Emotional Intelligence and Its Impact on Leadership Effectiveness (Greater Irbid Municipality - Jordan)

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Abstract: This study aimed to identify the level of emotional intelligence and its impact on the level of leadership effectiveness in the Greater Irbid Municipality from the employees' point of view. The study relied on the descriptive and analytical approach, using primary and secondary sources to answer the research questions. The study was conducted on a sample of 150 employees and administrators, and their answers were analyzed Using the statistical analysis program (SPSS) and measuring the level of emotional intelligence by dividing it into three dimensions (self-awareness, social skills and empathy), the results showed a statistically significant effect of the level of emotional intelligence on the level of leadership effectiveness and recommended more training programs for leaders to enhance their emotional intelligence skills, and searching for other influential factors to increase the effectiveness of leaders.

I.   Introduction

Human resources are considered the basic element in organizations, as the success of the organization and the achievement of its goals with great effectiveness and efficiency mainly depend on them, It is also known that it is the duty of the manager in any organization is developing a strong, comprehensive strategy that guarantees the success of the organization and maintains its competitive ability in light of the great technological development, Which created a rapidly changing environment, and to achieve this goal managers must be able to discover the energies of their employees and exploit the necessary leadership skills, abilities and engage them in the strategic goal of the entire organization successfully.

for this reason there was a need to pay attention to the psychological aspect of employees, respect their feelings, emotions and recognize their achievements and their importance to the organization, to ensure their presence at work physically and mentally, to obtain distinguished employee performance that improves the performance of the organization as a whole, in what is known as emotional intelligence.

Today, emotional intelligence has become a common concept in all organizations in the public and private sectors, and it still arouses the interest of many researchers because of its impact in creating a positive environment that encourages creativity and development, achieving a sense of organizational citizenship among employees and effective, successful leadership.

Despite the scientific studies and research that confirm the significant impact of emotional intelligence on effective leadership in organizations, there is still a need to research more into this topic and analyze its significant positive impact.

Research questions
This study seeks to answer the following questions:
1. What is emotional intelligence and what are its elements?
2. What is meant by leadership effectiveness?
3. What is the level of emotional intelligence among employees in the Greater Irbid Municipality from the employees' point of view?
4. What is the impact of emotional intelligence on leadership effectiveness in the Greater Irbid Municipality?

Research Objectives
1. Identify the concept of emotional intelligence and its elements.
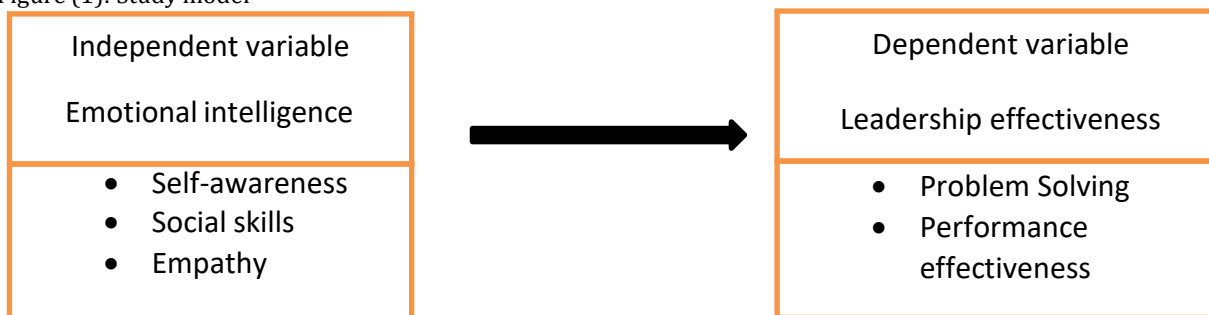2. Learn about leadership effectiveness concept.

3. Identifying the level of emotional intelligence among employees in the Greater Irbid Municipality from the employees' point of view.
4. Identifying the effect of the level of emotional intelligence on the level of leadership effectiveness in the Greater Irbid Municipality.

