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## THE EFFECT OF EMOTIONAL INTELLIGENCE ON THE PERFORMANCE OF EMPLOYEES

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### Abstract

This research specialized in addressing the topic of the impact of emotional intelligence on the performance of employees, where the research problem crystallizes in identifying the role of emotional intelligence and its impact on the performance of employees.

The research population is represented by (University of Maysan) and a group of (workers) was taken as a sample for the research, based on multiple statistical methods. For the purposes of this research, a simple random sample of workers at (University of Maysan) was selected as a means of applying the research, amounting to (200), which included a sample The study included managers and officials of the administrative divisions at the University of Maysan. (200) questionnaire forms were distributed to the working managers, and (184) questionnaires were retrieved, which means that the percentage of returned questionnaires amounted to approximately 95%, and this is a very high percentage.

**Keywords:** Emotional smartness, Employee performance, self-conscious, Quality of work performed, self-management.

### Introduction

Emotional intelligence is one of the serious concepts in the field of organizational behavior and human resource management. Its interest in previous centuries was on mental intelligence as one of the most important determinants of the workforce in organizations, but recent studies have shown the opposite revealing that the success and happiness of the individuals does not depend on their mental intelligence only, but on the qualities and skills are not related to his mental intelligence, and have nothing to do with educational achievement. Also, the characteristic of change has become the distinct characteristic in today's world. Moreover, the related interest in human feelings and sensations and respect for personality and methods of dealing with the organization are also involved, hence the idea of the research, which aims to highlight the subject of the impact of emotional intelligence on the performance of workers, by developing emotional intelligence skills in the workforce and building creative ideas in the workplace in order to achieve excellence in the performance of workers. This can only be achieved through an efficient and effective administrative staff that acquires skills and unconventional qualities that are a secret of the existence of organizations and the reason for their survival.

**The first topic (methodology)**

**First: the research problem**

The successes achieved by the departments of organizations throughout ancient times can not be achieved today easily, as a result of developments in all areas of life such as the increase in the intensity of competition between organizations and the rapid changes in the business environment. Also, the technical developments are all pressures and challenges that cast a shadow on organizations and make them unable to achieve their goals. This is what makes organizations adopt new concepts, including emotional intelligence, which is one of the important factors in the success or failure of organizations. Therefore, the problem of research becomes clear in identifying the role of emotional intelligence and its impact on the performance of workers.

**Second: The importance of the study**

1. The importance of the research stems from dealing with two very important variables, namely emotional intelligence and the performance of workers, which were collected together according to a scientific methodology to clarify the conceptual frameworks, and enrich them through a range of different sources.
- 2 . This work Identifies the role of emotional intelligence in enhancing the performance of employees in the research sample organization.
- 3 . Emotional intelligence is important because emotions play a distinctive role in life.
- 4 . The current research fills a cultural gap within psychological studies, and an attempt to uncover facts and explanations about the nature and level of the relationship between emotional intelligence and worker performance.

**Third: Research objectives.**

1. This work shows the extent to which the research sample organization adopts the concept of emotional intelligence and the performance of employees.
2. It Identifies and analyzes the nature and type of correlation and influence relationships between research variables (emotional intelligence, employee performance).
3. It detects the availability of emotional intelligence dimensions in the research sample.
4. It provides recommendations to the research sample organization in order to adopt concepts capable of keeping pace with the developments that occur in the work environment, which earns the organization the ability to achieve better performance for employees.

**Fourth: the hypothetical scheme of the research.**

Independent variable Dependent variable

(Emotional Intelligence and Employees Performance )

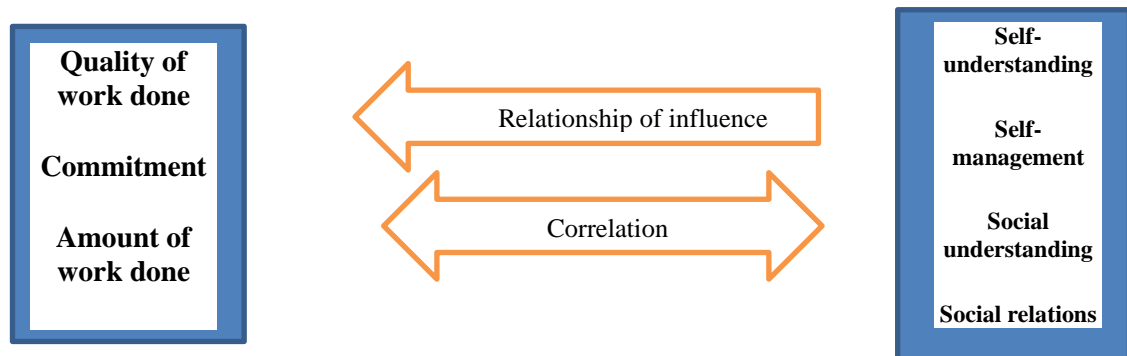


Figure (1) Hypothetical scheme of the research.

