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دور الذكاء العاطفي في القيادة الفعالة في القطاع الإداري في قطاع التعليم العالي بمدينة جدة في المملكة العربية السعودية.

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The role of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.

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الخلاصة

من خلال دراسة دور الذكاء العاطفي في القيادة الفعالة في القطاع الإداري للتعليم العالي في مدينة جدة بالمملكة العربية السعودية، يبدو أن عدم الوعي بأهمية الذكاء العاطفي يمثل مشكلة كبيرة تواجه القادة. ويعود هذا النقص في الوعي إلى عدة عوامل، من بينها الثقافة التقليدية التي تعطي أهمية أكبر للمهارات الفنية والإدارية التقليدية دون النظر إلى الجوانب العاطفية والاجتماعية للقيادة .

الهدف الرئيسي للدراسة هو التعرف على دور الذكاء العاطفي في القيادة الفعالة في القطاع الإداري في قطاع التعليم العالي في مدينة جدة في المملكة العربية السعودية .

اتبعت الدراسة منهجية كمية في قياس العلاقة بين متغيراتها من طرف الذكاء العاطفي بأبعاده الخمسة والطرف الآخر القيادة الفعالة في القطاع الإداري لقطاع التعليم العالي بمدينة جدة بالمملكة العربية السعودية، من خلال تطبيق استبيان على ١٠٠ إداري في قطاع التعليم العالي بمدينة جدة بالمملكة العربية السعودية.

ومن خلال نتائج استبانة الدراسة خلصت الدراسة إلى أن الذكاء العاطفي بأبعاده الخمسة له دور إيجابي في القيادة الفعالة في القطاع الإداري لقطاع التعليم العالي بمدينة جدة بالمملكة العربية السعودية.

الكلمات المفتاحية: الذكاء العاطفي، القيادة الفعالة، التعليم العالي.

Abstract

Through studying the role of emotional intelligence in effective leadership in the administrative sector of higher education in the city of Jeddah, Saudi Arabia, it appears that lack of awareness of the importance of emotional intelligence represents a major problem facing leaders. This lack of awareness is due to several factors, including the traditional culture that gives greater importance to traditional technical and administrative skills without considering the emotional and social aspects of leadership.

The main objective of the study is to identify the role of emotional intelligence in effective leadership in the administrative sector of the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.

The study followed a quantitative methodology in measuring the relationship between its variables, on the one hand, emotional intelligence in the five dimensions, and on the other hand, effective leadership in the administrative sector of the higher education sector in the city of Jeddah, the Kingdom of Saudi Arabia, by applying a questionnaire to 100 administrators in the higher education sector in the city of Jeddah, the Kingdom of Saudi Arabia.

Through the results of the study questionnaire, the study concluded that emotional intelligence, in its five dimensions, has a positive role in effective leadership in the administrative sector of the higher education sector in Jeddah, the Kingdom of Saudi Arabia.

Keywords: emotional intelligence, effective leadership, higher education

Chapter 1: Introduction

The occurrence of many changes, the terrible acceleration in discoveries and their applications, technological progress, and the obsolescence of human skills, methods, and administrative systems at an enormous speed, in addition to the phenomenon of losing the stability of economic systems, have been reflected in the life of organizations, so they began to live a new life in which knowledge, ideas, values, culture, systems, and even the nature of these changes. Organizations, which led to changes in the work environment and in employee behaviors, which necessarily led to the presence of a new generation of effective managers and leaders capable of leading their organizations toward a better future.

These changes also necessitated that there be a constant effort to understand the skills and abilities of a distinguished leader, and how to create this type of leader. Therefore, it was necessary to change the policies for selecting, appointing, training and developing leaders in organizations, because the set of skills of a successful leader has changed, and the successful leader has become the one who can attract Employees, especially skilled ones, retaining them, inspiring the spirit of enthusiasm, commitment and love of work in them, and setting them as true role models in representing the future of the organization [1].

Because administrative leadership is a pivotal issue in any organization and at all its organizational levels, the attention of researchers has been directed towards examining the relationship of leadership to many factors to understand its nature and components. One of the new concepts that have begun to emerge in the field of human behavior recently is the concept of emotional intelligence, which has begun to capture the attention of researchers and practitioners. For management science, since its emergence,

this concept has been considered an important variable for predicting the professional and personal success of individuals, and it has emerged that successful and effective leadership requires not only technical and intellectual knowledge, but also emotional intelligence.

We are currently living in the transition from an economy based on industry to an economy based on knowledge, as the major challenge now and in the future is to make knowledge work profitable. This is because the creation of added value in institutions has become more and more dependent on moral capital, which focuses on the leader's ability to manage. Conflicts, effective communication, developing group spirit, managing change, mobilizing collaborators and spreading an appropriate emotional climate at work [2].

Hence, the intellectual and emotional competencies of officials who exercise leadership operations are considered important in light of the new management climate, most of whose institutions are witnessing an emotional revolution today, and this in turn explains. Many researchers resort to studying the subject of emotional intelligence, especially because of its great importance in explaining the effectiveness of leadership. Because analytical intelligence is based solely on logic, it has become insufficient to explain the effectiveness of leaders. A person who possesses high degrees and is recognized for his cleverness may not succeed in his professional life [3].

In light of the aspirations derived from the value system and culture in the prevailing societies in Algeria, which value the relational and social dimension and give special importance to the feelings of others and their social needs. We were prompted to conduct this study to address the problem of the role of emotional intelligence in effective leadership in the administrative sector of the higher education

sector in the city of Jeddah in the Kingdom of Saudi Arabia. Due to the lack of studies on it in the Saudi environment due to its cultural specificities compared to other business environments, especially since the worker in the Kingdom of Saudi Arabia is more inclined towards group cooperation, as leaders are obligated to keep pace with the development of social and humanitarian aspirations that workers aspire to achieve at work.

1.1 Problem Statement

In studying the role of emotional intelligence in effective leadership in the administrative sector of higher education in the city of Jeddah, the Kingdom of Saudi Arabia, it appears that lack of awareness of the importance of emotional intelligence is a major problem facing leaders. This lack of awareness is due to several factors, including the traditional culture that places greater importance on traditional technical and managerial skills without considering the emotional and social aspects of leadership.