Research Significance

As far as the researcher knows, the Jordanian Library lacks studies that dealt with this topic, especially the studies conducted on the Greater Irbid Municipality. Therefore, the researcher considered it important to have such a modern study, which is the subject of the contemporary world today, and the studies have produced good results and recommendations, which are important for decision makers in the Greater Irbid Municipality because its enables them to refer to it and evaluate their employees' awareness of emotional intelligence subject, understand their feelings and tendencies in order to stimulate and direct their energies to achieve the municipality's goals, which leads to improving the organization performance as a whole.

Search variables

Figure (1): Study model

Independent variable		Dependent variable
Emotional intelligence	➡️	Leadership effectiveness
• Self-awareness • Social skills • Empathy		• Problem Solving • Performance effectiveness

Source: prepared by the authors

Research hypotheses

The following are the hypotheses that were developed for the purposes of this research and that will be tested and analyzed:

The first hypothesis: There is a medium level of emotional intelligence among employees in the Greater Irbid Municipality**.**

The second hypothesis: There is a medium level of Leadership effectiveness in the Greater Irbid Municipality**.**

The third hypothesis : There is a statistically significant effect at the significance level $(0.05 ≥ α)$ for the level of emotional intelligence on the level of leadership effectiveness in the Greater Irbid Municipality from the point of view of its employees.

II. Methodology

The study relied on the descriptive analytical approach, using a questionnaire as primary sources for the purpose of collecting data, targeting a random sample of employees of the Greater Irbid Municipality. The questionnaire was distributed to a sample of (150) employees, from which (104) questionnaires were returned valid for analysis, and as secondary sources we cover scientific research, books and journals, that related directly and indirectly to this research.

Data was collected by distributing a questionnaire consisting of three parts. The first part relates to demographic and personal data, and the second part contains several questions measuring the level of emotional intelligence of leaders in the Greater Irbid Municipality, divided into three dimensions: (Self-awareness, social skills, empathy), while the third and final part consists of several questions aimed at measuring the level of leadership effectiveness. It consists of two dimensions: (effectiveness in solving problems, effectiveness in performance).

Finally, the data was analyzed statistically, using the statistical analysis program (SPSS) to answer research questions, verify hypotheses, and obtain results and recommendations,(We will discuss it in the statistical analysis part).

Definition of variables

Emotional Intelligence:

an individual's awareness of his feelings and the ability to negotiate and control them in order to easily think, recognize and understand the feelings of others (Woolsey, 2016) and it is consists mostly of three dimensions: (Self-awareness, social skills, empathy).

Self-awareness:
Focusing attention on the self; processing private & public self-information (Morin, 2011).

Social skills:
Discovering and understanding the feelings of others to determine their attitudes, motives to facilitate communication with people and gain their support, cooperation and thus establish successful social relationships.

Empathy:
The ability to anticipate and share others' emotional states (Pelligra, 2011).

Leadership:
It is the process of leader influences individuals and his ability to direct them to achieve common goals (Northouse, 2016).

Leadership effectiveness:
Achieving the intended goals of the leadership process can be measured by measuring the level of Performance effectiveness and the ability to solve problems effectively.

III.   Literature Review

First: Emotional intelligence

As we mentioned previously, human resources in any organization are the backbone of its success. Achieving its goals, determining whether this organization will remain in the market or whether its will failure and withdrawal is depending directly on them. It is possible to have financial resources and excellent strategies, but with the lack of employee cooperation and understanding of the organization's goals, it may fail to achieve these goals. For this reason, managers and leaders are currently making a great effort to deal with different types of employees in the correct manner to raise the level of their individual performance, which contributes to achieving the goals of the entire organization. To achieve this, Managers need many of the skills and competencies necessary to know their personal feelings, emotions and the ability to control, manage, and direct them in the correct way to obtain their support in different situations, and then form healthy, successful social relationships in what is known as emotional intelligence. The term emotional intelligence was mentioned In the first time in the United States, but the term was officially recognized in 1990 by two psychologists (Salovey and Mayer) and was defined as the ability to monitor an individual's feelings and emotions and distinguish between them (Dahmashy, 2022). Goleman also defined it as a set of social skills that an individual possesses necessary for professional success and in various life situations (Abdul Rahim & Dado, 2021), and emotional intelligence was defined as an individual's awareness of his feelings and the ability to negotiate and control them in order to easily think, recognize and understand the feelings of others (Woolsey, 2016), scientists have defined the term emotional intelligence in different ways, but with similar meanings over time. Therefore, it can be concluded that emotional intelligence is "an individual's awareness of his own emotions, feelings of others and the ability to manage and express them correctly to achieve personal and professional goals and establish successful social relationships."