**Fifth: Research hypotheses.** The research deals with the following assumptions:

The first main hypothesis: There is a statistically significant correlation between the dimensions of emotional intelligence and the performance of workers. It is divided into the following sub-hypotheses:

The first sub-hypothesis: There is a statistically significant correlation between self-understanding and the performance of workers.

The second sub-hypothesis: There is a statistically significant correlation between self-management and employee performance.

The third sub-hypothesis: There is a statistically significant correlation between social understanding and the performance of workers.

Fourth sub-hypothesis: There is a statistically significant correlation between social relations and the performance of employees

The second main hypothesis: there is a statistically significant moral effect of the dimensions of emotional intelligence in the performance of workers. It is divided into:

The first sub-hypothesis: there is a statistically significant moral effect of self-understanding on the performance of employees.

The second sub-hypothesis: there is a statistically significant moral effect of self-management in the performance of employees.

The third sub-hypothesis: there is a statistically significant moral effect of social understanding on the performance of employees.

Fourth sub-hypothesis: There is a statistically significant moral impact of social relations on the performance of employees.

### **Sixth: Society and Sample**

The research community is a group of workers in Maysan University as a sample for research, based on multiple statistical methods, and for the purposes of this research was selected a simple random sample of workers in (Maysan University) and the equation for the application of research reached 200.

### **Seventh: Research Methodology**

The descriptive and analytical approach will be relied upon in testing research hypotheses, which focus on describing variables and analyzing the results.

**Eighth: Research limits.**

1. Objective limits: (the impact of emotional intelligence on the performance of employees).
2. Spatial boundaries: The current research was applied at (Maysan University) within the city of Maysan.
3. Human limits: The current research tests its hypotheses through the opinions of (employees at Maysan University) in the city of Maysan.
4. Time limits: It is the period of preparing the applied research that began with the distribution and retrieval of the questionnaire, which extended from the period 14/4/2023 to 5/6/2023.

**The second topic (theoretical framework)**

**First: the concept of emotional intelligence.**

The Arab world differed in translating the term emotional intelligence, so a number of words and meanings emerged for it. It is noted that one of them translated it as emotional intelligence, another researcher translated it into emotional intelligence, a third into emotional intelligence, and the fourth translated it into emotional intelligence, and this term appeared at the hands of Bar-On in 1985(Erzaij, 2021). These labels explain that emotional intelligence refers to unpleasant or negative trends such as fear, sadness and anger, while emotional intelligence refers to pleasant emotions such as love and admiration, while emotional intelligence explains that it is more responsible. It includes pleasant and unpleasant emotional experiences, while emotional intelligence refers to the sensory side of emotional experience such as months of warmth or comfort(Wali & Muhammad, 2021). Additionally, emotional intelligence roots old because the theory that gave him the character of emotion on intelligence is not modern. Over the years, researchers, writers and theorists studied the relationship between intelligence and emotion as integrated, as well as the world Guilford in the sixties of the twentieth century reached through his research on intelligence to the model called (inter-mind) through which he found that intelligence consists of three main dimensions: processes, outputs, and content that includes behavioral content, which takes the form of the ability to understand others, their feelings and behaviors, and the possibility of social interaction(Sabbar, 2010). Emotional intelligence is a concept that attracted the thought of many writers and researchers in the psychological, administrative and social sciences, and the focus of this concept increased in line with the increasing difficulties, challenges and threats facing individuals working and organizations. Based on the increase of competition in order to maintain important human resources, which are the intellectual capital of these organizations, the need for it emerged as one of the capabilities that may be characterized by some individuals, whether leaders or workers(Al-Ghalbi & Ali, 2013). Many studies have confirmed that the excellence of leaders with a high level of emotional intelligence achieves them good results of performance within organizations. This stimulates the importance of enjoying emotional intelligence capabilities in the workplace, in order to emphasize the importance of emotional intelligence for the manager, and when looking at the concept of emotional intelligence. It turns out that each individual has emotions, and these emotions may be or negative, and that the goal of emotional intelligence is not the work of these emotions, but rather understand them positively. They are identified because the

awareness and management of these emotions maximizes the promotion of success in practical and scientific life, and the working individual must invest these emotions and govern them in a way that improves his performance at work and the completion of the tasks entrusted to him(Khalaf & Dawood, 2020). The following table presents a set of definitions of emotional intelligence according to the opinions of a group of researchers:

