. For this reason, we will need opinions and information provided by the Top Management Team at PDO. The sample size was intended to take answers from 200 employees of PDO, but the total number of employees who participated

in the questionnaire and the interview were 172 Employees in total. Demographics of Participants were arranged in a simple way to show the ease of following the information and include personal information about employees such as gender, age, marital status, years of experience, and educational qualification.

4.1 Demographics of Participants

4.1.1 Gender

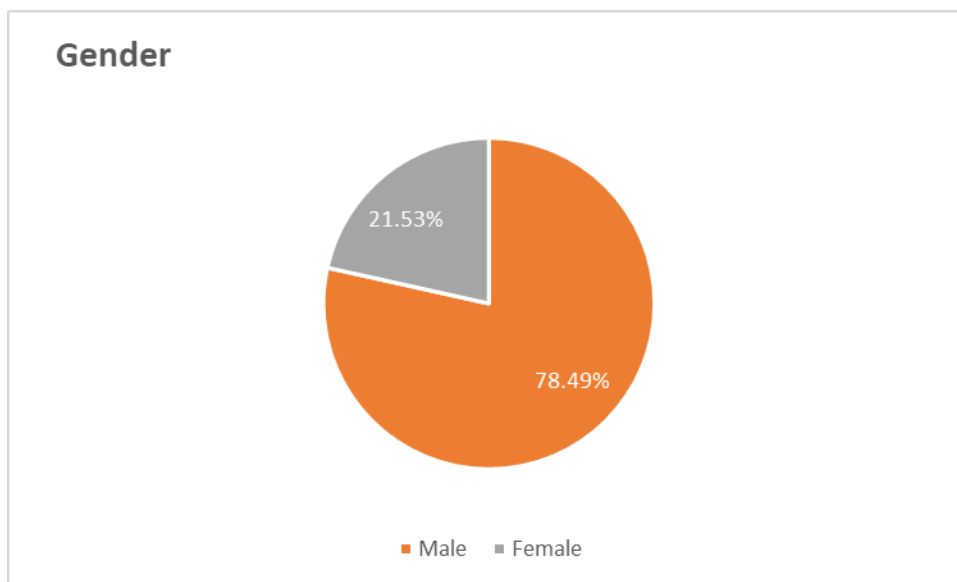


Figure 3 Gender distribution

Category	Frequency	Percentage
Male	135	78.49
Female	37	21.54
Total	172	100

Table 1, the ratio between Male and Female employees

The table shows the percentage of employees' gender in PDO company. As seen from the table, the majority of the employees participating in the survey are males, making up approximately 78.49%, whereas females represent only 21.54%.

4.1.2 Age

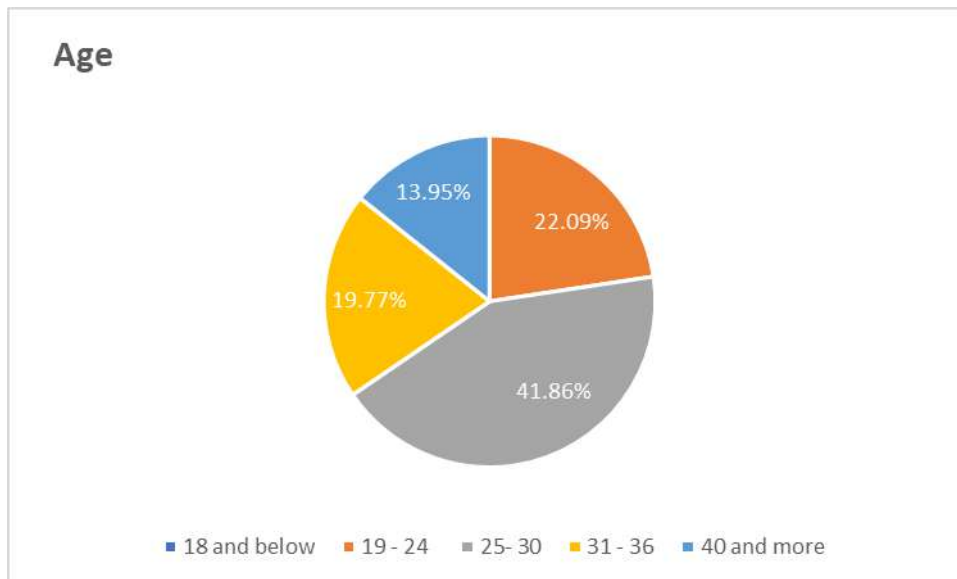


Figure 4 Age distribution

Ages were classified into five periods as from 18 and under until 40 and above as shown in the table below.

Category	Frequency	Percentage
18 and below	0	0
19 - 24	38	22.09
25- 30	72	41.86
31 - 36	34	19.77
40 and more	28	13.95
Total	172	100

Table 2, Employees' age category

The table shows the percentage of males and females participating in the questionnaire and the interview. As expected, there is no employee in PDO company or less than 18 years. This is because PDO rarely hires employees without an advanced degree, especially for very young people. The Pie chart shows that the majority of the survey respondents are between the ages of 25-30. This percentage often represents employees with a bachelor's degree with at least two to five experiences. Close to the majority ratio, they are employees whose ages range from

their thirties. A small percentage is formed by employees whose age is over forty, and they are usually the owners of the higher ranks in the company because of their extensive experience and their effectiveness in making crucial decisions for the company.

