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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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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 (Palmer, 2001).

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 (Christy, 2010).

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 (De Vries Kets.M., Korotov.K. & Florent-Treacy.E. , 2007).

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.

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.

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.

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?

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.

Previous studies and theoretical framework

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.

Also (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.

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).

Management and leadership

Though 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 (Schuetz, 2017).

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 (Marin, 2019).

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.

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.

Search Tools

- 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 analyzed using SPSS statistical analysis program to answer the study questions.

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.

The proposed tab according to the time plan

- First part: Introduction.
- Second part: Theoretical Framework of the study.
- Third part: Practical study and its methodological procedures.
- First part: Appendixes.

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