A set of definitions of emotional intelligence according to the opinions of a group of researchers

t	Researcher and Sunnah	Definition
1	(Zamka & Abdul-Qader, 2022)	A set of factors that include self-awareness, emotion management, self-development through the power of empathy, motivation and building strong relationships with others.
2	(Mahmoud & Khalaf, 2019)	The ability of the individual to understand himself and other individuals from his solutions and appreciate their feelings, and deal with them in a positive way and with the problems facing him on a daily basis.
3	(Dawkins, 2019)	A subset of social intelligence that includes the ability to observe and capture the feelings and emotions of others, differentiate between them and use this information to guide an individual's thinking and actions.
4	Obaidi and Freih, 2021	A set of abilities that motivate the self in the face of frustrations, control impulses and delay gratification, in order to successfully manage the mood of the individual and prevent sadness and distress from paralyzing the ability to think, empathy and hope

Source: Prepared by the researcher according to the sources contained therein.

As a result, the researcher defines emotional intelligence as a set of capabilities that include the ability to understand and perceive feelings, control and manage them, as well as the ability to understand the feelings of others, the ability to self-control and communicate with others and good behavior in various situations in order to achieve the best performance.

### **Second: the importance of emotional intelligence**

Emotional intelligence plays an important role in determining and evaluating the adequacy and success of the workforce, as it participates in addressing many events in various environments. It also gives a degree of compatibility between principles, social values and emotions, and this is what makes individuals feel emotional comfort and tranquility and the possibility of self-motivation, improving and developing close social relations, and that emotional intelligence raises the performance of workers in various organizations in general. It can be observed through the commitment of workers to work schedules and efficiency in completing the work entrusted to them and working in a team spirit(Al-Rubaie & Sakhr, 2021). The importance of emotional intelligence for managers lies in the fact that it gives them realism and confidence in understanding and realizing the difficulties and challenges. As a result, they will constantly develop and improve and be able to improve the quality, quality and speed in the performance of their work that can mature from their results, so they in particular need a distinct and high emotional efficiency because they represent the organization in front of the external audience and interact with a larger number of individuals inside and outside the organization(Al-Abro & Abdullah, 2016). Emotionally intelligent managers are more capable and capable of solving problems and challenges in the work



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environment, as they are considered one of the best negotiators and leaders, and that emotional intelligence is an effective way to determine leadership capabilities, because the qualities that constitute good leadership, which is decisiveness, empowerment of others, openness and the ability to change are all qualities that reflect aspects of emotional intelligence (Al-Taie & Al-Atwi, 2010). Many studies and scientific research have confirmed that emotional intelligence is more important than general or cognitive intelligence in most roles, especially in leadership roles and business performance, and that the importance of emotional intelligence lies in the following:

1. There is a close relationship between emotional intelligence and physical health, as emotionally intelligent people are less likely to develop diseases.
2. Leaders with emotional intelligence possess good abilities to collectively motivate others by influencing and controlling employees (Al-Issawi, 2020).
3. The connection of feelings, personality and innate moral predisposition are sufficient facts to indicate that moral attitudes stem from emotional ability.
4. Emotional intelligence represents a rule that makes the individual more efficient (Al-Rubaie & Sakhr, 2021).
5. It helps in stabilizing human relations between the workforce in the organization and increases the rates of behavior control and emotion, and motivates workers to increase their motivation towards work.
6. Studies have shown that 90% of the skills needed to succeed in leadership are emotional and social skills (Zamka & Abdul-Qader, 2022).

### **Third: Emotional intelligence.**

There is general agreement by researchers and those interested in the field of emotional intelligence that there are at least three models spread and circulating with several variables for each model. The first model Salovey & Mayer was formed in light of the initial research of the concept of emotional intelligence (the field of education), the second is Bar-On in the framework of personal safety and mental ability (the field of health), the third is Goleman who was interested in the field of business, performance and leadership (organizational field). It is noted that most of the studies that dealt with emotional intelligence relied on the dimensions of the third model of emotional intelligence represented (self-awareness, self-management, social awareness, social relations). As a result of the popularity and comprehensiveness of this model in measuring emotional intelligence in all areas, which is one of the mixed models, we will use in the current study those dimensions (Al-Abro & Abdullah, 2016).