4.1.3 Material Status

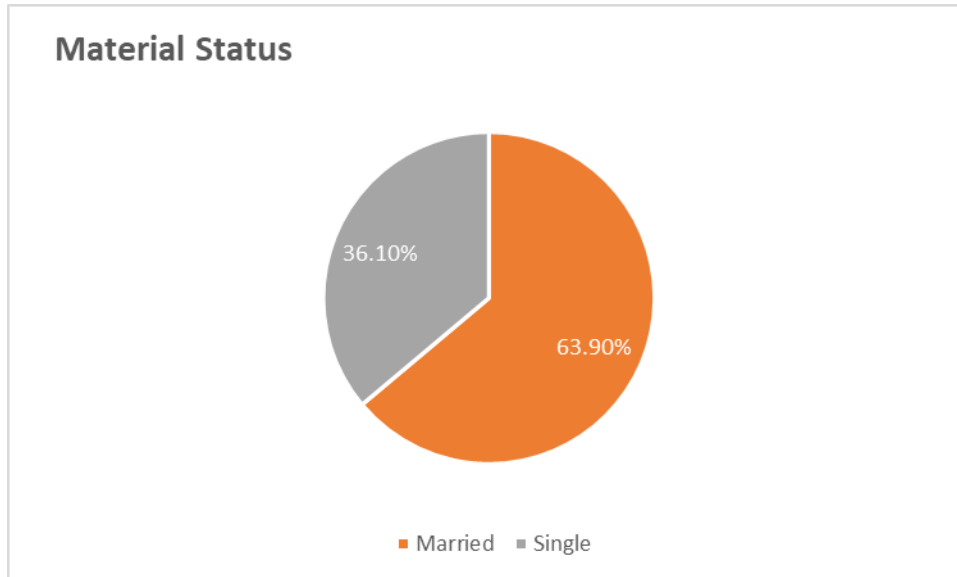


Figure 5 Material Status

Because this research focuses on the emotional side and feelings of employees, it is very important to know whether they are in a relationship or not because it greatly affects their level of satisfaction.

Category	Frequency	Percentage
Married	110	63.9
Single	62	36.1
Total	172	100

Table 3, Material Status

As can be seen from the table above, the majority of the sample size of employees are married with 63.9% of the total population.

4.2 Part Two of Questionnaire

The second section of the questionnaire focuses on the first question in the first and second research, which are knowledge and measurement of the effect of emotional intelligence on the performance of PDO employees' satisfaction and the relationship to raising performance through them. It consists of five sections that represent the main elements of emotional intelligence and the questions are designed to serve all research inquiries. Goleman designed a model which was intended to be used to develop the questionnaire and take valuable information that serves the research that related to emotion intelligence. Data collection and analysis will include taking the average of answers in each of the sections on the emotional intelligence elements that were identified in the previous chapters. And discuss the relationship between the responses of employees to the questionnaire in the literary article in the second chapter.

4.2.1 Self-Awareness

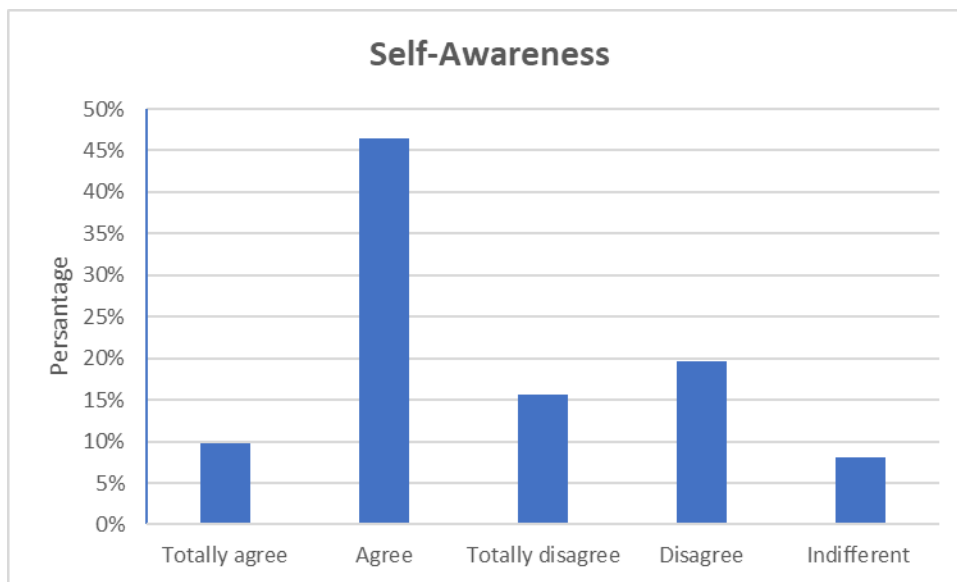


Figure 6 Self-Awareness Status

Self-Awareness		
	Frequency	Percentage
Totally agree	17	9.8
Agree	80	46.5
Totally disagree	27	15.7

Disagree	34	19.7
Indifferent	14	8.1
Total	172	100

Table 4, Self-Awareness Status

The first element of emotional intelligence is self-awareness and contains five questions that are related to measuring the level of self-awareness of PDO employees. The responses from the questionnaire showed the average response rate for the five questions related to self-awareness.

