

"If you rake me over the coals..." – The Emotional Intelligence of Benjamin Netanyahu: The Prime Minister of Israel, as Perceived by Israeli Citizens

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Benjamin Netanyahu, the Prime Minister of Israel, held the premiership for the longest period in the history of the Jewish nation. He considered as a very strong and influential leader. Leadership has manifestations of Emotional Intelligence (EI). The study aims to construct new knowledge about how Israeli citizens perceive the EI of Netanyahu. Questionnaire was sent to 414 Israeli participants who own first academic degree or above. Results show that the Israeli citizens perceived Bibi's EI as high, with average of 5.08 out of 7. It was assumed that in order to achieve his goals, Netanyahu uses also dark side of EI. This study demonstrated that EI could be used with positive-oriented and can also use with negative-oriented.

Keywords: *emotional intelligence, Benjamin Netanyahu, leadership, dark EI*

Introduction

Benjamin Netanyahu (Bibi), the Prime Minister of Israel, held the premiership for the fifth time and for the longest period in the history of the Jewish nation. Bibi is considered a very strong and very influential leader not only in Israel but around the world. He was ranked by the *Forbes*, as one of the world's 25 most powerful leaders (Haaretz 2015). Friends and foes know him as no stranger to controversy (Pfeffer 2018). He is the object, however, of numerous criminal accusations. His legacy is mixed, and he is also credited with bringing Israel to a place where it is viewed as a powerful country by any standard and a good place in which to live (David 2020). Although Israel is a small state that has been facing existential threats from its neighbors since its establishment, during Bibi's time as prime minister, Israel is a very strong country from many points of view. Israel has built a mighty military machine that has successfully overcome many military threats and deterred nuclear options. Israel has a strong economy and was admitted to the Organization for Economic Cooperation and Development (OECD) in 2010 and which brings together the most 33 developed countries that are committed to democracy and market economies.

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Israel is also an attractive site for overseas investors particularly in the high-tech sector. Despite the long-simmering social rift, the Ashkenazi-Sephardic cleavage, and religious-secular divide, Israel is a strong and mostly unified society. It has a highest ratio of university degrees to the population in the world, produces more scientific papers per capita than any other nation by a large margin, and the highest rate per capita of patents filed (Inbar 2018).

Netanyahu does have many admirers, but most of them are Sephardic, right-wing people, religious and people from the periphery that support him with a blind eye and no matter what he does, they will still support him and vote for him. The other side, comprised of Ashkenazi educated left-wingers, hates him and would do anything in order to get rid of him (Hecht 2017). Although commentators argue that even if his career would soon end and he would not be elected again to premiership in Israel, his influence would endure (Pfeffer 2018). He is considered a very bright, organized, strong, and powerful leader (Ball 1996) but there is no research that investigated how the Emotional Intelligence (EI) of Netanyahu is perceived by Israeli citizens.

EI is widely used in organizational leadership and graduate schools with an increase in published research supporting its benefits (Boyatzis 2018). EI has varied definitions. Salovey and Mayer (1990) define it as the "ability to perceive and express emotion, assimilate emotions in thought, understand and reason with emotion, and regulate emotion in self and others, for the mutual benefit of self and others" (Salovey and Mayer 1990). EI can matter more than IQ (Goleman 2006). Leaders, managers, politicians and CEO's excel, not just through cognitive skills and smarts, but also by emotionally connecting with others. The EI construct was brought to the forefront of public attention because the emotional task of the leader is primal, in two senses: it is the original and the most important. Great leadership works through the emotions (Goleman et al. 2004).

However, there is no research that has explored the perceived EI (or lack thereof) of Netanyahu, and it is important to investigate it mostly because of his controversial personality in that some know him as very successful, influential and high achieving leader and others view him as a failure. This study aims to investigate how Israeli citizens perceive the EI of Netanyahu. Understanding his perceived EI will help leaders understand what enables him to be perceived as a success and/or failure.

Conceptual Framework

Benjamin Netanyahu, Bibi, was born in Tel Aviv to secular Jewish parents (Remnik 2013) in 1949. His family lived in the United States (US) in 1956–1958 and in 1963–1967 in a suburb of Philadelphia, where he graduated from high school. In 1967, he returned to Israel to serve in the Israel Defense Forces (IDF). Specifically, he served for five years in an elite unit, Sayeret Matkal, and took part in cross-border assaults including the rescue of the hijacked Sabena Flight 571 in May 1972 in which he was injured (Melman 2010).

In late 1972, Netanyahu returned to US to study and graduated from the MIT Sloan School of Management in 1976. His studies for a doctorate in political

science (Hartley et al. 2004) was cut short because of the death of his older brother Jonatan Netanyahu that was killed in Operation Entebbe while fighting to rescue more than 100 hostages hijacked by terrorists. After working for Boston Consulting Group between 1976–1978, he returned to Israel to run the Jonatan Netanyahu Anti-Terror Institute between 1978–1980 and between 1980–1982 he was a marketing director for Rim Industries in Jerusalem (Warshaw 2009). Netanyahu has been married three times. His first wife was Miriam Weizmann and they have one daughter, Noa. His second wife, Fleur Cates, converted to Judaism for him and his third wife is Sara Ben-Artzi with whom they have two sons, Yair and Avner (Kalman 2013).