In addition, there may be a lack of training programs that focus on developing emotional intelligence skills for leaders, leading to insufficient understanding and guidance on how to apply these skills in the context of administrative work. The effects of this problem are evident in many areas, including high rates of tension and conflicts in the work environment, poor communication and positive interaction between members of the administrative team, and difficulty in dealing with constant challenges and changes in the educational institution. In addition, lack of awareness of the importance of emotional intelligence may lead to a lack of ability to understand and meet the needs of the team and motivate them to achieve organizational goals effectively. To solve this problem, educational institutions

and leaders in the administrative sector must recognize the importance of emotional intelligence and include it as an essential part of leadership training and development programs.

Awareness of the importance of emotional intelligence must also be enhanced through effective dialogue and guidance, and leaders should be encouraged to apply these skills in various aspects of their administrative work. Through these efforts, tangible improvements can be achieved in leadership efficiency and quality of performance in the administrative sector of higher education in Jeddah.

1.2 Research Objectives

The main objective of the study is:

Identifying the role of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.

The sub-objectives of the study are as follows:

1. Identifying the role of internal intelligence as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.
2. Identifying the role of social intelligence as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.

3. Identifying the role of adaptability as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.
4. Identifying the role of stress management as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.
5. Identifying the role of general mood as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.

1.3 Importance of the research

Effective leadership in the administrative sector of higher education is considered one of the most important factors that contribute to achieving success and excellence in educational institutions. Among the factors that greatly affect the effectiveness of leadership is emotional intelligence, which plays a crucial role in directing leadership towards achieving the desired goals efficiently and enriching the educational institution.

The importance of studying emotional intelligence in effective leadership is the ability to understand and appreciate the feelings and emotions of others, and the ability to interact with them positively and effectively. Here are some points that highlight the importance of studying this topic:

1. Enhancing human relations: Emotional intelligence helps leaders build positive and strong relationships with team members and colleagues, which enhances cooperation and mutual understanding in the work environment.
2. Improving communication: Leaders who possess emotional intelligence can be distinguished in communicating with various groups within the educational institution, which contributes to the effective exchange of ideas and visions.
3. Conflict management: Emotional intelligence can contribute to reducing the intensity of conflicts and resolving them constructively, which maintains the stability of the educational environment and enhances focus on achieving educational goals.
4. Enhancing creativity and innovation: Leaders who possess emotional intelligence can inspire and encourage initiative and innovation among team members, which contributes to achieving continuous development and improvement in the educational institution.
5. Change management: Emotional intelligence can contribute to facilitating the change process and adopting it more effectively, by understanding the needs and fears of team members, working to alleviate them and motivating them to adopt change positively.

In short, studying emotional intelligence in effective leadership is essential for developing the skills of leaders and enhancing their performance in the administrative sector of higher education in the city of Jeddah, which contributes to enhancing the quality of education and achieving educational leadership in the Kingdom of Saudi Arabia.

1.4 Research questions

The main question of the study is:

What is the role of emotional intelligence in effective leadership in the administrative sector in the higher education sector in Jeddah in the Kingdom of Saudi Arabia?

The sub-questions of the study are as follows:

1. What is the role of internal intelligence as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia?
2. What is the role of social intelligence as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia?
3. What is the role of adaptability as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in Jeddah in the Kingdom of Saudi Arabia?
4. What is the role of stress management as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia?
5. What is the role of general mood as a dimension of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia?

1.5 Research Methodology

This study relies on the descriptive analytical approach, which is considered appropriate for this study because it allows collecting descriptive data about the role of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia. Then analysing this data to understand the relationship between the various variables and their impact. On the outcomes associated with effective leadership in this context.

Chapter 2: Literature Review

2.1 Emotional Intelligence

Wayne Payne coined the phrase "emotional intelligence" in 1985. In "A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain, and desire (theory, structure of reality, problem-solving, contraction/expansion, tuning in/coming out/letting go)," Payne's PhD dissertation first used this phrase. Evidence gathered by Payne (1985) leads one to the conclusion that the widespread repression of emotion in the civilized world has stifled emotional development and sent people down a road toward emotional oblivion.

As a result, Payne (1985) suggests that a large number of societal issues, such as melancholy, addiction, disease, religious strife, violence, and war, are closely related to emotional ignorance. In his writing, Payne emphasizes how frequently people fail to recognize their actual emotional selves. Payne says, "We have not done this out of any inherent evil nature, whatever our motivation may have been." We have acted in this way as a result of our complete misperception of the nature of emotion and its significance in our lives. Payne (1985).

This quotation, which introduces the concept of emotional intelligence, is incredibly potent. The following advice was provided by Payne's work: (1) by bringing up significant concerns and questions regarding emotion; (2) by offering a vocabulary and framework that allowed us to consider and discuss the concerns and questions raised; and (3) by offering ideas, techniques, and resources for enhancing emotional intelligence (Payne, 1985).

Emotional intelligence is a concept that refers to the ability to recognize and correctly express one's own feelings and emotions, as well as to understand the feelings of others and react to them effectively. Emotional intelligence is one of the dimensions of human intelligence, along with mental intelligence, which refers to the ability to solve problems and acquire knowledge.

Components of emotional intelligence include self-awareness, controlling emotions, dealing with social relationships, expressing emotions correctly, empathizing with others, and managing emotional stress. Emotional intelligence is a skill that can be learned and developed, and can greatly influence an individual's success in personal and professional life.

Research has shown that people with a high level of emotional intelligence are usually more able to successfully manage social relationships, deal with emotional challenges, and achieve personal satisfaction. Developing emotional intelligence includes developing self-awareness, the ability to control and use emotions effectively, and developing empathy and social interaction skills.

Emotional intelligence can be improved through appropriate training and exercises, working to enhance self-awareness and developing communication and social interaction skills. Emotional intelligence is important in many areas, including leadership, teamwork, education, and interpersonal relationships [4].