A summary of the questions asked in the questionnaire to PDO employees about self-awareness contains how they manage negative and positive emotions in dealing with other employees and customers in an appropriate and professional manner under pressure. And it is related to the self-evaluation of feelings and the assessment of their seriousness in the event of non-existence. This can express a clear indicator that can be discussed for emotional intelligence and employee satisfaction at PDO.

As is evident in the graph, the majority of employees in PDO believe that they are able to perceive their feelings and control self-awareness to some degree but with difficulty. This is because the majority of the sample answers chose to agree on average 80 out of 172 responses. This is a large percentage that expresses the total uncertainty in determining their feelings. Another example that shows that employees in PDO or the difficulty of using emotional intelligence in self-awareness is that not a small percentage answered indifferently with a percentage 31. This number represents 18.02 of the overall average. On the other hand, few employees believe, through their answers, that they are completely confident that they have the ability to identify the elements of self-awareness in them, and only they were 17 employees. This rate represents the minority who claim to understand and control self-awareness. As mentioned earlier in the Literature review, self-awareness is the main component of emotional intelligence and constitutes a significant change in the behaviour and satisfaction of employees in a positive or negative way, depending on his perception. And this self-awareness questionnaire proves difficult to deal with or realize its presence on the part of the employees.

4.2.2 Self-Regulation

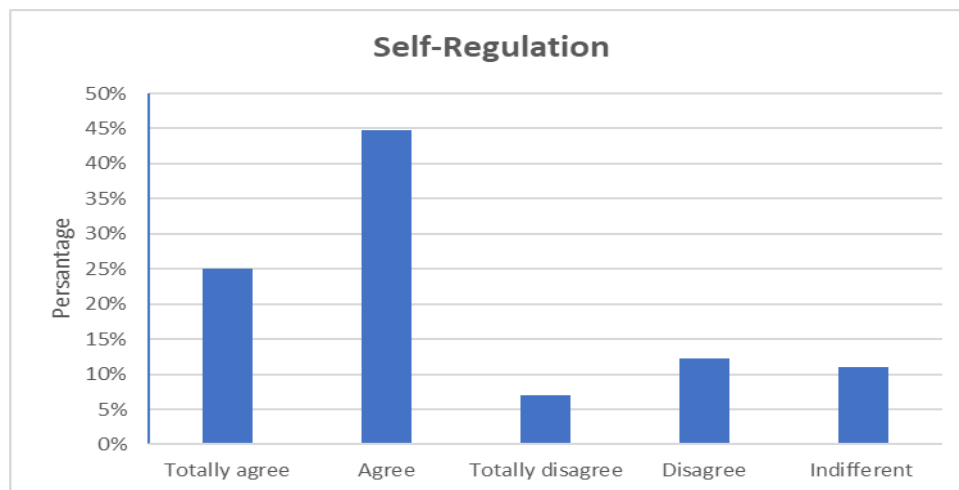


Figure 7 Self-Regulations Status

Self-Regulation		
	Frequency	Percentage
Totally agree	43	25
Agree	77	44.77
Totally disagree	12	6.98
Disagree	21	12.20
Indifferent	19	11.04
Total	172	100

Table 5, Self-Regulation Sauts

The responses of the employees in this research show that there are 120 responses of agreeing and agree that they have self-regulation within PDO. And this commitment is due to the big name of the company, where it is difficult to hire employees, except for the elite, who devote their efforts to punctuality and assume responsibilities. For this reason, it is expected that the majority do not suffer from this problem. However, there are still 33 employees that face difficulties to have self-regulation because it's hard for them to confront others. And finally, 19 workers prefer not to state their opinion on self-regulation.

4.2.3 Motivation

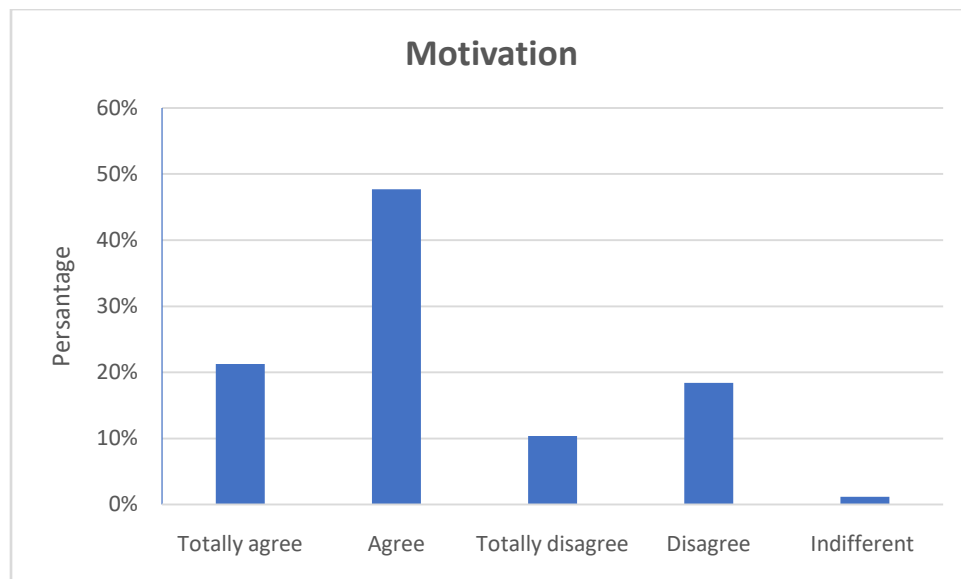


Figure 8 Motivation Status

Motivation		
	Frequency	Percentage
Totally agree	10	5.81
Agree	31	18.02
Totally disagree	29	16.86
Disagree	94	54.65
Indifferent	8	4.65
Total	172	100

Table 6, Motivation Status

This element can be exploited by PDO companies or directly to motivate employees to raise performance. The answers of the respondents in the interview show that the biggest incentives that the company can provide are not only financial rewards but respecting employees and allowing them to participate in some of the important decisions that the company makes, especially those related to employees. As shown from the graph, 123 employees stated that there is no emotional motivation in the company. On the other hand, only 41 of workers believe that

there is enough motivation provided by the company to enhance their performance. And 6% preferred not to mention their opinion.