Emotional intelligence has been studied in more than one way and more than one model has been designed to analyze and comprehend it properly. One of the most famous models that studied emotional intelligence is the model of (Goleman, 1995), which consists of five main dimensions: (self-awareness, regulation of emotions, motivation, empathy, and social skills), (Lievens, 2017 & Chan).

Elements of emotional intelligence

Emotional intelligence is one of the many types of intelligence that helps the individual understand and manage the self and the feelings of others. Despite all the models and approaches that have studied the elements of emotional intelligence, such as (Goleman model) and (Mayer.Solevy model), three basic dimensions have been reached to measure the level of emotional intelligence:

Self-awareness

Self-awareness is the individual's awareness of his own feelings and our ability to value, understand, and accept ourselves with our positives and negatives. In Goleman's opinion (2000), every leader must know his emotions and feelings. Recognizing the feeling when it occurs is the cornerstone of emotional intelligence so that he can manage it. In addition to the importance of the leader's awareness of the ideas that affect him and thus affect his behavior, on which the leader bases his important decisions (Alfrayan, Alaisa, 2021), It is important to point out that self-awareness improves a person's ability to control his emotions, control himself and his feelings, and work flexibly in different situations. Self-aware leaders are also aware of their values, goals and dreams. They know where they are headed and why. They adjust themselves to what they feel is right for them. They are strict in rejecting tempting offers that they see as not fitting their principles and future goals. On the contrary of people who lack self-awareness(Shane, 2014).

Social skills

Skills of understanding other people's emotions, the ability to detect other people's feelings and know their interests and motivations. This ability leads to the ease of establishing successful social relationships, and the ability to do better social analysis. If these skills come together, they become a material for refining relationships, which is called social intelligence,(Alfrayan&Alaisa,2021). Social skills also defined as the ability to give, obtain information, and to express and exchange attitudes, opinions, and feelings.

Empathy

The concept of empathy is not new in social work literature, and it is believed to be a core element of communication skills (Trevithick, 2005), Empathy refers to individual's ability to perceive what others feel and know their feelings (Alsalminy&Omrane, 2023),Empathy is understanding, sharing, and caring about the emotions of other people and it's important for individuals, fundamental to relationships (Kimmes et al., 2014),The skill of empathy is important in all organizations, as it helps managers understand their employees' perceptions of different situations, understand their personal feelings of joy, sadness and anger, so they will be able to deal with them, which creates a positive, cohesive environment in the organization, in which it helps employees achieve strategic goals as well as their own goals.

Finally, that Empathy and social skills are two very similar terms that describe an individual's relationship with others and his ability to communicate with them and understand their feelings, motives and attitudes toward different issues. It also includes understanding the other person, understanding his circumstances, sadness, and stress, and why he did this wrong in this situation. To put myself in this person's place and share his feelings, etc., which builds positive, healthy relationships.

Second: Leadership

The concept of leadership has captured the attention of many scholars, researchers, and even politicians from all over the world. Many studies and scientific research have been conducted on this concept, Leadership has been described as the possession of power, it's the ability to influence, and the ability to influence requires the possession of power.

Leadership has also been studied in more than one method and approach, including the traits approach, considering that a leader is born and not made, and the leadership process only takes place through specific people who have special traits, and then the skills approach, which came up with the skills model for leadership, which basically consists of three main sections, The first is the personal qualities of the leader, and then the second section, which contains several skills of the leader that can be learned and developed over time, such as social judgment skills, problem-solving skills, and knowledge, which in turn leads to the third section of the model, which contains the outcomes of the leadership process. And the style approach, the situational approach, and all the others approaches.

Leadership has been defined in many ways over time, such as: Leadership is "initiating and maintaining groups or organizations to accomplish group or organizational goals (Rost,1991). And its "the ability to impress the will of the leader on those led and induce obedience, respect, loyalty, and cooperation" (Moore, 1927). Also, leadership is the activity practiced by the administrative leader in the field of decision-making, issuing orders, and administrative supervision of others using official authority or by influencing for the purpose of achieving a specific goal (Meliot,2001). As House and others also defined it as the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members. (House & Hanges, Etc,2004).