Political Career

In 1982, Netanyahu was appointed as Deputy Chief of Mission at the Israeli Embassy in Washington D.C. and in 1984, he was appointed the Israeli ambassador to UN (Benjamin Netanyahu Archive 2012). In 1988, he joined the Likud party and became the head of the Likud party in 1993. After the assassination of Yitzhak Rabin in 1995, Bibi won the election and became the youngest and the first Prime Minister (PM) who had been born in Israel. Netanyahu's victory over Shimon Peres surprised many, mainly because shortly before the elections on March 3rd and 4th 1996, Palestinians carried out two suicide bombings, killing 32 Israelis. Unlike Shimon Peres, Netanyahu did not trust Yasser Arafat, the head of the Palestinian Liberation Organization (PLO) and conditioned any progress in the peace process with the PLO on fulfilling its obligations to fight terrorism. At the election of 1999, Netanyahu was defeated by Ehud Barak and he moved to the private sector and returned to politics in 2000.

On 2003 during uncertain economic times in Israel, PM Ariel Sharon, appointed Netanyahu as Finance Minister and commentators accredited him as having achieved an "economic miracle". He liberalized the markets, capped the budget deficit at 1%, reduced individual tax rate from 64% to 44% and the corporate tax rate from 36% to 18%. He privatized state assets worth billions of dollars, including banks, oil refineries, the El Al national airline, Zim Integrated Shipping Services and the ports in Haifa and Ashdod (Scott 2015). Commercial banks were forced to spin off their long-term savings, increase competition, and the currency exchange laws were liberalized. He ended welfare dependency by requiring people to apply for jobs or training. The retirement age was raised and unemployment declined while economic growth soared, the debt-to-GDP ratio dropped to one of the lowest in the world, and foreign investment reached a record high (Asa-El 2014). Netanyahu resigned from government in 2005, over disagreements regarding the Gaza disengagement plan (Hoffman 2005). Netanyahu won his second premiership between 2009–2013, the third premiership between, 2013–2015, (Baum et al. 2013) and the fourth premiership, 2015–2019. On 17 May 2020, Netanyahu was sworn-in for a fifth term as prime minister in a coalition with Benny Gantz (Eglash 2020).

Israel Palestinian Conflict

In general, PM Netanyahu emphasized a policy of "three no(s)": no withdrawal from the Golan Heights, no discussion of the division of Jerusalem, no negotiations with the Palestinians under any preconditions (Akram 2011). He opposed the commitments made by previous Israeli governments and the PLO under the Oslo accords that were signed in Washington, D.C., in 1993 and Oslo II, that was signed in Taba, Egypt, on 1995 (Remnik 2013); both were aimed at achieving peace between Israel and the Palestinians. In his Bar-Ilan speech from June 14th 2009, Bibi expressed his willingness to accept a Palestinian state alongside Israel. He indicated, however, that any negotiations with the Palestinians, would be under a few conditions: (a) The Palestinians recognize Israel as the homeland of the Jewish people; (b) The Palestinian State would be demilitarized; (c) Jerusalem would remain the united capital of Israel; (d) Palestinians would give up demand for a right of return; (e) Security settlements; (f) A "natural growth" in the existing Jewish settlements in the West Bank (Efuno 2014). A July 2009 survey by Ha'aretz found that most Israelis supported the Netanyahu government, giving him a personal approval rating of 49% (Berger 2009). Another study that was done by The Israeli Democracy Institute found overall support for Netanyahu's solution reached 63% among Jewish Israelis. However, since then support has fallen dramatically. In August 2018 the support has fallen to 47% (Cubbison 2018).

The reaction from the international community for the Bar Ilan Speech was mixed (Yamany and Gongzheng 2009). The Palestinians, the Hamas, the Islamic Jihad the Arab League, (Whatley 2009) Egypt (Mark 2009) Syria, Lebanese, Jordan and Iran rejected the conditions. The Czech Republic praised it while Sweden saw it as a small step forward. Russia saw it as a sign of readiness for dialogue, but did not accept the conditions and France praised it but called on ceasing the settlements in the West Bank. President Barak Obama stated that solution must ensure both Israel's security and the Palestinians' aspirations for a state (Yamany and Gongzheng 2009).

In April 2014 and again in June, Netanyahu expressed his deep concerns when Hamas and the Palestinian formed a unity government. He was severely critical of the decision of the US and European governments to work with the Palestinian coalition (Leas 2015). He blamed Hamas for kidnapping and murdering three Israeli teenagers in June 2014 (Eglash and Branigin 2014) and in a round of television shows in the US, he described Hamas as "genocidal terrorists". As to Iran, since 2007, Netanyahu opposed the Iranian regime, asserting that they were seeking to obtain a nuclear weapon and once it has them will then start a world war. Since he first became a PM of Israel in 2009, he described Iran as the greatest threat that Israel has ever faced (Bergman 2012).