If the company makes arbitrary decisions on employees always explaining convincing reasons or with their consent, it can kill their ambition and passion in performing their duties at work. The answers showed that perhaps this rejection from the employees is not directly related to violating the company's laws, but rather in bad dealings with other companies or regular customers outside the company. Since the main objective of this research is employee satisfaction to increase performance, this attitude can be a major obstacle in achieving these goals.

4.2.4 Empathy

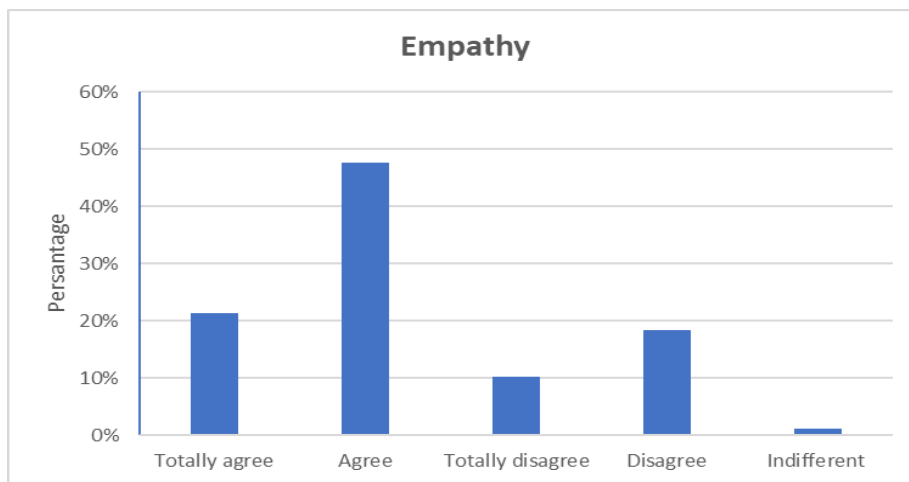


Figure 9 Empathy Status

Empathy		
	Frequency	Percentage
Totally agree	37	21.26
Agree	83	47.70
Totally disagree	18	10.34
Disagree	32	18.39
Indifferent	2	1.14
Total	172	100

Table 7, Empathy Status

Empathy within the company is crucial in resolving disputes and problems, whether they are between employees or customers. From the responses of PDO's employees in this aspect of the research, it can be said that many of them lack this feature because 68.97 % stated that they disagree and disagree with helping others voluntarily. And only 28.74 % would offer their help and ask other employees about their feelings. It is deeply tied with passion, because if there is no incentive to solve problems and think about the interest of the company in general, then everyone will ignore sympathy for the other and think about their interest only. The most negative answers related to this section came to the question of whether employees are willing to volunteer to serve others. This factor indicates that if employees are not satisfied, they will avoid contributing to the achievement of the company's goals that stimulate growth and prosperity in profits and reputation.

4.2.5 Social skills

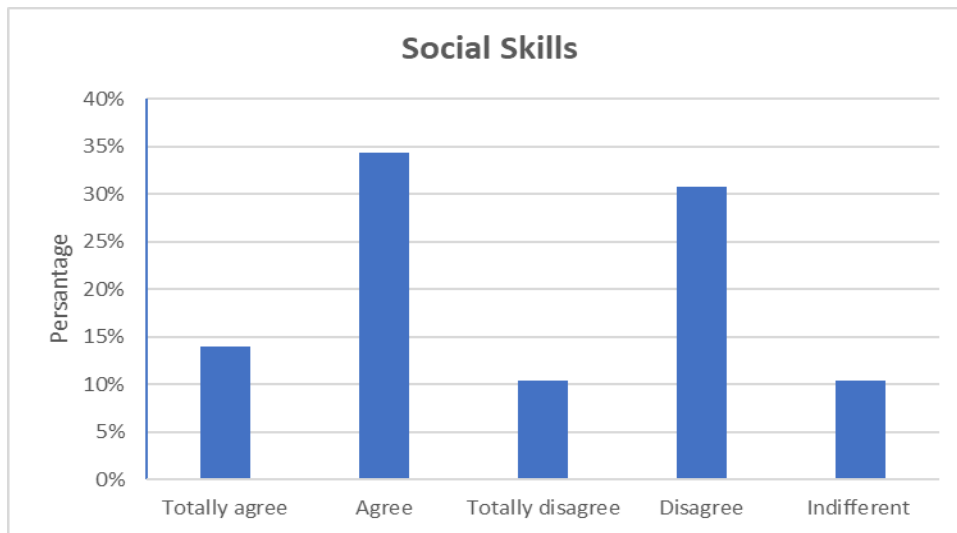


Figure 10 Social Skills

Social skills		
	Frequency	Percentage
Totally agree	24	13.95
Agree	59	34.3
Totally disagree	18	10.47
Disagree	53	30.81
Indifferent	18	10.47
Total	172	100

Table 7, Social Skills Status

Companies look for employees with social skills more than technical nowadays. The survey showed that 83 employees claim that they have social skills whereas 71 employees don't. This means almost half of the employees who participated in the survey can recognise their social skills. In addition, they can use them in the workplace to make better relationships and spread positivism, especially during conflicts. Social skills are necessary alongside technique and they both can enhance the performance of PDO.