1 **Self-awareness:** means self-confidence and good management. We need to always know our strengths and weaknesses in a realistic way, and we take this experience as a basis to determine our abilities, and we need to learn how to recognize our feelings. We must differentiate between disorder, nervousness, depression, loneliness, hunger and others, this realistic understanding of the self makes us more sufficient in managing it and makes our actions more correct (Jamal, 2015). Self-understanding is the crucial stage as it determines the path of the individual in his journey on earth, and includes the ability to observe his feeling moment by moment, which is the basis that supports all the qualifications of

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emotional intelligence, (Saleh et al., 2010: 255). It is defined as the ability of the individual to recognize his emotions and emotions and awareness of them, as well as to distinguish between emotions and sensations, as it represents the basis on which a person relies in making decisions in the affairs of his life and overall affairs(Yahya, 2015).

**2 . Self-management:** this refers to the extent to which the individual can control his emotions, motives and resources, and includes keeping obstructive motives during his termination, highlighting honesty, integrity and flexibility in times of change and maintaining orientation in the direction of good performance and exploiting opportunities, as well as remaining optimistic even after failure. In other words, it is the individual's ability to use self-awareness in organizing the rational and emotional processes of the mind in a balanced manner, (Al-Abbru and Abdullah, 2016: 20) . Yet, the first step is to understand oneself as listening to our feeling and learning from it, the second step is to manage this feeling so that it works well, and that self-management means the ability to issue a decision and careful thinking before doing any action, and the ability to control individual behavior. It constitutes along with self-understanding the essential capabilities that make individuals stars in performance, as expressed by the control of anger and sadness(Al-Issawi, 2020).

**3. Social awareness:** Human beings are social by nature and their interactions with others, which is a major aspect of the human experience, and in many situations the ability to form and maintain relationships with others depends on adequate social skills and knowledge of social rules and etiquette of behavior that governs traditional standards of behavior, Mahmoud and Khalaf, 2019: 20). Social awareness is the ability to recognize how others feel and deal with them according to their emotional responses, as well as basic traits and sensitive interaction with cultures and environments(Sabbar, 2010). This dimension is often called empathy, which involves entering into an emotional dialogue with others, and obtaining the true appearance of their thought processes. It includes understanding the condition of other individuals, paying attention to their emotions, and identifying their needs before announcing them(Al-Tantawi, 2014).

**4. Social relations:** It is the ability to deal with the feelings of others in an effective way and manage social relations, and includes sub-capabilities such as the ability to manage change effectively, build a team and the ability to persuade, influence and manage conflict, (Al-Issawi, 2022: 19). It also refers to directing the feelings of others by inspiring them, influencing their beliefs and feelings to develop their abilities, resolve conflicts and build strong personal relationships, that is, it represents the product of the previous dimensions of social intelligence, which determines the benefit from emotional intelligence in achieving the desired goals through continuous improvement of relationships with others(Al-Abro & Abdullah, 2016).

#### **Fourth: The concept of employee performance.**

Performance in the language from a source of lead is the thing performed, and the noun performance performed the work done, either idiomatically means scientific results, achievements, or the work done by the workforce(Sabah, 2019). The success of organizations is related to the adequacy of their workforce, so researchers have paid attention to the concept of performance because of its importance for individuals and the organization alike.

Organizations try to improve the performance of their employees by training and motivating them to reach their goals and according to specific standards, and some researchers are interested in the economic aspect in determining the dimensions of performance, while others depend on taking into account the organizational and social aspect(Al-Azzawi, 2021). Performance usually refers to the level of achievement and completion of the tasks constituting the individual's job, which reflects the way in which the individual achieves or satisfies the needs of the job, and often there is an overlap between performance and effort, the effort refers to the energy exerted, either performance is measured on the basis of the results achieved by the individual(Al-Sayrafi, 2007).

The effectiveness of any organization is related to the adequacy of the human resource and its ability to work and its desire, being the influential element in the use of available material resources. Also, the administration depends on increasing its outputs, whether service or productivity, to rationalize the use of available resources, especially human ones. This is the main problem facing organizations in the extent of their ability in the control, diagnosis and use of factors and determinants that positively affect the behavior of employees who naturally represent the ability to work in the organization(Abu-Jalida, 2018). The following is a set of definitions of employee performance according to a group of researchers:

Table (1) Employee performance definitions according to a number of researchers

Definition	Researcher and Sunnah	t
The level and ability of human resources in accomplishing the work requirements that have been directed by their line manager, according to a set of indicators, including loyalty, achievement, responsibility, honesty, work and obedience.	(Chandra, 2016)	1
A set of outputs or the amount of production per individual worker estimated in a certain unit of time, and represents a reflection of the extent of his ability or not to achieve the goals related to his work, whatever the nature of this work .	Ice, 2018	2
The interaction of the employee's behavior and that behavior is determined by the interaction of the effort and capabilities of the employee in the organization.	(Ismail, 2019)	3
The process by which managers in management ensure that the processes, events, activities and productivity of employees are consistent with the goals of the organization.	(Salman & Saleh, 2018)	4
The outputs or quantity of production per worker are estimated in a specific unit of time, and represents a reflection of the extent of his ability or not to achieve the goals related to his work, whatever the nature of this work.	(Shields et al., 2015)	5

Source: Prepared by the researcher according to the sources contained therein.