Netanyahu has close ties with US president Donald Trump, with Republican Senator Mitt Romney (Bernstein 2011), with former US Vice President, a Democrat, Joe Biden (The White House 2010) and was a friend of Trump's father (Sherman 2016). His relationship with previous president of US, Barak Obama, was problematic. They reportedly did not like and did not trust each other.

Obama's administration wanted to stop the settlements in the West Bank and Netanyahu accused Obama of "acting contrary to American values" and blamed him as failing to protect Israel against the UN. Because of Netanyahu's accusations Secretary of State John Kerry phoned Netanyahu to clarify that his blames are disgraceful, unacceptable and do not reflect the position of the US (Keinon 2014).

Netanyahu has been described as very bright, organized, strong, and powerful leader (Ball 1996). Another study describes Netanyahu as seeing himself as more qualified than others and as very gifted politician. He loves the good life that his position and his power have offered him. He has been described as using manipulation in order to promote his goals, mostly to insure his political survival. He is very suspicious and perceives himself as a victim, as if the entire political world is always against him. He has problems in making important decisions about basic questions regarding the Israeli-Palestinian conflict. His ambitions to keep his premiership come from the will to stay in power no matter what. He is very fluent speaker with a great ability to bestow his message (Kimchi et al. 2017).

Since January 2017, Netanyahu has been investigated by Israeli police in four cases and is also considered suspicious in three cases. Netanyahu was suspected of bribery, among other things. His former chief of staff, Ari Harow, had signed a deal with prosecutors to become state's witness and testify against him. In case 4000, Netanyahu intervened with regulators to help the Bezeq group, which was controlled by Shaul Elovitch. In exchange, Elovitch, a friend of Netanyahu's, allegedly ordered Bezeq's Walla news site to provide favorable coverage of the PM and his wife Sara (Ziv 2018).

What is Emotional Intelligence?

Emotional Intelligence (EI) is widely used in organizations and graduate schools with an increase in published research supporting it (Boyatzis 2018). EI has varied definitions. Salovey & Mayer observe EI as the ability to "perceive and express emotion, assimilate emotion thought, understand and reason with emotion, and regulate emotion in self and others, for the mutual benefit of self and others" (Salovey and Mayer 1990).

According to Goleman et al. (2004) EI is also evident in leadership competencies of excellent leaders that are very good in relationships and the best way to look at leadership is through social skills of EI that has four clusters and 18 competences: The first is *Self-Awareness* that contains: (a) Emotional self-awareness - Leaders with good self-awareness are aware to their inner hints, and know how to use their feelings and intuition for best performance. They speak openly about their emotions and authentically, knowing to convince about their vision. (b) Accurate self-Assessment – They know their strengths and weaknesses, know where they need to improve, welcome constructive feedback. They know to ask for help and use humor about themselves. (c) Self-confidence – They have a sense of presence, a self-assurance that lets them stand out in a group. They exhibit their strengths and abilities. Self-confident leaders are not afraid from challenges and difficult tasks.

The second cluster, *Self-Management* contains: (a) Self-control - Leaders who control themselves able to manage disturbing emotions and channel them in useful styles. They are clear-headed under stress and crises, stays calm even in confronted situation. (b) Transparency - An authentic openness to others about feelings, beliefs, and actions. Such leaders, have integrity, admit mistakes and faults, and confront unethical behavior. (c) Adaptability – Adaptable leaders can juggle multiple requires, with focus and energy. They can leave with ambiguities and flexible with new challenges. (d) Achievement – Achiever leaders have high standards that drive them to seek improvements and high performance for themselves and those they lead. They are continually learning, setting challenging goals and measurable goals that are worthy but attainable. (e) Initiative - The excel in initiative, have a sense of efficacy and seize opportunities, or create them. They do not hesitate to cut through red tape or bend rules, to create better possibilities. (f) Optimism – They see others positively, expecting the best of them, their "glass half full" (p. 255) and can see an opportunities rather than threats.

Social-Awareness the third cluster is with three competencies: (a) Empathy - Empathy makes a leader able to get along well with other of diverse cultures. They are attune to a wide range of emotional signals and unspoken, emotions. They listen attentively and can grasp perspectives of others. (b) Organizational Awareness - They have strong social awareness, can understand political forces in an organization and their guiding values. They are able to detect crucial social networks, read relationships between people and can be politically astute. (c) Service – They are service oriented, foster an emotional climate and keep relationship with others on the right track. Such leaders are available as needed for others, they tend to monitor customer satisfaction to make sure they are getting the best service.

The fourth cluster is *Relationship-Management* that with five competencies: (a) Inspiration – These leaders are inspiring and move people with their convincing vision. They embody what they ask of others. They share a sense of common purpose, making work exciting. (b) Influence – They are influential people, good listeners, able to build a network of support for an initiative. They are are persuasive and engaging when they address a group. (c) Developing others – They are expert in cultivating people's abilities show a genuine interest in those they are helping along, understanding their goals, weaknesses and strengths, knowing to give timely and constructive feedback. (d) Change catalyst - They are able to recognize the need for the change and challenge, can be strong advocates for the change even in the face of opposition and find practical ways to overcome barriers to change. (e) Conflict Management – In conflict management they are able to draw out all parties, understand the differing perspectives, and find a common ideal for both sides. (f) Teamwork and Collaboration – These leaders generate an atmosphere of friendly collegiality and are themselves models of respect helpfulness and cooperation. They draw others into commitment to the collective effort and spend time for cementing relationships beyond work.