4.3.1 Interview Questions

Interview Questions

This section is the most important part in expanding the opinions and points of view of PDO's employees. Analysing and identifying their answers will help in understanding the mechanism followed by PDO company in applying the concept of emotional intelligence among its employees.

The first question was as the following,

1. What would PDO do to enhance your satisfaction?

This question was quite general to evaluate the interests of the employees according to their priorities and the needs expected to be obtained from PDO. The answers varied as expected, so that part of the employees expressed their satisfaction with the benefits they get through their work in PDO or such discounts for their children in private schools and colleges, and good salaries more than the employee's income in Oman, as well as other advantages. But there is a segment that called for more advantages or to be specific to improving some departments in the human resources department. A large percentage of the participants claimed that there is no great interest from management in the issue of emotional intelligence, and that focusing on contributing to raising the company's performance, in general, is likely to happen if PDO or interested in this aspect. So that the sample tried in some way to ignore the identification of the personal problems that they are going through, but hinted that they lack encouragement and are ready to cooperate with experts in the field of emotional intelligence. Another segment believes that these are personal matters and that the company should not interfere with them in order not to spoil the cases more than they are. This is an indication that some people are afraid to share their feelings with the company.

1. How PDO should apply technological strategies to raise awareness of emotion intelligence significance?

The employees welcomed the idea of developing emotional intelligence and expressed a desire to learn in different ways. The first category of responses was its requirement of confidentiality and that personal problem not be revealed to other employees or managers, and it would be anonymous. Only a team of emotional intelligence specialists can discuss these problems with them or with the addition of a small part to be determined from the company to study and follow up these cases. And it seems that one of the reasons through the answers is that if they respond comfortably to their true feelings with the professionals, this may affect their relationships, whether with employees or other managers. Therefore, many suggested using programs on the Apple Store and Google Play, through which they could answer questions related to lessons or lectures that, if they were applied by the company, anonymously. The technology can handle and help analyse this data very quickly and it can be effective for increasing the company's understanding of employees.

2. What are the most important factors do suggest you to improve PDO company performance?

Within the interview section there are a lot of suitable suggestions suggested by the employees. First, the company's management worked to improve the relationship between them and the employees, and even between the employees themselves. Because one of the most important factors that lead to raising performance is the desire and passion of the employees to work. As PDO is a pioneer in the field of oil in Oman and the world, there should be increased attention to all the small details that are likely to hinder their performance. Second, the provision of services and subsidy programs for employees who face either psychological or financial difficulties. In the subject of the research, emotional intelligence represents a large part of the emotional side of employees, and its enhancement contributes positively to raising performance. As well as the material side, whereby the company stands beside the employees in the event of their occurrence in material problems such as debt increases their loyalty and they will be ready to work sincerely in order to share the collective goal of increasing production and better performance.

3. How usually PDO intends to add online training of emotion intelligence for employees?

The answers of the employees in the interview indicated that there are attempts for the company to develop and raise the emotional awareness of employees in all sectors. There are also some new employees who got the opportunity to attend online training classes on emotional intelligence. These lessons spread doubly during the Corona period due to the quarantine. Yes, Corona was a hindrance to the largest category of employees' responses due to their inability to use soft skills behind screens. Rather, emotional intelligence skills should be applied from face-to-face interviews between employees or with other company customers.

4. To what extent emotion intelligence is important to PDO workers?

Because PDO and many international companies tend to attract employees who have soft skills instead of hard skills. People with soft skills in conflict resolution, productivity and coping with all the often difficult and unpredictable circumstances. Since soft skills are not taught to students in schools, it is the duty of the PDO company to contribute to the development of this skill among various segments of society. The application is not for its employees only, as it is the first pioneering company in Oman, it has duties towards society, citizens and residents within the Sultanate of Oman. Obtaining the emotional intelligence skill in PDO is very important and contributes significantly to increasing both performance and employee and company satisfaction towards the team.

6.1 Conclusion

To sum up, this chapter analyses and presents the data or responses of the employees in the questionnaire and the interview on the issue of the impact of emotional intelligence on employee satisfaction and increasing the performance of PDO. The answers were also linked and compared to the literature review and the conclusion of theories and expert explanations regarding emotional intelligence in the work environment. The results showed that there is a strong correlation between emotional intelligence, employee satisfaction, and performance, noticeable from this project. The next chapter is the last in this project. It will be the synthesis of results and give final suggestions to PDO to develop the field of using and applying emotional intelligence in a better way in the company. It will also present the final results and a summary of all the lessons learned through this project.