2.2 Measuring emotional intelligence

Measuring emotional intelligence is the process of assessing an individual's abilities to recognize and understand their own and others' emotions, properly regulate and express emotions, and use

emotions to improve social relationships and make emotionally intelligent decisions. Here are some common ways to measure emotional intelligence [5]:

- Emotional intelligence tests: There are tests based on emotional intelligence such as “Mayer-Salovey-Caruso Emotional Intelligence Test” (MSCEIT) and “Emotional Quotient Inventory” (EQ-i). These tests require participants to respond to a set of questions or scenarios intended to measure their ability to process and understand emotions.
- Self-evaluation: Individuals themselves can evaluate their level of emotional intelligence by considering their ability to deal with emotions in general, and the extent to which they are aware of their own feelings and the effects they have.
- Observational assessment: Observers or social analysts can assess the level of emotional intelligence of individuals by observing their behavior and emotional interaction in various social contexts.

Emotional intelligence is the ability to understand, regulate, and direct our own emotions and know how to deal with them effectively. Here are some effective strategies to enhance emotional intelligence [5]:

- Developing emotional control skills: By providing exercises to practice controlling emotional reactions. For example, practice deep breathing and focus to calm down in moments when you feel tense or stressed.
- Understanding empathy: trying to understand the feelings and weaknesses of others. Through active listening and developing positive communication skills.

- Develop emotional stamina: Learn how to deal with difficulties and challenges positively. By developing strategies to relieve stress, such as exercising or relaxing.
- Strengthening social relationships: Maintaining contact with friends and family and investing in positive relationships by communicating effectively and participating in social activities.
- Developing the ability to solve problems: Acquiring skills in positive thinking and searching for innovative solutions to the problems you face by comprehensively analyzing the situation before making decisions.

2.3 Management and leadership

However, they are present in practically all domains and facets of organizational activity, managers and leaders have different tasks and responsibilities. The primary responsibility of managers is to oversee and assess the work of their subordinates. Managers also carry out particular duties that arise from their management functions. Leaders assist those under their care—individuals, groups, and entire organizations—in setting objectives and in carrying out the activities necessary to meet those objectives. Companies look on managers to be leaders, but not all managers display these behaviors. Research indicates that leadership communication is something that any employee in an organization can produce, and when it is paired with management communication and managerial skills, it can help an organization succeed.

"Specific interpersonal relationship between members of an organization which entitles some of them (called "managers") to influence others' behaviors intentionally in order to fulfil organizational goals" is one definition of managing people. As a result, the definition of human resource management given above attempts to maintain the desired level of job efficiency by influencing employees' behaviors.

Put another way, the manager has official administrative authority and power together with a range of obligations, liabilities, and tasks that allow them to shape the behavior of their subordinates.

Therefore, formal interactions between a superior and their subordinates serve as the foundation for management communication, which deals with tasks, performance reviews, necessary adjustments, and organizational initiatives implemented to meet objectives. Here, it is important to highlight the distinction between management positions and managerial functions. While roles are the activities managers take to carry out their obligations, functions are the responsibilities of a manager, including certain important tasks specified in the manager's job description. It is also important to note that, although management duties are generally the same in most organizations, they might vary based on the size and kind of the organization [6].

2.4 Effective leadership

Effective leadership is the ability to direct and influence others in a way that successfully achieves set goals. Effective leadership requires a set of skills and qualities that help the leader achieve positive influence and direction for his team or organization. The most important effective leadership skills are the following [7]:

- Clear vision: A leader must have a clear vision of the goals and future directions of the team or organization. He must have a strategic vision that guides the business and achieves success.
- Good Communication: An effective leader requires the ability to communicate effectively with team members and employees. A leader must be able to clearly communicate vision and goals and inspire the team.

- Ability to direct: A leader must be able to direct the team and determine the steps necessary to achieve goals. Must have the ability to organize and direct work and distribute tasks in an efficient manner.
- Active Listening: A leader must be able to effectively listen to the opinions, feedback, and problems the team faces. He must deal with problems effectively and work to find appropriate solutions.
- Motivation: The leader must be able to motivate the team and promote the spirit of teamwork and cooperation. Must be able to provide encouragement and support to team members and promote confidence and inspiration.
- Ability to make decisions: A leader must be able to make important and difficult decisions at the right time. He must have the ability to evaluate the situation and analyze the available data before making the right decisions.
- Justice and Integrity: A leader must be a fair and impartial leader. He must treat everyone equally and follow the principles of justice and integrity in making decisions and dealing with situations and problems.
- Self-development: The leader must be able to develop himself and increase his knowledge and skills. Must be willing to continuous learning and personal improvement.

2.5 Achieving effective leadership

To achieve effective leadership, the following steps can be followed [7]:

- Making a positive impact You must be a leader who inspires and motivates the team to achieve common goals. You can achieve this by clarifying the vision and goals and explaining the importance of the work the team does.
- Effective Communication: Good communication is one of the main foundations of effective leadership. You must be able to communicate clearly and effectively with team members, listen to their opinions and concerns, and guide them in an effective manner.
- Building Trust: The leader must build trust among team members by sticking to the word given, listening to their needs and helping them achieve their goals. Trust can also be built by providing constructive feedback and encouraging innovation and personal development.
- Promoting Diversity and Inclusion: A leader must be able to deal with team members from different backgrounds and cultures, and encourage diversity and inclusion in the team. This can increase creativity, productivity and enhance team spirit.
- Strategic Thinking: A leader must be able to think strategically and make smart decisions that serve the team's overall goals. Should have a comprehensive vision for the project, and be able to plan, organize, and guide the team toward achieving desired results.
- Talent development: The leader must pay attention to developing the skills of team members and enhancing their capabilities. This can be done by providing training and guidance and providing opportunities for professional growth and development.

2.6 Emotional distress in the organization

Emotional intelligence plays an essential role in building a healthy and productive work culture. When employees have a high level of emotional intelligence, they have the ability to effectively understand and manage their own emotions and those of their colleagues, customers, and business partners. This helps them interact positively, build strong relationships, and achieve positive results in the work environment.