The researcher defines the performance of employees as the implementation of the workforce duties and tasks entrusted to them, in accordance with the powers predetermined by the senior management of the organization in order to achieve the requirements of the jobs they occupy.

**Fifth: The importance of the performance of employees.**

The subject of the performance of employees occupies an important place within organizations as the final outcome of the total work and activities at the level of individuals, the organization and the state. This is because the organization is more continuous and



durable when the performance of the workforce is outstanding. It can be said that the interest of management and the leadership of the organization in the level of performance often exceeds the interest of workers so, as the organization that is able to skip some stage of growth and enter a more advanced stage, as this depends on the levels of Performance(Ali, 2021). The topic of employee performance is very important for business organizations, by paying attention to the individual worker, training them, enhancing their abilities and motivating them, and then constantly monitoring their performance from reaching the desired goals. Accordingly, training, development and motivating the workforce to perform better is a strong fulcrum in human resources management in all organizations of all kinds and activities(Alou, 2021). Performance is also a center for determining the success or failure of organizations in their decisions and one of the methods through which the organization can identify and evaluate its various internal work, show its strengths and weaknesses, and assess its performance compared to the performance of other competing organizations that apply the same activities in the same field(Al-Azzawi, 2021). Also, organizations attach great importance to the performance of employees and this importance can be discussed through the main dimensions of the following:

**1. Theoretically:** All organizations or administrative organizations contain the contents and connotations of performance, whether implicitly or directly, and the reason for this is that performance represents a time test of the strategy followed by the administration.

**2. From an administrative point of view:** it appears clearly through the size of the great and distinguished interest by the departments of organizations in performance and its results and the transformations that take place in them depending on the results of outstanding performance.

**3. Empirically:** the importance of performance is shown by the use of most studies and strategic management research to test the different strategies and processes resulting from them

#### **Sixth: Dimensions of the performance of employees.**

The main measure on which the workforce management and the results of its achievement are based is the extent of its participation in the implementation of optimal levels of effectiveness of the organizational behavior of the organization. The success of these strategies basically means good human organizational performance, which leads to the achievement of the organization's goals and general strategies(Ibrahim, 2015). It is clear by addressing the performance of employees that there are no specific dimensions of performance by researchers, so the researcher relied on the presentation of dimensions by reviewing sources and studies. Previous research included a number of researches that approach the reality of emotional intelligence and the extent of its impact on the performance of workers that will be measured in the practical side of the research(Al-Azzawi, 2021), which are the following:

**1. The quality of the work performed:** One of the most important features of organizations in general is the quality of the service they provide. These cases require knowledge of the quality of service provided to a worker, regardless of the speed of performance, and it must be noted here that the use of production quality standards must include a specific definition of quality(Nairat, 2022). In addition, the quality of work is a major element of growth and progress for employees, and the desire and ability of the individual worker must be available in order to be able to From mastering work. So, the elements of desire and ability are the determinants of the quality of the work performed, because the ability requires skill and knowledge, and the desire is related to the material and social working conditions and the requirements of individuals, so the material fields are no longer the only determinant of the quality of work(Abu-Juma'a & Al-Maghrabi, 2021). Quality also means the degree of accuracy, creativity and degree of conformity of energy exerted to specific qualitative characteristics, and within this field involves matching the performance results to the specifications approved by the organization or within international specifications, as well as determining the absence of performance from errors during completion, as well as measuring the degree of ingenuity and workmanship during the performance provided(Younis & Ali, 2017). The quality of work is an active system for the implementation of completion between all the efforts of members and groups within the organization, which undertakes to build, improve and maintain that quality in a way that can provide the service at the lowest cost while achieving satisfaction for the parties dealing. This is consistent with the concept of effectiveness in its public field, whether at the level of individuals or the organization(Ibrahim, 2015).