Chapter Five Summary of Findings and Recommendations

5.1 Introduction

The last and fifth chapter of the project contains five important elements in summarizing the results and findings. First, the first section is concerned with the results obtained through primary and secondary data followed by a general summary of the information collected. Then suggestions for PDO to enhance the use of emotional intelligence to increase employee satisfaction and performance followed by the limitation and what are the obstacles that the researcher faced during the research process, and finally future of research in this aspect. During this research, the researcher conducted an extensive study of whether there is a relationship between employee satisfaction and harm by relying on emotional intelligence in PDO. And also researching the optimal strategies for applying soft skills such as emotional intelligence at the lowest costs within the company. Through the results obtained by the researcher from PDO employees, it was shown that there is a strong relationship between employee satisfaction and performance, and also emotional intelligence plays a crucial role in enhancing and raising the level of performance. Questionnaire and interview in the third chapter, which is Methodology. The questions are designed based on obtaining answers to questions and research objectives. PDO can benefit from this research to know the thinking of a segment of its employees regarding their satisfaction. In addition to suggestions for the company based on the responses and answers of employees in different sectors such as human resources, accounting, engineering department, etc.

5.2 Summary of Findings

The results of the questionnaire showed a tendency to have some similar different opinions about the components of emotional intelligence.

First, Self-Awareness, more than 56% of responses think that they are capable to control and use self-awareness in somehow whereas around 35% employees lack in the ability of using this element at the workplace.

Similarly, self-regulations, which means that an employee can achieve with a commitment to responsibility at work and complete all tasks and duties to the fullest. The results showed that the majority of workers have this skill with around 70% of the total responses. The results display that the workers of PDO still have little motivation to work with only 20% whereas the majority claim that they don't have motivation. This may be due to the strictness and

reputation of the large company in the world and Oman, especially in dealing with negligent work.

The fourth section of questionnaire measures the level of empathy of PDO workers. The responses showed that 69% have empathy towards other colleagues. The final part of questionnaire design to know the social skills the employees have. The results were close and almost half of the responses stated that they adopted social skills. The answers showed the need for PDO employees to feel that managers and senior officials are an important part in making some decisions, especially if they relate to them or have a significant impact on them. This does not mean that the company should comply with their suggestions, but only counselling has a significant psychological factor in changing behaviour. There were varied responses regarding sympathy for other employees. Here lies the reason that employees are of different nationalities and environments and that some employees think of their interest more than the public interest. It is not possible to ascertain a clear reason, but there are indications that semi-correct answers can be obtained through employee responses. Community skills are an important pillar of emotional intelligence, and their mastery not only raises the performance in general in the company but helps employees to obtain bonuses or promotions in the future. Big companies nowadays care a lot about societal skills and arguably think that they are more important than hard skills. The responses of the employees regarding societal skills were positive, and this was proven by their ability to deal and communicate with others effectively and flexibly. In the interview section, he clarified more dimensions of understanding the employees' thinking because it is open and any employees have the option to express and interpret their views more freely. A large number of employees noted the importance of financial benefits and their impact on their satisfaction, but there should also be a greater effort psychologically to support employees. Some employees do not find themselves dealing with the pressure of work in addition to the pressure and problems of daily life and hope to reduce this pressure by training them in using emotional intelligence appropriately. And that technology can be used to facilitate the company the burden of complex calculations and obtain more accurate results for educating employees with the elements of emotional intelligence, which in turn increases their performance.

5.3 Conclusion

Through findings, there is clear evidence of a strong relationship between employee performance and emotional intelligence. Contributing to raising employee satisfaction is one of the main factors in raising productivity in the work environment. This evidence of its role

motivates the PDO company to take immediate measures in developing this aspect to achieve the most benefit from it.

5.4 Recommendations

Based on the research objects and its outcomes, there are several suggestions that I would like to present to PDO to raise employee performance through emotional intelligence, and they are as follows. First, conducting training workshops and classes related to the concept of emotional intelligence and raising the awareness of employees through it. This can be done by contracting with companies or training institutes to ensure that the company's employees are taught the basics of emotional intelligence and how to apply it. This will certainly contribute to raising awareness and the performance of the company. Next, allocate meetings on certain days each month to talk about problems and stresses faced by employees and listen carefully to employee suggestions. Based on the employees' responses, there is a problem in the company's communication with the employees and knowing their needs from the psychological side. By following these suggestions, PDO can significantly increase performance in a short period. The main factors to achieving these goals correctly are the investment of money and effort and a real desire to solve employee problems.

5.5 Limitations

The target of the Sample Size was two 200 employees, but due to COVID-19 epidemic and the difficulty of reaching employees in a short time, the researcher managed to collect responses 172 employees from 200 for this study. This number is relatively good due to the current conditions the world facing. Another obstacle faced by the researcher in this project is the rarity of free research and questionnaires that worked on PDO companies related to emotional intelligence on the Internet.

5.6 Future research

Future research can be done using a big company in Oman that has many employees. And then study previous thoughts on the topic which is how emotional intelligence could affect job performance. In addition, analysing the data gathered from primary and secondary data and come up with solutions and more recommendation to cover different and reliable suggestions. Any company that aims to develop employees' interaction with other companies or employees

must put effort on implementing education and application of emotional intelligence in the priorities of admission to the company.