Gross (1988) and Wang and Law (2002) definitions of EI are match. They argue that before people can regulate their emotions, they should have a good understanding of these emotions (Self Emotional Appraisal - SEA). Since many of

our emotional responses are stimulated by the emotions of other individuals, our understanding of our own emotions is related to our ability to understand the emotions of other's (Other's Emotional Appraisal, OEA). Just after understanding our own and other's emotions, we can modulate how to experience these emotions and how to regulate them (Regulation of Emotions, ROE) as well as how to express them (Use of Emotions – UOE). Therefore, according to the definitions of EI and emotional regulation, a person with high EI should be more able to modulate his response tendencies and have more effective emotion regulation processes (Gross 1988, Wang and Law 2002). The authors decided to use this definition for the research.

All the emotional competencies involve some degree of skill in the realm of feelings and cognitive elements, emotions and cognition combined (Goleman et al. 2004). Emotions play a critical role in developing and maintaining social relationships (Ashkanasy 2003). While intellectual intelligence is the pre-eminent predictor for individual work performance, group performance is more a function of emotional than intellectual intelligence (Ashkanasy and Dause 2005). According to Goleman (2006) "EI counts more than IQ or expertise for determining who excels at any job" (Goleman 2006, p. 13). "Outstanding leaders' emotional competencies make up 85% to 100% of the competences crucial for success. Understanding emotions can make people more satisfied and happier and happy people tend to function better in life than less happy people. They are more productive, more socially engaged, tend to be more enhancing and enabling than those low in subjective well-being. Positive emotions can lead to positive cognitions, which, in turn contribute to positive emotions as well (Huppert 2009).

Hypothesis 1: The Israeli citizens who support Bibi would perceive his EI above average and his opponent will perceive his EI as low.

Dark Side of EI

Although there are many positive sides of EI, there are also studies exploring the dark sides of the EI (Furnham and Rosen 2016). For example: Individuals can use their EI to fabricate favorable impressions of themselves, to advance their self-interest and welfare at the expense of others (Kilduff et al. 2010). Emotionally intelligent individuals with dark sides, are prone to utilize their EI to influence strategically important targets, to disguise and or display certain emotions to maximize personal gain to shape others' emotions via misattribution and to strategically control emotion-laden information. Research also shown link between EI and Dark Triad traits such as taking advantage of others by manipulating their emotions and prone to engage in callous exploitation (Nagler et al. 2014). EI can also associate with antisocial impulsive features, managing others' emotions to achieve personal goals, ingratiating supervisors by reporting successes and hiding failures and mortifying others to maximize personal gain (Fix and Fix 2015).

Hypothesis 2: The Israeli citizens would perceive that Netanyahu knows highly how to use and regulate his emotions in order to achieve his goals.

Description of the Sample

Four hundred fourteen (N=414) Israeli legal citizens participated in the study, 275 women (67.2%) and 134 men (32.8%). All the participants are currently living in Israel and eligible to vote for the Israeli government. All of them have earned one or more academic degrees. Additional information about participants can be seen in Tables 1 and 2.

Table 1. *Participants Matrix*

	Participants	Total (N = 414)	Percentage 100%
Gender	Men	134	32.8%
	Woman	275	67.2%
	Other	0	0%
Age	22–30	54	13.1%
	31–40	121	29.4%
	41–50	111	27%
	51–60	71	17.3%
	60 and Above	61	13.1%
Academic Education	BA, B.Ed	224	59.6%
	MA, M.Ed	123	32.7%
	PhD, Ed.D	29	7.7 %
Religion	Jewish	366	79.7%
	Muslim	29	7.1%
	Christian	6	1.5%
	Other	7	1.7%

Research Tools

We used a structured questionnaire that was developed by Wang and Law (2002). The questionnaire was validated to measure EI of incumbents and contains 16 items, which divided to four clusters. The response format was a 7-point Likert-type scale, with an open-ended question for the participants to write additional information that she or he thinks that is important to know about Netanyahu. The questionnaire was translated from English to Hebrew and from Hebrew to English and to Hebrew again by one of the authors. In the introduction of the questionnaire, the authors explained the meaning of the term EI. The authors also included basic demographic data including gender, age, academic education, religion, and political belonging. In addition, they further questioned as to how they perceive the EI of Benjamin Netanyahu.