Despite the multitude of ways in which leadership has been conceptualized, the following components can be identified as central to the phenomenon: (a) Leadership is a process, (b) leadership involves influence, (c) leadership occurs in groups, and (d) leadership involves common goals, and Based on these components, the definition of leadership is "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal"(Northouse,2016).

The effectiveness of leadership can be defined as achieving the goals of the leadership process with the least time and effort. Two criteria were used in this research to measure its level, which are (effective problem solving, performance effectiveness), Effective problem solving means the ability to absorb and analyze complex information to deal with problems and arrive at logical and successful solutions. By effective performance, we mean the employee's ability to complete the work required of him to achieve the desired result efficiently and effectively and with less time and effort.

Third: The impact of emotional intelligence on leadership effectiveness.

Study entitled"The Relationships between Emotional Intelligence and Leadership Effectiveness in Selected Malaysian Public Sectors "the main goal of the study was to see how emotional intelligence relates to leadership effectiveness, The results showed that there's a significant connection between emotional intelligence and leadership effectiveness among administrative leaders. In the first phase of the data analysis they looked at the demographics information. In the second phase, they examined five aspects of emotional intelligence and leadership effectiveness using Pearson's Correlation Coefficient. The research question they started with was whether there's a relationship between emotional intelligence and leadership effectiveness. The results showed that there's a strong connection between all aspects of emotional intelligence and leadership effectiveness among administrative leaders in selected Malaysian public sectors. And they focus specifically on improving the leadership effectiveness of administrative leaders in the selected Malaysian public sectors (Mohamad Saferdin, Md Jani, Jislan&Rosidi, 2023), And in "The effects of emotional intelligence on leadership effectiveness (A prospective case study of three industrial companies in Iraq" study the researchers aimed to find out how emotional intelligence affects leadership in three industrial companies. The results showed that emotional intelligence plays a crucial role in enhancing leadership through self-awareness, empathy, relationship management. And The main findings supported that emotional intelligence is the ability to understand, manage, and regulate the feelings of oneself and others. It is important for leadership because it enhances individuals' self-awareness, increased empathy, effective communication, and conflict resolution.(Alsalminy, Omrane, 2023).Another study entitled "Administrative Leaders' Awareness of Emotional Intelligence and its Role in the Effectiveness of Leadership at King Saud University" this study aims to find out how aware the administrative leaders

at King Saud University in Riyadh are about emotional intelligence and how it affects their leadership effectiveness. The study also looks into their knowledge of emotional intelligence and its elements, as well as its role in effective leadership. The results showed that the administrative and academic leadership at King Saud University has a good understanding of emotional intelligence. The leadership effectiveness was also rated highly. The study found a strong direct relationship between leaders' awareness of emotional intelligence and their effectiveness.(Alfrayan, Alaisa, 2021). In a study entitled "Emotional Intelligence and Leadership Effectiveness: A Theoretical Review" the main goal of the study was to figure out how emotional intelligence plays a role in leaders' ability to achieve organizational goals. They looked at relevant literature and found that there's a positive connection between emotional intelligence and leadership effectiveness. In today's business world, where things are always changing, it's super important for leaders to be able to manage their emotions, have good social relationships, and communicate well. Research shows that leaders with high emotional intelligence can create a positive vibe and get their followers on board. Emotionally intelligent leaders also serve as role models for their employees, embodying values like integrity, respect, teamwork, and continuous improvement, as they invest their time and resources in establishing and strengthening relationships between team members beyond mere work obligations (Ayitey, 2019). Also, in a study entitled "The impact of emotional intelligence in the leadership styles from the employees point view in Jordanian banks" the goal of the study was to examine how emotional intelligence affects the leadership style of employees in Jordanian banks, and to determine the level of emotional intelligence and leadership styles, One important finding was that the overall level of emotional intelligence was rated as moderate. This suggests that the study participants recognize the importance of emotional intelligence in banking work, and that the practice of leadership styles in commercial banks is also moderate. Additionally, the study revealed a significant impact of emotional intelligence on leadership styles, indicating that emotional intelligence plays a significant role in leadership (Aldaibat, 2018).In "Emotional intelligence and leadership effectiveness" studythe researchers try to explore how the emotional intelligence of managers relates to their effectiveness as leaders. The study involved assessing the emotional intelligence of 38 supervisors in a large industrial company. The supervisors' leadership effectiveness was evaluated through a questionnaire that asked about their performance. The overall findings suggest that a person's emotional intelligence plays a significant role in effective leadership. The study found a strong connection between employees' perception of their supervisor's effectiveness and the supervisor's emotional intelligence. The data also indicate that emotional involvement is closely tied to the recruitment, selection, training, and development processes of managerial employees (Kerr, Garvin, Heaton & Boyle, 2006).