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Appendix 1

Diary 1

Module Name	Project 2	
Module Code	PROJ 1002.1-HRM	
Programme Name	BIS (UOW) Project 2	
Name of Student: Abdullah Sultan Al Sulti		Week: 5
Name of Supervisor: Dr. Blossom Christina		
Project Title: The importance of emotional intelligence in improve employee satisfaction on PDO company		
Date/ Day: 30/3/2021	Time: 10 PM	Venue: online

Tasks as per project plan	Actual tasks taken up / completed
<ol style="list-style-type: none"> 1) Chose the title. 2) Researched about the effect of emotional intelligence in the workplace. 3) Finding the company. 4) I will Interview employees in HRD of PDO if possible. 5) Research in all sources. 6) prepare the proposal. 	<p style="text-align: center;">I completed most tasks, but I need to research more and make interviews.</p>
<p>Comments / observations / remarks by the Student</p> <p>As we know this idea is a new in major of human resource management and not all companies adapt it yet.</p> <p>There are not many articles or studies done regarding emotion intelligence in PDO specifically. Therefore, I would do my best to interview as many as employees who work in the company.</p>	
<p>Remarks / Comments by the Supervisor</p>	
<p>Signature of Student: Abdullah Al Sulti</p> <p>Date: 30/3/2021</p>	<p>Signature of Supervisor:</p> <p>Date:</p>

Module Name	Project 2
Module Code	□PROJ 1002.1-HRM
Programme Name	BIS (UOW)

Diary 2

Name of Student: Abdullah Sultan Al Sulti	Week: 7
Name of Supervisor: Dr. Blossom Christina	
Project Title: The importance of emotional intelligence in improve employee satisfaction on PDO company	

Date/ Day: 20/April 2021	Time: 10 AM	Venue:
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Tasks as per project plan for chapter 2	Actual tasks taken up / completed
Literature Review Identify the key concepts of the project. Find studies related to objectives and research questions and critically	Main points have been selected. 50 % of the studies has been selected

<p>analyse them.</p> <p>Make sure to analyse both positive and negative aspects of applying Emotion intelligence in the workplace.</p> <p>Summarize key points and understanding.</p>	
<p>Comments / observations / remarks by the Student</p> <p>In my opinion, the most important part of this literature review is to find relevant studies and articles that are related in the topic of my project.</p> <p>Plus, show further understanding of the topic and add suggestions to personalize the project which means not only discuss what others did regarding the impact of EI.</p>	
<p>Remarks / Comments by the Supervisor</p> <p style="text-align: center; opacity: 0.5; font-size: 4em;">© GSJ</p>	
<p>Signature of Student: Abdullah Alsulti</p>	<p>Signature of Supervisor:</p>
<p>Date: 20/April 2021</p>	<p>Date:</p>

Module Name	Project 2
Module Code	<input checked="" type="checkbox"/> PROJ 1002.1-HRM <input type="checkbox"/> PROJ 1002.1-SCLM
Programme Name	BIS (UOW)

Diary 3

Name of Student: Abdullah Sultan Al Sulti		Week: 9
Name of Supervisor: Dr. Blossom Christina		
Project Title: The importance of emotional intelligence in improve employee satisfaction on PDO company		
Date/ Day: 6/May/ 2021	Time: 10:00	Venue:

Tasks as per project plan	Actual tasks taken up / completed
Chapter 3	
Explain why I chose a particular data collection strategy. Focus on sample size and technique. Collect and analyse data from PDO Company. Consider discussing about the pros and cons of the methodology design.	Prepared questionnaire and interview questions.

Module Name	Project 2
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Summarize main points and prepare them for in-depth analysis in chapter 4.	
Comments / observations / remarks by the Student	
<p>In my opinion, the most important thing in this chapter is designing an appropriate methodology and data collection that can be easily analyse next chapter and collect new information that is potentially not available in other researches to give more value to my project.</p>	
Remarks / Comments by the Supervisor	
Signature of Student: Abdullah Alsulti	Signature of Supervisor:
Date: 6/May/ 2021	Date:


Diary 4

Module Code	<input type="checkbox"/> PROJ 1002.1-AF <input checked="" type="checkbox"/> PROJ 1002.1-HRM <input type="checkbox"/> PROJ 1002.1-SCLM
Programme Name	BIS (UOW)

Name of Student: Abdullah Sultan Al Sulti	Week: 11
Name of Supervisor: Dr. Blossom Christina	
Project Title: The importance of emotional intelligence in improve employee satisfaction on PDO company	

Date/ Day: 20/5/2021	Time: 12	Venue:
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Tasks as per project plan	Actual tasks taken up / completed
<p>Analyse and discuss the results of questionnaire and interview.</p> <p>Link finding to relevant literature and research questions.</p>	<p>Submit the questionnaire.</p> <p>Collect primary data from questionnaire and interview.</p> <p>Format chapter 4.</p>
Comments / observations / remarks by the Student	

Module Name	Project 2
Module Code	□PROJ 1002.1-HRM
Programme Name	BIS (UOW) Project 2
<p>During my meeting with Dr. Blossom, the following points were covered in the lecture.</p> <ol style="list-style-type: none"> 1.Start working on the outline of chapter 4 while waiting for the results. 2. Explanations of how to do chapter step by step with example. 3. The common tools to analyse data such as Excel. 	
Remarks / Comments by the Supervisor	
	
Signature of Student: Abdullah alsulti	Signature of Supervisor:
Date: 20/5/2021	Date:

Diary 5

Name of Student: Abdullah Sultan Al-Sulti	Week: 12
Name of Supervisor: Dr. Blossom Christina	
Project Title:	
The importance of emotional intelligence in improve employee satisfaction on PDO company	
Date/ Day: 29/5/2021	Time: 10 PM
Venue: online	