**2. Commitment:** The concept of commitment in the field of management, which emerged at the end of the first half of the twentieth century, by emphasizing the importance of the workforce as the basic determinants of work in institutions. Also, the working individuals have feelings towards the organization, including harmony with its goals, and then the need to discover and determine the nature of communication between the individual worker and the organization in which people works and the level of their desire to join and continue to work. This is because the accurate diagnosis of the levels of Commitment is one of the main indicators to predict the behavior of the future workforce within the organization, and then avoid negative behaviors represented in absence, evasion, late work, low job satisfaction scores, high turnover rates, and others(Haroush & Rafiqa, 2015). The obligation is defined as a mutual exploitation between the individual worker and the organization by continuing the contractual and alliance relationship between them. This relationship includes a sound behavior on the part of the individual worker towards the organization, and the aspects of commitment to the workforce are the following:

- Participating in some organizational events such as attending meetings, seminars and meetings, providing advice and consultations, performing unrequired work, and others.
- The individual's willingness to work in inappropriate conditions without resentment or fanaticism.
- Obeying the rules and regulations of the organization's work, regulations and procedures.

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- Practicing more activities is required and determined by the desire of the individual worker to remain working within the organization, (Younis and Ahmed, 2017: 4).

**3. The amount of work done :** determines a large amount of work that is implemented in a certain period of time. So, it shows the relationship between the amount of work and the time related to this performance, and is called the time rate of work and must not exceed the work done capabilities and potential of the workforce. At the same time, it is not less than their potential and capabilities because that means slow implementation of the amount of work, and this is what afflicts workers hesitation and laxity causing problems in the future in the weak ability to implement activities and work at the required speed. So it is preferable to agree on the size and quantity of work performed as an incentive to achieve a permissible rate of growth in average performance commensurate with the experiences acquired by the individual worker and the facilities and training, which are one of the most important indicators on which work performance is based (Al-Wahaibi, 2022). It means the amount of work that an individual can carry out on the usual occasions of work during a certain unit of time, through the effort and muscular and intellectual energy spent during the performance of that work, explaining the speed of performance of the energy exerted and then the amount of work done (Abu-Jalida, 2018).

### **The third topic (the practical side)**

#### **Chapter Three**

#### **Applied side**

#### **First: - Description of the study sample**

##### **1- Study sample:**

The study sample included managers and officials of the administrative divisions at Maysan University. In this work, (200) questionnaire forms were distributed to working managers, and (184) questionnaires were retrieved, which means that the percentage of returned forms reached about 95%, which is a very high percentage.

##### **2- Sample collection method:**

The researcher used the simple random sample method in distributing the questionnaire forms to Maysan University (departments, colleges, centers and assistants to the president at the university) assuming that the community is homogeneous. Then the appropriate sample was withdrawn, where the sample size reached (200) questionnaires, which represented the study population.

##### **3- Statistical indicators:**

The researcher relied in statistical analysis on the data and information obtained from the research according to the five-point Likert scale, and some statistical indicators were used to suit the research hypotheses and questions,

**Note**

The significant value (sig.) was adopted in the test of research hypotheses instead of tabular values due to the accuracy of the results calculated from the significant value (sig. ).

It should be noted here that all these indicators have been calculated by the program of the statistical package for the social sciences (SPSS V26).

**Second: Authenticity of the questionnaire:**

**A- Stability measurement:** To measure the stability of the measurement tool for the combined dimensions, we used the stratified alpha coefficient, which classifies the values of the stability coefficient into three levels. The values higher than (70%) are considered high-level, and the values that are between (40%-70%) are considered average level, while they are low if the value of the stability coefficient is less than (40%), and Table (1) shows the results of the Cronbach alpha coefficient test for each dimension and the stratified alpha coefficient for the combined dimensions, in the researched organization.

**Table (1) Measurement of stability for the dimensions of the study individually and completely**

Basic variables	Dimensions	Phrases	Cronbach Alpha Laboratories For each dimension $\alpha_i$	Alpha Stratified Coefficient for the combined dimensions $\alpha_{st}$
Emotional intelligence	Self-understanding	X1-X5	0.876	0.970
	Self-management	X6-X10	0.850	
	Social understanding	X11-X15	0.880	
	Social relations	X16-X20	0.849	
Employee performance	Quality of work done	Z21-Z25	0.863	
	Commitment	Z26-Z30	0.839	
	Amount of work done	Z31-Z35	0.820	

Table (1) prepared by the researcher based on the results of the statistical analysis program SPSS V26

From the observation of the results in Table (1), we find that the value of the stratified alpha coefficient reached (0.970), which is greater than (0.70), and this indicates the stability strength of the studied dimensions and the questionnaire in general.

**B- Impartiality test:** It means that the researcher does not interfere in or influence the answers, if he seeks to obtain the forms in a complete and indicative manner from the individuals of the research sample. This happens after they were distributed to them, and then retrieve them without any intervention except in the case of clarification or misunderstanding of the questions.