Table 2. *Participants Political Belonging*

Likud	Kachol Lavan	Avoda	Hayamin Chadash	Chadsh Taal	Balad Raam	Yahadut Hatora	Shas	Miflagot Hayamin	Israel Betemu	Kulanu	Meretz	Gesher	Zehut
97	136	27	18	9	9	17	20	15	5	6	23	6	10
24.4%	34.2%	6.8	4.5%	2.3%	2.3%	4.3%	5%	3.8%	1.3%	1.5%	5.8%	1.5%	2.5%

Table 3. *Mean and SD of the Four Clusters of Bibi's EI, as Described by Participants*

Descriptive Statistics of Bibi's EI		
Four Cluster of EI	Mean	Std. Deviation
Self-emotional appraisal	5.24	1.47
Others' emotional appraisal	4.10	1.79
Use of emotions	6.02	1.24
Regulation of emotion	4.98	1.55

Reliability estimates of Alfa Cronbach for the four dimensions of EI according to Wong and Law: Self-emotion appraisal (SEA) 0.89, Other emotion appraisal (OEA) 0.89, Use of emotion (UOE) 0.76, and Regulation of emotion 0.85. According to our examination, the Alpha Cronbach reliability is 0.95. The Factor Analysis test of the four clusters as divided by Wong and Law, confirmed by us. Reliability estimates of Alfa Cronbach for the four dimensions of EI according us: Self-emotion appraisal (SEA) 0.92, Other emotion appraisal (OEA) 0.93, Use of emotion (UOE) 0.89, and Regulation of emotion 0.93 Questionnaire was distributed either by email or online, using a Google doc format. It was sent to people who have a BA degree and above such as to students who participated in a Masters Degree program in educational leadership and to faculty members in three colleges and in a big university in central Israel. It was also sent to nurses and physicians in two big hospitals one in south Israel and one in the center of Israel.

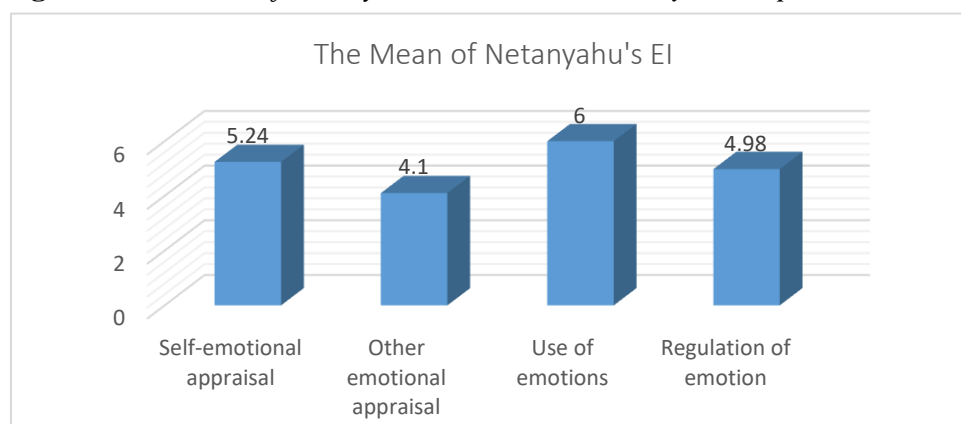
Statistical Analysis

The purpose of the study was to construct new knowledge about how Israeli citizens perceived the EI of their PM in his fifth term, over 10 years in power. The authors converted the information that collected through google forms to SPSS software, then we calculated the following data: the reliability and the descriptive data about demographic information. In order to check the perception of the Israeli citizens about the EI of their PM, we used descriptive statistics to calculate the means and standard deviations for each question and for each cluster separately. We also used the T-Test, Person Correlation, to check the correlation among the variables.

Results

The purpose of the study was to construct new knowledge about how Israeli citizens perceived EI of their PM Binyamin Netanyahu. From the descriptive data, we learn that the Israeli citizens perceived the mean the four clusters that consists the EI of Bibi as 5.08% out of 7, which means, the Israeli citizens perceived Bibi's EI as high and above average. The highest grade that was given to Bibi among the four clusters was on cluster number three, UOE, with scores of 6.02% out of 7. On the second-place ranked cluster number one, SEA, with grade of 5.24%. On the third place, ranked cluster number four, ROE, with grade of 4.98% and on the fourth place ranked cluster number two, OEA, with grade of 4.10%. Table 3 demonstrates the Mean and SD of the four clusters of Bibi's EI as described by the participants.

See also Figure 1 that demonstrarts how the Israeli participants ranked their PM Benymon Netanyahu while the highest ranked cluster was UOE, on the second place the SEA, on the third ROE and the lowest is the OEA.

Figure 1. The Mean of Netanyahu's EI as Perceived by Participants

Gender Differences as Perceived Netanyahu's EI by Participants

The T test for independent samples was used in order to find if there were differences in the perceptions between men and women. Significance differences were found between man and women as on cluster number 1, SEA, $t(171)=-2.017$, $p<0.05$ and cluster number 3, ROE, $t(172)=-2.526$, $p<0.05$. That means, women rated Netanyahu in cluster 1 and 3 significantly higher than rated him. Table 4 demonstrates the mean of genders differences, SD, T test and DF.

Table 4. Gender's Differences between Man and Women in Cluster 1 and 3

		MAN	WOMAN	t	DF
Cluster 1	Mean	4.75	5.30	-2.017*	82.12
	SD	1.75	1.39		
Cluster 3	Mean	4.64	5.31	-2.526*	71.26
	DS	1.91	1.38		

* $p<0.05$ ** $p<0.01$

Age Differences in Perception of Netanyahu's EI

In order to check if there were age differences as to the perception of Netanyahu's EI, we used a one-way ANOVA test. In the analysis we found significant differences in the perception of Netanyahu's EI: In cluster number one, SEA, $F(4,402)=2.84$, $p<0.05$ and in cluster number three, ROE, $F(4,403)=6.51$, $p<0.01$. In Scheffe analysis was found a significant different between cluster one, SEA and cluster number three ROE. ROE, was found significantly higher. Group age of 25–36, rated Netanyahu significantly lower, compare the other age groups (see Table 5).