We have reviewed this previous literature that is very close to the subject of our study, which was conducted at different times and in different places around the world, and written a brief summary of each of them, arranged chronologically from most recent to oldest. Through a careful review of the results, we noticed the convergence of the results to our study and confirmed the positive relationship between the level of emotional intelligence and its impact on the level of leadership effectiveness.

Statistical analysis:

Table (1): Frequencies of the sample

		Frequency	Percent	Valid Percent
Gender	Male	58	55.8	55.8
	Female	46	44.2	44.2
Age	30 years - or less	10	9.6	9.6
	31-40	31	29.8	29.8
	41- 50	48	46.2	46.2
	51 years -or more	15	14.4	14.4
Educational level	Diploma or less	31	29.8	29.8
	Bachelor's	66	63.5	63.5
	Master/PhD	7	6.7	6.7
Years of experience	5 years - or less	6	5.8	5.8
	6-10	18	17.3	17.3
	11-15	19	18.3	18.3
	16 years -or more	61	58.7	58.7
Total		104	100.0	100.0

The table above shows that the percentage of males was (55.8%) and the percentage of females was (44.2%) of the total sample. That is, the number of male employees was 58 and the number of female employees was 46, randomly selected from various levels of the organization. The ages of employees represented in the sample consists of four categories, The number of employees in the first category is 10 employees (9.6%), the second category is 31 employees (29.8%), and the third category includes 48 male and female employees, they are the largest category in the sample (46.2%) and its represent individuals ages between (41 - 50), the fourth category has 15 employees (14.4%). Also the table shows the educational level of the employees in the sample, where the percentage of employees holding a doctorate or master's degree was 6.7% (7) employees, and the percentage of employees holding a bachelor's degree was (63.5%) 66 employees, that is, the largest percentage in the sample, the diploma degree represents 29.8% (31) members. Finally, the number of

years of experience to the employees in the study sample was divided into four categories. The first category represents (5) years of experience or less, and the percentage of employees in this category was (5.8%). The second category represented the number of years (6-10) years, and the percentage in this category was (17.3%). The third category represents the number of years of experience from (11-15), of which the percentage of employees was (18.7%), and the fourth and final category represents (16 years and above), and the percentage of employees in this category was (58.7%), which is the largest percentage in the sample.

Table (2): Reliability

Variable	N of Items	Cronbach's Alpha
Emotional intelligence	19	.968
Leadership effectiveness	10	.946
All variables	29	.977

The table above shows the Cronbach's alpha reliability coefficient for the research variables, and shows that the alpha values for the elements composing emotional intelligence reached (.968), while the alpha values for the elements measuring leadership effectiveness reached (.946), which are relatively high values.
The reliability coefficient for the entire questionnaire questions (.977), this is an indication that the measurement tool has a high reliability rate.

Variables level
The following table was used to measure the level of emotional intelligence and leadership effectiveness. The questionnaire contained 5 options. The options ranged from (5) representing strongly agree, (4) agree, (3) moderately agree, (2) disagree, and finally (1) strongly disagree.
Table (3): Analysis scale

Level	Mean
Low	1-2.33
Medium	More than 2.33-3.66
High	More than 3.66-5

Table (4) the arithmetic mean and standard deviation of the emotional intelligence variable.