**C-Internal consistency test:** Internal consistency is defined as the correlation between questions within one dimension, and internal consistency answers the question (whether the questions are highly saturated on the dimension that they are). Also, internal consistency is measured through the average correlation coefficients (absolute) between pairs of correlations for questions within one dimension, and sources indicate that if the value of this average is greater than or equal to (0.3). This indicates the existence of internal consistency. The two tables (1.) and (2) show the results of the internal consistency test for the main and sub-variables under study respectively, as follows:

**Table 2 Internal consistency values at the level of sub-dimensions of the main variables**

Inter-Item Correlations						
Basic variables	Sub-dimensions	Mean	Minimum	Maximum	Variance	N of Items
Emotional intelligence	Self-understanding	0.786	0.765	0.809	0.002	5
	Self-management	0.835	0.616	0.775	0.005	5
	Social understanding	0.82	0.754	0.799	0.007	5
	Social relations	0.788	0.664	0.7605	0.001	5
Employee Performance	Quality of work done	0.831	0.786	0.796	0.003	5
	Commitment	0.804	0.726	0.777	0.008	5
	Amount of work done	0.81	0.735	0.76	0.007	5

From the results of Table (2), we have an internal consistency at the level of each dimension of the main variables studied, in terms of the absolute value of the arithmetic mean of the correlations (Mean), which all appeared greater than (0.3).

**Table 3 Internal consistency values at the level of key variables**

Inter-Item Correlations					
	Mean	Minimum	Maximum	Variance	N of Items
Emotional intelligence	0.676	0.782	0.542	0.003	20
Employee Performance	0.682	0.789	0.602	0.001	15

From the results of Table (3) mentioned above, we have an internal consistency at the level of each of the main variables studied, in terms of the absolute value of the arithmetic mean of the correlations (Mean), which all appeared greater than (0.3).

**Third: Description and diagnosis of variables:**

**First: Description and diagnosis of the dimensions of emotional intelligence:** Here, the researcher will address the description of each dimension of emotional intelligence and



diagnose it according to the perception of the individuals surveyed by inferring percentages, frequencies, arithmetic media, standard deviations and response ratios, as follows:

**Table (4) Statistical indicators of the dimensions of emotional intelligence**

Response Rate %	Coefficient of variation	Standard deviation	Arithmetic mean	Response Scale										Variable code	Variable name
				I strongly agree		agree		neutral		I don't agree		I strongly disagree			
				%	number	%	number	%	number	%	number	%	number		
59.44	96.15	2.86	2.97	34.78	64	41.30	76	14.13	26	9.24	17	0.54	1	X1	Self-understanding
56.77	95.94	2.72	2.84	19.57	36	55.98	103	12.50	23	11.41	21	0.54	1	X2	
56.53	96.62	2.73	2.83	23.91	44	45.11	83	20.11	37	9.78	18	1.09	2	X3	
55.81	96.96	2.71	2.79	23.91	44	40.22	74	25.00	46	9.78	18	1.09	2	X4	
56.13	97.31	2.73	2.81	27.72	51	34.78	64	26.63	49	9.78	18	1.09	2	X5	
58.95	95.64	2.82	2.95	29.35	54	46.74	86	17.39	32	4.89	9	1.63	3	X6	Self-management
58.39	94.26	2.75	2.92	20.65	38	56.52	104	19.02	35	3.26	6	0.54	1	X7	
56.53	97.18	2.75	2.83	26.63	49	40.76	75	21.20	39	9.78	18	1.63	3	X8	
59.60	95.60	2.85	2.98	32.61	60	44.57	82	15.76	29	5.98	11	1.09	2	X9	
60.00	94.86	2.85	3.00	32.07	59	45.11	83	18.48	34	3.80	7	0.54	1	X10	
59.03	94.61	2.79	2.95	25.00	46	53.26	98	16.85	31	4.35	8	0.54	1	X11	Social understanding
57.50	95.66	2.75	2.88	22.28	41	52.72	97	16.30	30	7.61	14	1.09	2	X12	
56.61	96.08	2.72	2.83	21.20	39	48.91	90	22.28	41	5.43	10	2.17	4	X13	
55.89	96.41	2.69	2.79	21.20	39	45.11	83	23.91	44	8.70	16	1.09	2	X14	
54.68	97.15	2.66	2.73	20.11	37	41.85	77	25.54	47	11.41	21	1.09	2	X15	
58.31	95.05	2.77	2.92	24.46	45	50.00	92	20.65	38	3.80	7	1.09	2	X16	Social relations
58.06	95.24	2.77	2.90	23.37	43	51.63	95	19.57	36	3.80	7	1.63	3	X17	
55.97	96.01	2.69	2.80	19.02	35	48.37	89	25.54	47	4.89	9	2.17	4	X18	
55.40	96.84	2.68	2.77	18.48	34	50.00	92	20.65	38	8.15	15	2.72	5	X19	
53.23	99.87	2.66	2.66	21.20	39	38.59	71	24.46	45	9.24	17	6.52	12	X20	
57.14	96.17	2.74	2.85	24.37		46.57		20.29		7.25		1.49		General rate	
				70.94				20.29		8.74				Total	