Table 5. Age Differences between Cluster SEA and ROE

	Age Group	N	Mean	SD	F	DF
Cluster 1, SEA						
	1	53	4.75	1.75	2.837**	(4,402)
	2	120	5.30	1.39		
	3	110	5.53	1.23		
	4	70	5.19	1.64		
	5	54	5.07	1.46		
Cluster 3, ROE						
	1	54	5.31	1.87	6.515**	(4,403)
	2	120	6.00	1.14		
	3	110	6.31	.99		
	4	70	6.07	1.15		
	5	54	6.17	0.99		

*p<0.05**p<0.01

Political Inclination: Differences between Left and Right

In order to check possible differences of the political affiliation and perception of Netanyahu's EI, we used a one-way ANOVA test. In the analysis we found significant differences between the parties. In all the four clusters, it was found that the political right significantly rated Netanyahu higher in EI compared to the political left (see Table 6).

Table 6. Political Inclination - Comparison between Left and Right

		Mean	SD	F	DF
Cluster 1, SEA	Tendency to right	5.76	1.16	53.502***	(1,392)
	Tendency to left	4.75	1.54		
Cluster 2, OEA	Tendency to right	5.07	1.428	164.728***	(1,392)
	Tendency to left	3.13	1.57		
Cluster 3, ROE	Tendency to right	6.36	6.9	30.220***	(1,393)
	Tendency to left	15.7	1.37		
Cluster 4, UOE	Tendency to right	5.73	1.19	119.930***	(1,392)
	Tendency to left	4.25	1.48		

*p<0.05, **p<0.01

Academic Educational Differences of Netanyahu's EI

In order to check if there were differences in the academic education belonging as to the EI of Netanyahu, we used one-way ANOVA test. In the analysis was not found different among those who own first, second or third academic degree.

Additional results were produced by an open-ended question. People were asked to write their opinions about Netanyahu. 63 participants out of the 414 wrote their opinions about him. 7 people wrote a mixed opinions, 26 people wrote negative opinions about Netanyahu and 30 people wrote a positive opinion about him. Among the negative opinions were statements such as: In questionnaire

number 3: "He is A liar who ignored injured people in the battle field. His personal interest is above all for those who are loyal to him, mostly the Druse people"; Questionnaire number 8: "He is corrupted and discasting"; Questionnaire number 9: "He is competitive, narcissistic, only serves the rich people, and is manipulative".

Among the positive opinions were statements such as: Questionnaire number 6: "The best prime-minister in the history of the Jewish nation"; Questionnaire number 14: "Excellent prime-minister even though I'm not among the people who voted for him". Questionnaire number 52: Netanyahu is a very sophisticated politician. He is educated, intelligent; his IQ is very high. He is a genius who has high speech qualifications and brought the country to beautiful and impressive achievements. It is not surprising that he was elected for the fifth time. He has charisma".

Discussion

The purpose of the study was to construct new knowledge about how Israeli citizens perceive the EI of their PM Netanyahu. From the descriptive data, we have learned that the Israeli citizens have been perceiving the mean of the four clusters that construct the EI of Bibi as 5.06% out of 7. That means, the Israeli citizens perceived his EI as high and above average. Not only the mean of the four clusters was high, but also that mean that was given to each cluster, has been rated above average. The highest grade that was given to Bibi among the four clusters was on cluster number three, UOE, with scores of 6.02% out of 7. The cluster that was rated on the second place was number one, SEA, with grade of 5.24%. On the third place, rated cluster number four, ROE, with grade of 4.98% and on the fourth and the lowest place rated cluster number two, OEA, which also was above average, with 4.10%.

Table 3 displays the mean and SD of the four clusters of Bibi's EI, which shows that his EI is high. Bibi knows to appraise his emotions and have good understanding of them (SEA). He knows how to use his emotions, experience them, modulate them and regulate them (ROE). As well as a charismatic speaker (Fisher-Ilan 2015) he knows how to express his emotions (UOE), the best and the highest part of his EI. These emotions reinforced by Boal and Hooijberg (2001), as behavioral complexities that articulate a core element of leader effectiveness, since leaders need to play different roles at different times and need to have the ability to select the right roles for the situation. EI or social intelligence is the underlying ability that governs the behavioral complexity of leaders, and viewed in the leadership literature as a core variable that affects leader effectiveness. People with high levels of EI as perceived Netanyahu, can make Use of Emotion Regulation mechanism effectively and promote emotional and intellectual growth (Wang and Law 2002, p. 247).