Emotional skills are important for leaders in organizations as well. Leaders with high emotional intelligence can understand employees' needs, motivate them, and support them in achieving their career goals. They can also deal with challenges and difficulties better, generate team spirit and enhance cooperation and innovation in the organization.

Advanced organizations are encouraged to develop and enhance the emotional intelligence of their employees by providing appropriate training and development. Emotional intelligence can be developed by learning effective communication skills, positive thinking, stress management, and recognizing and regulating emotions.

Emotional intelligence plays an important role in the organization, as is evident in the following [8]:

- **Effective Leadership:** Emotionally intelligent leaders are able to understand and analyze the feelings, needs, and concerns of a team, and use this understanding to communicate effectively and guide the team toward common goals.

- **Relationship Management:** Emotional intelligence helps employees build strong, productive relationships with coworkers, customers, and business partners. Understanding the feelings, needs, and expectations of others contributes to enhancing cooperation, trust, and achieving shared success.
- **Effective Communication:** Emotional intelligence can help promote effective communication within an organization. Understanding feelings and expressing them appropriately helps avoid misunderstandings and misinterpretations, and promotes constructive and positive communication between individuals.
- **Improved performance and flexibility:** Individuals who possess high emotional intelligence are usually better able to deal with pressures and challenges in a changing work environment. They can adapt quickly to changes and transformations, and are better able to deal with stress and solve problems.

2.7 The role of emotional intelligence in effective leadership in organizations

Emotional intelligence has a role in effective leadership in organizations, and this is evident as follows [9]:

- **Promoting effective communication:** Emotional intelligence helps leaders understand the needs and feelings of employees and interact with them effectively. Emotionally intelligent leaders can listen effectively, express empathy and concern, and show respect, which contributes to promoting effective communication and building good relationships with employees.

- **Managing conflicts and stress:** Emotional intelligence helps leaders effectively deal with conflicts and stresses that arise in organizations. Their understanding of feelings enables them to deal with conflicts calmly and constructively, and to search for compromise solutions that meet the needs of different parties.
- **Strategic decision making:** Emotional intelligence is considered one of the important factors in making successful strategic decisions. Understanding emotions and needs helps leaders better assess a situation and make balanced decisions that consider human emotions and needs.
- **Building Trust and Loyalty:** Leaders with emotional intelligence can build trust and loyalty between employees and the organization. Their ability to understand feelings and needs enables them to provide support, attention, and respond to employees' needs, which enhances loyalty and belonging to the organization.

2.8 The theoretical principles of the study

Emotional intelligence theory is one of the theories that focuses on the ability to understand and manage emotions effectively. This theory was developed by researchers Peter Salovey and John Mayer in 1990, and has become the focus of great interest in the fields of psychology, management, education, and many other fields. The theory addresses the concept of emotional intelligence as an important indicator of personal and professional success, and indicates that emotions and feelings have a major role in guiding human behaviour and decision-making.

Emotional intelligence consists of several main elements, including: distinguishing between different feelings and emotions, understanding their impact on behaviour and decision-making, and the

ability to manage and regulate one's own emotions effectively, as well as understanding and dealing with the feelings of others effectively. The theory is based on the basic premise that emotional intelligence can be learned and developed through training and practice, and that individuals with a high level of emotional intelligence are usually able to achieve success in their personal and professional lives to a greater extent than others.

Applications of emotional intelligence theory include many areas such as effective leadership, as leaders who have a high level of emotional intelligence are considered able to understand the needs of employees and motivate them effectively, and they are also able to deal with challenges and pressures better. In addition, emotional intelligence affects interpersonal relationships, as individuals with high emotional management abilities can build healthy and stable relationships with others and interact with them positively [10].

In conclusion, emotional intelligence theory is an important concept in understanding human behaviour and improving the quality of personal and professional life, and constitutes a valuable addition to the fields of leadership, education, and human relations in general.

2.9 Previous Studies

Kiishi (2024) study, the purpose of this study was to look at how emotional intelligence at the University of Ibadan in Nigeria affects leadership effectiveness. Four sub-variables made up the emotional intelligence model employed in this study: use of emotions, management of emotions, self-emotion evaluation, and others' emotion appraisal. The study discovered a substantial, positive, and significant correlation between emotional intelligence and successful leadership. The regression

analysis's findings demonstrated a favorable relationship between emotional intelligence and successful leadership. According to the study's findings, emotional intelligence is a good measure of a leader's performance, and emotionally intelligent people work at the University of Ibadan in Nigeria. The two emotional intelligence characteristics that had the most effects on leadership performance in the company were self-emotion evaluation and emotion usage. However, emotion management appeared to be more difficult to manage, making it the least important component influencing a leader's performance. The results also indicate that a greater portion of the variation in leadership effectiveness may be attributed to the use of emotion [11].

Study by Lazraq (2019), the general aim of this study is to know the effect of emotional intelligence on leadership effectiveness by testing the effect of the five dimensions of emotional intelligence (internal intelligence, social intelligence, adaptability, stress management, general mood) on leadership effectiveness, using... Descriptive approach and hypothesis testing to achieve the study objectives. To measure the study variables, we relied on the Bar-On and Parker (2000) model to measure the emotional intelligence variable and the Thomas W. Kent (2001) model to measure the effective leadership behavior variable. After collecting the necessary data, we studied the relationship between the two variables by analysing them statistically according to the linear correlation test. In addition, multiple regression analysis test. The results of the study indicated that there was a statistically significant effect between (emotional intelligence) and (leadership effectiveness) for the economic sector and public administration [12].