Emotional intelligence	Mean	Std. Deviation	Level
Self-awareness	3.2077	.84021	Medium
social skills	3.3173	.81456	Medium
Empathy	3.2420	.84980	Medium
Emotional intelligence	3.2557	.77891	Medium

Table (4) shows three criteria for measuring the level of emotional intelligence of employees in the organization, and the arithmetic mean and standard deviation for each of them. We note that the first criterion (self-awareness) obtained the lowest arithmetic mean (3.2077) and standard deviation (.84021), and the second criterion (social skills) had the largest mean of (3.3173) and standard deviation(.81456), while the third dimension (empathy) hadmean (3.2420) and standard deviation (.84980).

The table above shows the arithmetic mean of the emotional intelligence variable (3.2557), and a standard deviation (.77891), which is a Medium level of emotional intelligence, which confirms the validity of the first theory in the research,**the first hypothesis: There is a medium level of emotional intelligence among employees in the Greater Irbid Municipality.**

Table (5) the arithmetic mean and standard deviation of the leadership effectiveness variable.

Variable	Mean	Std. Deviation	Level
Effective problem solving	3.3231	.83900	Medium
Performance effectiveness	3.3538	.85502	Medium
Leadership effectiveness	3.3385	.79834	Medium

Table (5) shows two criteria for measuring the level of Leadership effectiveness of employees in the organization, and

the arithmetic mean and standard deviation for each of them. We note that the first criterion (Effective problem solving) obtained the lowest arithmetic mean (3.3231) and standard deviation (.83900), and the second criterion (Performance effectiveness) had the largest mean (3.3538) and standard deviation (.85502).

The table above shows the arithmetic mean of the Leadership effectiveness variable (3.3385), and a standard deviation (.79834), which is a Medium level of Leadership effectiveness, which confirms the validity of the secondtheory in the research,**the second hypothesis: There is a medium level of Leadership effectiveness in the Greater Irbid Municipality.**

Regression

Table (6): The effect of Emotional intelligence on the Leadership effectiveness

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875[a]	.765	.762	.38909
a. Predictors: (Constant), Emotional intelligence				

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.204	1	50.204	331.624	.000[b]
	Residual	15.442	102	.151		
	Total	65.646	103			
a. Dependent Variable: Leadership effectiveness						
b. Predictors: (Constant), Emotional intelligence						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.420	.165		2.552	.012
	Emotional intelligence	.896	.049	.875	18.211	.000
a. Dependent Variable: Leadership effectiveness						

It is clear from the above table (model summary) that the value of the correlation coefficient (r) reached (.875), which is a relatively high and positive correlation, and from the coefficient of determination (R square/r2) it reached (.765). And from the (coefficient) table, its value (beta) reached (.875) at the confidence level (sig=0.000).

From the ANOVA/analysis of variance table, the value of (F) reached (331.624) at one degree of freedom (df=1) at a significant level (p<=0.01), which confirms the validity of the third hypothesis (alternative hypothesis), **the third hypothesis :There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) for the level of emotional intelligence on the level of leadership effectiveness in the Greater Irbid Municipality from the point of view of its employees.**) and calls for rejecting the null hypothesis.

That is, the independent variable (emotional intelligence) explains (76.5%) of the variance occurring in the dependent variable (leadership effectiveness), while (23.5%) is attributed to other variables.

IV.   Conclusions and Recommendations

There is a medium level of emotional intelligence for workers in the Greater Irbid Municipality from the point of view of its employees, with an arithmetic mean (3.2557) and a standard deviation (.77891). Three criteria were adopted to measure it, which are (self-awareness, social skills, and empathy), and the highest of them was (social skills) with mean of (3.3173). There is amedium level of leadership effectiveness with a mean of (3.338) and a standard deviation of

(.79834). Two criteria were adopted to measure it, which are (effectiveness in solving problems, effectiveness of performance), and the highest level was performance effectiveness with a mean of (3.3538).

There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of the level of emotional intelligence on the level of leadership effectiveness in the Greater Irbid Municipality from the point of view of its employees. It has been shown that the independent variable (emotional intelligence) explains (76.5%) of the variance occurring in the dependent variable (Leadership effectiveness), while (23.5%) is due to other variables.

The study recommends that the leadership in the Greater Irbid Municipality conduct training courses to clarify the meaning of emotional intelligence among employees and administrators in the organization and spread awareness of its importance and its role in leadership effectiveness. This study also recommends conducting other studies on other variables that may have an impact on leadership effectiveness, as statistics have shown that (23.5%) It is due to other factors.

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