The Political Inclination: Between Left and Right

In order to examine how the political inclination of the participants possibly connected to how they evaluated Netanyahu's EI, we used one-way ANOVA test. Significant differences were found between the political inclination and perception of EI. In the mean of all the four clusters, it was found that people from the right block rated Netanyahu significantly higher than the left block voters. However, the left wingers also perceived him with high EI since the mean of the EI was high, 5.06% out of 7 (see Table 6). Although it was expected that Bibi who leads a historic right-wing political party would be evaluated with high EI only by the right wing voters, he was perceived with high EI also by the left voters. Which means that our first hypothesis was confirmed partially, since we hypothesized that the left voters will perceive him with low EI.

However, it is interesting to examine who are the majority of right-wing voters, where they from are and why they vote for Netanyahu. The majority of them are lifelong Likud voters, Sephardic people, Jews of Middle Eastern decent, or Jews who immigrated to Israel from North Africa such as Morocco, Tunis, Libya etc. The Sephardic people, or Spharadim, who also known as Mizrahim, (Reider 2015), are disproportionately poorer than Israel's Ashkenazi Jews with roots in Europe and descendants of the founding elite of the state of Israel. Most of the Sephardim are from lower-income areas and from the periphery of Israel. They can also be found in Jerusalem's Mahaney-Yehuda market, Haifa marketplace, and other low-income areas, but not only.

Most of the Spharadim migrated to Israel in the fifties after years of yearning to come to the homeland of their ancestors and after long journeys. They come to fulfil the Jewish dream, to build a Jewish country and crushed to the left political leaders from Mapai, the Labor Zionist governments who deprived them by sending them to Ma'abara, a kind of poor villages in places that no one wants to live, with bad education and no access to jobs. Despite the abundant heritage and beautiful culture of the Spharadim, the Labor Zionist of Mapai despised their culture and heritage, and looked at it as primitive or barbarian behavior. They treated them disrespectfully and when Netanyahu took the election, they saw him as their own salvation. But, he also ignores them (Fisher-Ilan 2015) letting them feel like "strangers in their own land" (Hochschild 2019, p. 12). Despite it, they still vote for him and the question is why.

The Likud's liberal capitalists approach opened a path for many Mizrahim through the nepotist economy set up by the Labour Zionists. While the Labour party tends to frown on any mention of the Ashkenazi-Mizrahi divide, the Likud emphasized individual opportunity, rather than collective rights, and never bothered with affirmative action or systemic reforms. It made it easier for an ambitious individual to overcome discrimination but did not do enough to prevent the discrimination from all Mizrahim. They are still deprived, under-represented in upper-middle class professions and in academia (Reider 2015). So again, why despite the fact that Bibi is ruling the government more than twelve years do they still vote for him? Another reason for why they vote for him lays in the following

comparison between the Likud voters in Israel and the Republicans who vote for Trump in USA.

It is interesting to compare between the Likud voters in Israel to the Republican voters in the USA. Hochschild (2019) described the Republicans voters who immigrated to the USA in the nineteenth to fulfil the "American Dream" (p. 209), settled in the south, feeling culturally marginalized and part of the demographic declined, besieged minority (p. 221), in the lowest of social ladder (p. 222). The Likud voters, migrated to their Homeland, to fulfil the Jewish Dream of building a Jewish country for the Jewish nation in Israel. They were settled in the Ma'abara and in the Peripheries of Israel, discriminated by getting bad education, being far behind in economy, education and in the lower level of the society (Reider 2015). The common denominator between Bibi and Trump is that their speeches evoking national pride and personal uplift, inspiring an emotional transformation. Like the Republicans, the Likud voters yearn to feel pride but instead have felt shame (p. 225). Netanyahu, a charismatic speaker like Trump, shifted despair to hope, depression to elation and shame to pride promises them prosperity (Fisher-Ilan 2015). It is easier for them to lean on hope rather on despair. Netanyahu gave them hope. Like Trump (Hochschild 2019, p. 226) he promises them to be lifted up from bitterness, despair and depression, promising them secure and safe.

Netanyahu's speeches do not impress the younger voters of group of 25–36, that rated him significance differences from older groups. They rated Netanyahu on cluster SEA and on cluster ROE, significantly lower than all older groups. This group-age did not born yet in the period of Mapai, the Labour Zionists who created the deprived reality of the Mizrahim and they did not remember their suffering and were not part of these bad reality who cause a lot of suffer to the Mizrahim. They ratd him according to what they see and experience of his leadership and they have higher expectations than the older generation who compar him the Zionist leadership of Mapai.

According to Mina Tzemach, one of the national pollsters for the last 42 years in Israel, there is another answer to this question beyond the issue of Ashkenazi-Mizrahi divide and beyond the economic issue. The Likud voters believe that if the left wing will win the elections, they will harm the security of the country, while the left wing believes that if the right wing will win the elections, the democracy of the country will be harmed. Security was always a fragil issue in Israel because of the anamies that the country surranded with, and "security and fear" as said Mina Tzemach "are stronger than thirst or hunger" (Makover-Blikove 2019). Additionally, the Israeli electorate does not forget the fear of the wave of Palestinian susiced bombings in the first years of the 21st century. According to Friedman (2019) much of what we see in 2019, and every election since, has been held in its shadow these attaks which killed hundred of Israeli civiliance. Edding to these, Bibi is embedding in his speeches over and over the fear from the Iranians (Makover-Blikove 2019). So, the reason that the Mizrahim still vote for Bibi is because of the fear of the security situation in Israel.