Mosulli's study (2013), the study aimed to identify the dimensions of emotional intelligence and its impact on the performance of managers and administrative leadership styles in four- and five-star

hotels affiliated with the Tourism Directorate in the city of Aleppo. The study was applied to a sample of (61) managers working in (7) hotels, two five-star hotels and five four-star hotels, where a special questionnaire was designed and distributed to the sample members. The study reached results, the most important of which are: There is a statistically significant effect of emotional intelligence in its five dimensions: perception of emotions, understanding of emotions. Managing emotions, empathy, communication in the performance of managers. The absence of a statistically significant effect for emotional intelligence, perception of emotions, understanding emotions, and the presence of a statistically significant effect for emotional intelligence, management of emotions, empathy, and communication in the transformational leadership style. There is no statistically significant effect for emotional intelligence, perception of emotions, management of emotions, communication). There is a statistically significant effect of emotional intelligence, understanding emotions, and empathy in the transactional leadership style [13].

Study of Christy (2010), explore that every organization's core is said to be its leadership, which is the process of guiding subordinates or a team. The leader must be able to feel both the pulse of the group and of themselves in order to elicit greater performance from the workforce and accomplish corporate goals. This study examined how emotional intelligence affects a leader's effectiveness. Determining the correlation between emotional intelligence and leadership effectiveness was the primary goal of the research. 50 principals with at least five years of experience in the role were chosen for this purpose from a variety of schools in the Valigamam and Jaffna zones. To gather pertinent information, questionnaires and interviews were conducted. Two theories were outlined in this study. The first theory held that leadership efficacy increased with emotional intelligence. The acceptance rate was 0.68. The second hypothesis claimed that female leaders exhibit elevated levels of emotional intelligence and efficacious

leadership. The rejection rate was 0.23. According to the study, there is no discernible relationship between demographic characteristics and emotional intelligence [2].

In addition, Palmer (2001) say that the measurement and development of successful leadership skills have seen a rise in the use of emotional intelligence as a means of identifying future leaders. However, despite its widespread use, there is not much actual data to support emotional intelligence's effectiveness in these fields. The current study set out to investigate the connection between effective leadership and emotional intelligence. A modified version of the Trait Meta Mood Scale was used to evaluate emotional intelligence in forty-three management-related subjects. According to the results of the multifactor leadership questionnaire, effective leaders were those that demonstrated a transformational leadership style as opposed to a transactional one. The correlation between emotional intelligence and several elements of transformational leadership suggests that emotional intelligence could play a significant role in effective leadership. Emotional intelligence in particular may explain how proficient leaders observe, interact with, and provide a positive work environment for their subordinates [1].

Comment on previous studies

Summarizing previous studies shows that emotional intelligence has a positive and tangible impact on leadership effectiveness in multiple fields such as universities, sectors of economics and public administration, and in the tourism sector. The impact of emotional intelligence focuses on several aspects such as using emotions, managing them, and evaluating oneself and others. Some research also shows that some traits of emotional intelligence have a greater impact on driving performance than others, such

as self-evaluation and use of emotions. Despite the widespread use of emotional intelligence in identifying future leaders, there is a lack of actual data supporting the effectiveness of emotional intelligence in these areas, but studies indicate that it may play an important role in achieving effective leadership, especially with regard to transformational leadership styles.

Chapter 3: Research Methodology

This study relies on the descriptive analytical approach, which is considered appropriate for this study because it allows collecting descriptive data about the role of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia. Then analysing this data to understand the relationship between the various variables and their impact. On the outcomes associated with effective leadership in this context.

3.1 Research approach and design

To meet its goals, this study mainly relied on a quantitative methodology using a questionnaire. The researcher was able to shed light on the difficulties associated with emotional intelligence's function in successful leadership in the administrative sector of higher education in the Saudi Arabian kingdom's city of Jeddah thanks to this study technique. Participants received guarantees that their participation was completely voluntary and that the information they submitted would be handled in confidence and kept private. There are forty questions in the questionnaire on the function of emotional intelligence in successful leadership in the administrative division of higher education in the Kingdom of Saudi Arabia's city of Jeddah.

3.2 Data collection tool

An electronic questionnaire was used, as the use of electronic questionnaires in research studies has become very popular and widespread in recent years, for several reasons related to effectiveness,

efficiency, and time and financial savings. The electronic questionnaire is an effective way to collect data from a wide sample of individuals quickly and at a low cost compared to traditional questionnaires.

One of the main reasons for choosing an electronic questionnaire is that it is easy to access and complete by participants, as the questionnaire can be sent via email or published on the Internet, making it easy for participants to access it anytime and from anywhere they want.

In addition, the electronic questionnaire saves time and effort for researchers, as it does not require distributing or collecting papers manually, and it does not require manual data conversion either, but rather this is done automatically via custom software.

Another positive aspect of the electronic questionnaire is that it provides greater flexibility in allocating time to complete the questionnaire by participants, and allows for faster and more accurate data analysis through the use of statistical software.

On the other hand, the electronic questionnaire may face some challenges, such as the lack of access to the Internet for some participants or lack of interaction with electronic questionnaires due to the unwillingness to deal with technology, but in general, the electronic questionnaire is considered an effective and appropriate method for collecting data in research studies.

I used a closed-ended questionnaire in which the five answer options were designed based on different levels of reaction, from strong agreement to strong disapproval. These responses allow to obtain a comprehensive assessment of participants' opinions on the topic studied.

These options were chosen because of their ability to provide diversity in answers while at the same time providing a clear categorization of participants' opinions. This choice enhances the accuracy of the analysis process and makes the survey results easier to understand.

Choosing this type of closed questionnaire also helps standardize the way questions and answers are presented, making the data collection process more organized and easier for participants to understand the questions and provide answers correctly and appropriately.

A questionnaire will be built to measure emotional intelligence in five dimensions, in addition to an axis to measure effective leadership in the administrative sector in the higher education sector in the Kingdom of Saudi Arabia.

The data collected through the study questionnaire is analysed using SPSS statistical analysis program to answer the study questions.

The following table indicates the order of answer scores:

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
5	4	3	2	1

3.3 Research Limits

- Time Zone: 2024
- Reservoir Domain: the higher education sector in the Kingdom of Saudi Arabia.
- Human Sphere: a sample of 100 administrators in the higher education sector in the Kingdom of Saudi Arabia.