Tasks as per project plan	Actual tasks taken up / completed
<p>1) Conclude the findings in the previous chapters.</p> <p>2) Provide recommendations to PDO Company based on the research and data analysis through the process.</p> <p>3) State limitations and introduce to the final chapter.</p>	<p>I have prepared the outline for the final chapter.</p> <p>I am Still working on analysing the responds collected from PDO employees.</p>
<p>Comments / observations / remarks by the Student</p> <p>The following points were discussed with the professor</p> <ol style="list-style-type: none"> 1. The due date for both Diary 5 and chapter 4 analysis. 2. Studying a quantitative sample of chapter 4. 3. Ideas to complete the project properly 	
<p>Remarks / Comments by the Supervisor</p>	
<p>Signature of Student: Abdullah Al-Sulti</p> <p>Date: 29/5/2021</p>	<p>Signature of Supervisor:</p> <p>Date:</p>

Module Name	Project 2
Module Code	PROJ 1002.1-HRM
Programme Name	BIS (UOW) Project 2

Diary 6

Name of Student: Abdullah Sultan Al-Sulti	Week: 14
Name of Supervisor: Dr. Blossom Christina	
Project Title: The importance of emotional intelligence in improve employee satisfaction on PDO company	

Date/ Day: 30/3/2021	Time: 10 PM	Venue: online
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Tasks as per project plan	Actual tasks taken up / completed
<ol style="list-style-type: none"> Summarize the main points of the project. Take notes and prepare slides for the presentation. 	<p>Take notes, follow the suggested structure for the presentation, discuss the points and summary of the project.</p>



<p>Comments / observations / remarks by the Student</p> <p>The following points were discussed with the professor</p> <ol style="list-style-type: none"> The time allowed to present The format of slides Tips to get higher grades
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Remarks / Comments by the Supervisor

Signature of Student: Abdullah Al-Sulti	Signature of Supervisor:
Date: 3/6/2021	Date:

Appendix 2

Questionnaire

This is a questionnaire survey for the employees of PDO Company. This questionnaire and interview questions are intended to be analyzed and discussed for educational purposes to improve employee's satisfaction by emotion intelligence. The questionnaire and interview will be answered anonymously.

Objectives of the questionnaire and interview.

1. Understand the meaning of EI within PDO workplace and its elements.
2. Evaluate the effect of EI on PDO worker's satisfaction.
3. Determine technological EI strategies for PDO to apply them on their workers.
4. Provide recommendations to PDO on how they should improve their employees' satisfaction.

Demographic Details

Gender

- 1.Male
- 2.Female

In what age group are you?

- 1.18 and under
- 2.19-24
- 3.25-30
- 4.31-36
- 5.40 and more

Educational Status

- 1.High school diploma
- 2.Bachelor
- 3.Masters
- 4.PhD

Material Status

- 1.Married
- 2.Single

Lecturing field

- 1.Accounting
- 2.Engineering
- 3.IT
- 4.Business management

Years of service

- 1.1-5
- 2.6-10
- 3.11-15
- 4.+16

Rating: Please circle the number that represents your answer.

Scale: 1- Totally agree 2- Disagree 3- Agree 4-Totally agree 5- Indifferent

Self-Awareness						
1	I am aware and can recognize my feelings.	1	2	3	4	5
2	I accept other workers criticism and seek a way to develop myself.	1	2	3	4	5
3	I am capable of identifying my strengthens and weaknesses.	1	2	3	4	5
4	I use both negative and positive emotion to solve conflicts in PDO workplace.	1	2	3	4	5
5	I can be calm under pressure	1	2	3	4	5

Self-regulation						
1	I can do my tasks completely without other's help.	1	2	3	4	5
2	I confront others of their unethical behavior.	1	2	3	4	5
3	I take the responsibility and keep my word.	1	2	3	4	5
4	I am flexible in making decisions in the company	1	2	3	4	5
5	I always come up with new ideas	1	2	3	4	5

Motivation						
1	I have a passion for providing services in the best possible way.	1	2	3	4	5
2	I agree to waive some of my privileges if the company has a crisis.	1	2	3	4	5
3	I am always optimistic and I contribute to spreading hope among the employees.	1	2	3	4	5
4	I can motivate myself when I feel disappointed	1	2	3	4	5
5	I am ready to take all the possible opportunities to perform	1	2	3	4	5

	better.					
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Empathy						
1	I have the ability to empathise with other workers' problems.	1	2	3	4	5
2	I always try to provide help to others voluntarily.	1	2	3	4	5
3	I respectfully give others chance to express their feelings.	1	2	3	4	5
4	I can recognize if employees have conflicts among them.	1	2	3	4	5
5	Opposite points of views are always clear to me.	1	2	3	4	5

Social Skills						
1	I can persuade my colleges about my work plans.	1	2	3	4	5
2	I can lead my team and be responsible of failure.	1	2	3	4	5
3	I have the courage to speak out regardless my rank.	1	2	3	4	5
4	I have good relationship with my peers in the company	1	2	3	4	5

5	I prefer asking questions to other employees to know their preferences.	1	2	3	4	5

Interview Questions

1. What would PDO do to enhance your satisfaction?
2. How PDO should apply technological strategies to raise awareness of emotion intelligence significance?
- 3.
4. What are the most important factors do suggest you to improve PDO company performance?
5. How usually PDO intends to add online training of emotion intelligence for employees?
6. To what extent emotion intelligence is important to PDO workers?