It is important to highlight the competencies that associated to people with high EI and confront them with Bibi's reality. "Leaders with high EI, allow

integrity, admit mistakes and confront unethical behavior" (Goleman et al. 2004, p. 254). "They listen attentively and keep relationships on the right track" (p. 256). "They are a model of respect, helpfulness and cooperation" (p. 256). In reality Bibi did not demonstrate those competencies and we will prove it by two examples: Orna Peretz, a political activist in the Likud party and a lifelong Likud voter from one of the north periphery of Israel, Kiryat Shmona, became sick with head cancer. She interrupted Netanyahu when he was speaking about the rights of all citizens to receive adequate medical treatment no matter where they are. "Then why did you take away the emergency room?" she shouted, to which Netanyahu responded: "You're not interesting. You're boring us". Peretz said in interviews that she did not deserve to be treated disrespectfully by the PM (Bollag 2018). In his answer to Peretz, Netanyahu did not apply any of the competencies that highlighted above. Another demonstration of an unexpected behavior to followers was while Ayoob Kara, Druze, a Likud minister, who was blindly committed and loyal to Bibi, supported him along the way and even supported the nation-state law, which abandoned the Druze rights and upset much of the Druze population (The Jerusalem Post 2019). Kara announced his resignation as a communication minister after withdrawing his candidacy to serve as the next ambassador to Egypt. According to him "I was Netanyahu's shield, for months now I am being deceived using all sorts of tricks to embarrass me and drive me out. I have a problem with a leader who does not know to protect his people" (Bachner 2019).

Despite the radical left seems concerned about the country's future, according to Inbar (2018) Israel in age of 71 is successful more than ever from every point of view mainly because of the Likud party and Netanyahu the PM. That reminds us the statements of the positive opinions from the qualitative data and might be more reasons why Spharadic people vote for him. For example participant number 6 about wrote about Netanyahu: "He is the best prime-minister in the history of the Jewish nation" or participant number 14 who said: he is "Excellent prime-minister" and participant number 52: "He is a genius who has high speech qualifications and brought the country to beautiful and impressive achievements".

However, we cannot ignore the participants in our study who wrote severe statements against Netanyahu. We cannot also ignore the fact that Netanyahu has been suspected in crimes, including bribery and intervention with regulators to help the Bezeq group to provide favorable coverage of him and his wife Sara (Ziv 2018). Among the negative opinions were statements that wrote by participants number 3: "He is A liar who ignored injured people in the battle field. His personal interest is above all for those who are loyal to him" or as said by participant number 8: "He is corrupted" or participant number 9: "He is competitive, narcissistic, only serves the rich people, and is manipulative". These statements can explain why people did not vote for him.

Apparently, these accusations against Netanyahu, are not suitable with the characteristics that the research relate to leader with high EI. Studies demonstrate that EI leaders use effective leadership behavior to influence followers in positive ways (Walter et al. 2011) and studies are clear with regards to many positive sides of EI. However, there are also dark sides of the EI (Furnham and Rosen 2016). For example: Individuals can use their EI to fabricate favorable impressions of

themselves, to advance their self-interest and welfare at the expense of others (Kilduff et al. 2010). Emotionally intelligent individuals with dark sides, are prone to utilize their EI to influence strategically important targets, to display certain emotions to maximize personal gain, to shape others' emotions via misattribution and to strategically control emotion-laden information. Research also shown link between EI and Dark Triad traits such as taking advantage of others by manipulating their emotions and prone to engage in callous exploitation (Nagler et al. 2014). EI can also associate with antisocial impulsive features, managing others' emotions to achieve personal goals, ingratiating supervisors by reporting successes and hiding failures and mortifying others to maximize personal gain (Fix and Fix 2015). That means that our second hypothesis was confirmed. Netanyahu would do everything to reach his own goals.

Conclusion

Netanyahu's EI is high according to the perceptions of the Israeli citizens. He is a smart, intelligent and shroud politician. However, it does not prove that his high EI demonstrates positive sides of the EI. Some scholars have claimed that people high on EI can use their emotionally skills to manipulate others in order to achieve their own goals (Kimchi et al. 2017).

Limitation, Meaning and Further Research

Our study provides some preliminary support for researchers who have high EI that know how to utilize dark sides of his EI. However, there is limitation for these statements since the study was done during two period of time that was around the election for the premiership. We started to collect data on February 2019 and on April 2019 were elections and Netanyahu failed to build a coalition. The Knesset was dismissed and next elections supposed to be on September 17, 2019. Because people were eager to win an election, they may not have been able to be objective. Further research is needed to be done in other neutral times and not around elections. We believe that there are both, theoretical and practical implications of this study. Theoretically, we have applied the high EI of Benyamin Netanyahu as perceived by the Israeli citizens. We hypothesized that the perception of Netanyahu's EI and his ability to use his emotions is high. However, we assume in order to achieve his goals, he uses also his dark side of his EI. Practically, this study demonstrated that EI could be used with positive-oriented and can also use with negative-oriented.

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