Chapter 4: Discussion

In this chapter of the study, the statistical analysis of the questionnaire data was presented. This is done by presenting the frequencies of the primary data, then presenting the test of the validity and reliability of the questionnaire, then presenting the descriptive analysis of the questionnaire statement for each axis separately

4.1 Study Sample

The following graph shows the distribution of the study sample according to the gender variable. The percentage of males was 74%, and the percentage of females was 26%.

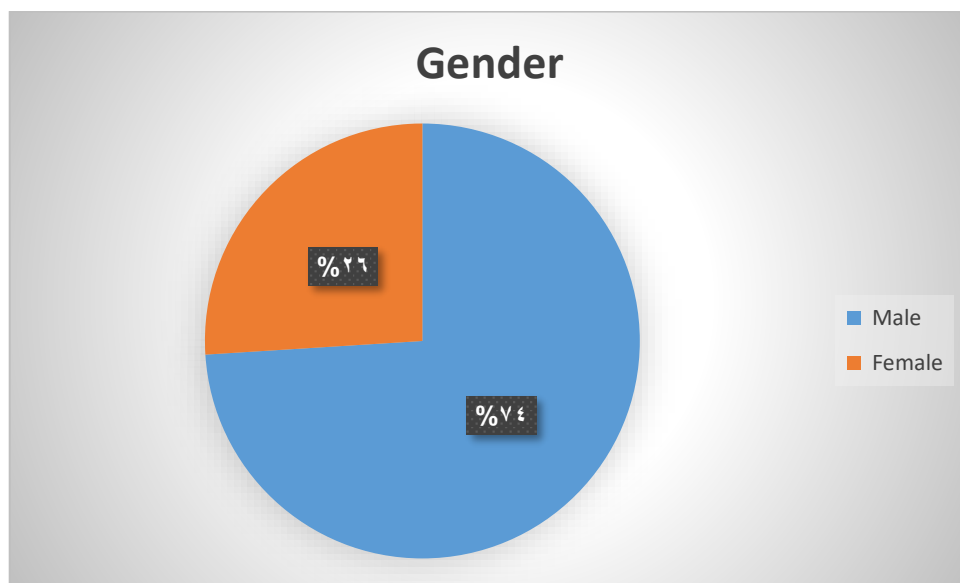


Figure 1 Distribution of the study sample according to the gender variable

The following graph shows the distribution of the study sample according to the years of experience variable. The percentage of those with two years or less experience was 42%, while the percentage of the group from 2 to 5 years was 18%, and the percentage of those with more than 5 years of experience was 40%.

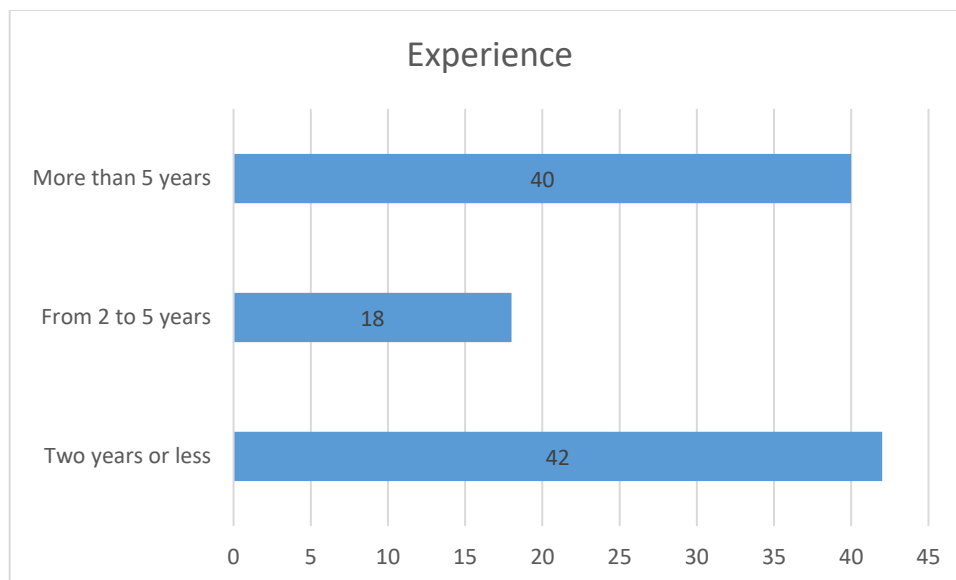


Figure 2 Distribution of the study sample according to the years of experience variable

The following chart shows the distribution of the study sample according to the job title variable. The percentage of the direct management category was 35%, the percentage of the middle management category was 20%, while the percentage of the senior management category was 45%.

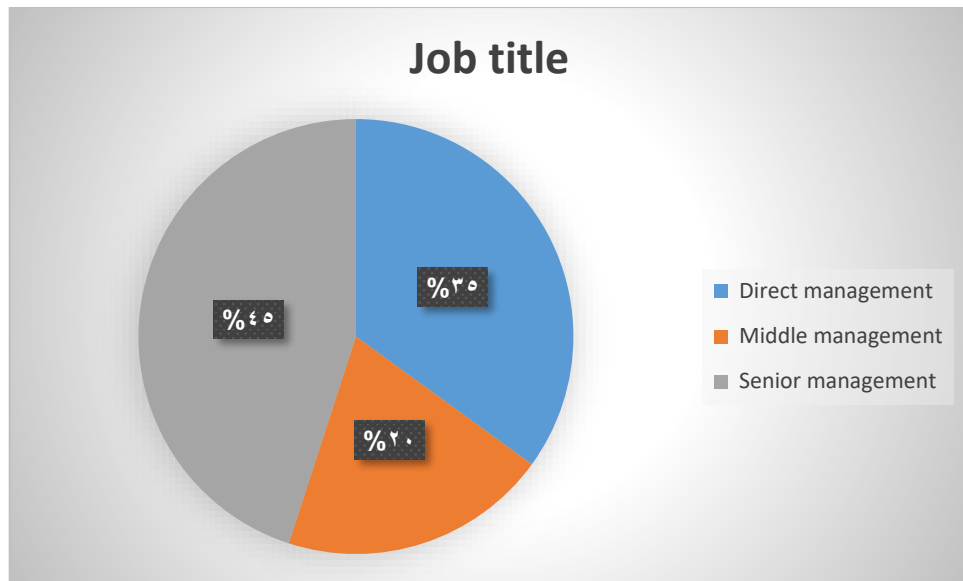


Figure 3 Distribution of the study sample according to the job title variable

4.2 Validity and reliability of the questionnaire

Table 1 Results of Validity Test

Correlations		Internal intelligence	Social intelligence	Adaptability	Stress management	General mood	emotional intelligence
Internal intelligence	Pearson Correlation	1					
	Sig. (2-tailed)						
Social intelligence	Pearson Correlation	.843**	1				
	Sig. (2-tailed)	0					
Adaptability	Pearson Correlation	.967**	.808**	1			
	Sig. (2-tailed)	0	0				
Stress management	Pearson Correlation	.717**	.910**	.678**	1		
	Sig. (2-tailed)	0	0	0			

General mood	Pearson Correlation	.658**	.671**	.666**	.659**	1	
	Sig. (2-tailed)	0	0	0	0		
emotional intelligence	Pearson Correlation	.934**	.943**	.920**	.882**	.810**	1
	Sig. (2-tailed)	0	0	0	0	0	

The previous table indicates the results of the internal consistency validity test, the data of which indicated that the test has a high level of validity due to the high value of Pearson coefficients.

Table 2 Reliability of the study instrument

Reliability Statistics	
Cronbach's Alpha	N of Items
.961	۳۰

The previous table indicates the reliability of the study tool, as the Cronbach's alpha coefficient reached 0.961, which is a high reliability value.

4.3 Descriptive statistics

Table 3 Statistics of Emotional Intelligence

Phrase	Mean	Std. Deviation
I believe that awareness of your inner feelings contributes to improving your daily decisions	3.3529	1.0895
I believe that understanding your emotional reactions contributes to building better relationships with others	3.6324	0.92888
I find that being able to clearly express your inner feelings helps reduce tension and stress	3.5441	0.92129
I believe that the ability to identify and analyse the causes of your feelings can help solve problems in an effective way	3.1029	1.0809

I believe that the ability to regulate your inner feelings can contribute to achieving success in various aspects of life	3.1912	1.09623
I believe that your ability to understand other people's feelings positively affects your personal and professional relationships	3.2647	1.03112
I find that your social communication skills contribute to resolving conflicts and enhancing understanding between individuals	3.7059	0.99339
I believe that the ability to express your feelings and listen effectively promotes effective communication with others	3.4706	1.13914
I believe that the ability to lead and motivate others helps build effective and cohesive work teams	3.5821	1.03205
I believe that social intelligence plays an important role in your personal and professional success	3.3529	1.0895
I believe that your ability to adapt to changes in the environment reflects your level of emotional intelligence	3.6324	0.92888
I find that your ability to adapt to stressful situations helps maintain your emotional balance	3.5373	0.92652
I believe that the ability to adapt to times of stress and challenges contributes to improving your performance in various aspects of life	3.1029	1.0809
I believe that the ability to change your strategies and behaviours based on situations reflects your emotional flexibility and intelligence	3.1912	1.09623
I believe that emotional intelligence plays an important role in enabling you to adapt to challenges and changes in life	3.2647	1.03112
I believe that your ability to manage daily stress reflects your level of emotional intelligence	3.7059	0.99339
I find that your emotional control skills contribute to reducing the impact of psychological stress on your performance	3.4706	1.13914
I believe that the ability to think realistically and remain calm in the face of problems helps in managing stress effectively	3.5821	1.03205
I believe that the ability to set your priorities and organize your time contributes to dealing with stress effectively	4.0882	0.85928
I believe that emotional intelligence plays an important role in your ability to manage stress and challenges in personal and professional life	3.5147	1.02931
I believe that the ability to identify and understand your general mood reflects your level of emotional intelligence	3.2353	1.12127
I find that knowing your general mood contributes to improving your interaction with others and understanding their interactions	3.3182	0.93082
I believe that being able to identify factors that influence mood helps identify strategies to improve your emotional state	3.5	0.9384
I believe that the ability to control and regulate your general mood contributes to achieving emotional and psychological balance	3.5373	1.03468
I believe that emotional intelligence plays an important role in your ability to improve and manage your overall mood correctly and conducive to your life	3.9851	0.94536

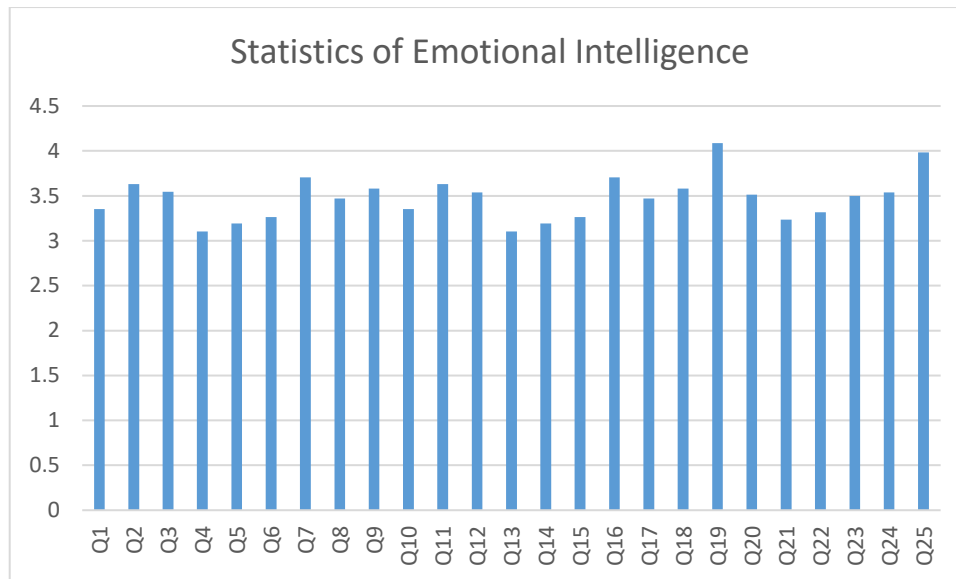


Figure 4 Statistics of Emotional Intelligence

The previous table and figure show that:

- The highest mean value was 4.0882 for I believe that the ability to set your priorities and organize your time contributes to dealing with stress effectively.
- The lowest mean value was 3.1029 for I believe that the ability to identify and analyze the causes of your feelings can help solve problems in an effective way.

Table 4 Statistics of Effective Leadership

Phrase	Mean	Std. Deviation
Subordinates describe my absence as leaving a void.	4.0299	0.93695
I represent the organization well and maintain its reputation with others.	4.0147	1.11292
My subordinates feel proud when working with me.	4.2647	0.76525
I feel that my team has the utmost respect, trust and appreciation for me.	3.5588	1.20177
I make my subordinates feel safe when they work with me.	3.75	1.01298



Figure 5 Statistics of Effective Leadership

The previous table and figure show that:

- The highest mean value was 4.2647 for "My subordinates feel proud when working with me."
- The lowest mean value was 3.5588 for "I feel that my team has the utmost respect, trust and appreciation for me."

Chapter 5: Results

There is a positive relationship between internal intelligence as one of the dimensions of emotional intelligence in effective leadership in the administrative sector of the higher education sector in Jeddah, the Kingdom of Saudi Arabia.

There is a positive relationship between social intelligence as one of the dimensions of emotional intelligence in effective leadership in the administrative sector of the higher education sector in Jeddah, the Kingdom of Saudi Arabia.

There is a positive relationship between the ability to adapt as one of the dimensions of emotional intelligence and effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.

There is a positive relationship between stress management as one of the dimensions of emotional intelligence in effective leadership in the administrative sector of the higher education sector in Jeddah, the Kingdom of Saudi Arabia.

There is a positive relationship between general mood as one of the dimensions of emotional intelligence and effective leadership in the administrative sector of the higher education sector in Jeddah, the Kingdom of Saudi Arabia.

Chapter 6: Conclusion

In studying the role of emotional intelligence in effective leadership in the administrative sector of higher education in the city of Jeddah, the Kingdom of Saudi Arabia, it appears that lack of awareness of the importance of emotional intelligence is a major problem facing leaders. This lack of awareness is due to several factors, including the traditional culture that places greater importance on traditional technical and managerial skills without considering the emotional and social aspects of leadership. The main objective of the study is identifying the role of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia. Through the results of the study questionnaire, the study concluded that emotional intelligence has a positive role in effective leadership in the administrative sector of the higher education sector in Jeddah, the Kingdom of Saudi Arabia.

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Questionnaire

Midocean University

College of Management

Department of.....

The role of emotional intelligence in effective leadership in the administrative sector in the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia.

The current study seeks to identify the role of emotional intelligence in effective leadership in the administrative sector of the higher education sector in the city of Jeddah in the Kingdom of Saudi Arabia. Therefore, we ask you to answer the questionnaire statements transparently, knowing that this data will only be used for scientific research purposes only.

Researcher:

First: Primary data

Gender	☐ Male ☐ Female
Experience	☐ Two years or less ☐ From 2 to 5 years ☐ More than 5 years
Job title	☐ Direct management ☐ Middle management ☐ Senior management

Second: Dimensions of emotional intelligence

Please determine how true the following statements are:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

	Phrase	(Please add [✓] as appropriate)				
		1	2	3	4	5
Internal intelligence						
1	I believe that awareness of your inner feelings contributes to improving your daily decisions					
2	I believe that understanding your emotional reactions contributes to building better relationships with others					
3	I find that being able to clearly express your inner feelings helps reduce tension and stress					
4	I believe that the ability to identify and analyze the causes of your feelings can help solve problems in an effective way					
5	I believe that the ability to regulate your inner feelings can contribute to achieving success in various aspects of life					
Social intelligence						
6	I believe that your ability to understand other people's feelings positively affects your personal and professional relationships					
7	I find that your social communication skills contribute to resolving conflicts and enhancing understanding between individuals					

8	I believe that the ability to express your feelings and listen effectively promotes effective communication with others					
9	I believe that the ability to lead and motivate others helps build effective and cohesive work teams					
10	I believe that social intelligence plays an important role in your personal and professional success					
Adaptability						
11	I believe that your ability to adapt to changes in the environment reflects your level of emotional intelligence					
12	I find that your ability to adapt to stressful situations helps maintain your emotional balance					
13	I believe that the ability to adapt to times of stress and challenges contributes to improving your performance in various aspects of life					
14	I believe that the ability to change your strategies and behaviors based on situations reflects your emotional flexibility and intelligence					
15	I believe that emotional intelligence plays an important role in enabling you to adapt to challenges and changes in life					
Stress management						

16	I believe that your ability to manage daily stress reflects your level of emotional intelligence					
17	I find that your emotional control skills contribute to reducing the impact of psychological stress on your performance					
18	I believe that the ability to think realistically and remain calm in the face of problems helps in managing stress effectively					
19	I believe that the ability to set your priorities and organize your time contributes to dealing with stress effectively					
20	I believe that emotional intelligence plays an important role in your ability to manage stress and challenges in personal and professional life					
General mood						
21	I believe that the ability to identify and understand your general mood reflects your level of emotional intelligence					
22	I find that knowing your general mood contributes to improving your interaction with others and understanding their interactions					
23	I believe that being able to identify factors that influence mood helps identify strategies to improve your emotional state					

24	I believe that the ability to control and regulate your general mood contributes to achieving emotional and psychological balance					
25	I believe that emotional intelligence plays an important role in your ability to improve and manage your overall mood correctly and conducive to your life					

Third: Effective leadership

	Phrase	(Please add [✓] as appropriate)				
		1	2	3	4	5
1	Subordinates describe my absence as leaving a void.					
2	I represent the organization well and maintain its reputation with others.					
3	My subordinates feel proud when working with me.					
4	I feel that my team has the utmost respect, trust and appreciation for me.					
5	I make my subordinates feel safe when they work with me.					