**Source: Table prepared by the researcher based on the outputs of the SPSS V.26 program**

Table (4) indicates that the dimensions of the emotional intelligence axis are represented by the sub-variables (X1-X20) with a response rate of (57.14%) and this is reinforced by the arithmetic mean value of (2.85) with a standard deviation of (2.74). The highest percentage of answers was recorded at the scale (agree, strongly agree) for the dimension of self-management, as it amounted to (60.00) and one of the variables that contributed to enriching this ratio was the variable (X10) and this is reinforced by the value of the arithmetic mean of (3.00) with a standard deviation of (2.85), which states (I admit my mistakes and I have the ability to apologize for them if necessary).). While the lowest contribution rate for the sub-variables of the social relations dimension of the variable was (X20) in terms of the value of

the arithmetic mean and standard deviation, it amounted to (2.66) and (2.66) respectively, with a response rate of (53.23%), which states (I keep calm even when others bother me with their questions).

**Second: Description and diagnosis of the dimensions of the performance of employees:** Here, the researcher will address the description of each dimension of the performance of employees and diagnose it according to the perception of the individuals surveyed by inferring percentages, frequencies, arithmetic media, standard deviations and response ratios, as follows:

**Table (5) Statistical indicators of the dimensions of the performance of employees**

Response Rate %	Coefficient of variation	Standard deviation	Arithmetic mean	Response Scale										Variable code	Variable name
				I strongly agree		agree		neutral		I don't agree		I strongly disagree			
				%	number	%	number	%	number	%	number	%	number		
58.31	95.05	2.77	2.92	24.46	45	50.00	92	20.65	38	3.80	7	1.09	2	X21	Quality of work done
58.06	95.24	2.77	2.90	23.37	43	51.63	95	19.57	36	3.80	7	1.63	3	X22	
55.97	96.01	2.69	2.80	19.02	35	48.37	89	25.54	47	4.89	9	2.17	4	X23	
55.40	96.84	2.68	2.77	18.48	34	50.00	92	20.65	38	8.15	15	2.72	5	X24	
53.22	99.87	2.54	2.88	21.20	39	38.59	71	24.46	45	9.24	17	6.52	12	X25	
57.50	97.44	2.80	2.88	26.09	48	51.09	94	12.50	23	4.89	9	5.43	10	X26	Commitment
56.94	97.67	2.78	2.85	28.26	52	41.30	76	20.65	38	5.43	10	4.35	8	X27	
55.24	97.28	2.69	2.76	19.57	36	46.74	86	24.46	45	4.89	9	4.35	8	X28	
57.50	95.87	2.76	2.88	22.83	42	51.63	95	17.93	33	5.43	10	2.17	4	X29	
56.13	96.88	2.72	2.81	22.28	41	46.20	85	21.74	40	7.07	13	2.72	5	X30	
59.11	95.62	2.83	2.96	29.35	54	48.37	89	15.22	28	5.43	10	1.63	3	X31	Amount of work done
56.69	97.38	2.76	2.83	24.46	45	48.37	89	15.76	29	7.61	14	3.80	7	X32	
56.85	97.99	2.79	2.84	25.00	46	51.09	94	11.96	22	5.98	11	5.98	11	X33	
55.24	98.09	2.71	2.76	23.37	43	40.76	75	25.54	47	5.43	10	4.89	9	X34	
55.16	97.98	2.70	2.76	21.20	39	45.11	83	23.37	43	4.89	9	5.43	10	X35	
56.48	97.01	2.74	2.82	23.26		47.28		20.00		5.79		3.65		General rate	
				70.54				20.00		9.44				Total	

**Source: Table (5) prepared by the researcher based on the outputs of the SPSS V.26 program**

Table (5) means that the dimensions of the axis and the performance of the employees are represented by the sub-variables (X21-X35) with a response rate of (56.48%) and this is reinforced by the arithmetic mean value of (2.82) with a standard deviation of (2.74). The highest percentage of answers was recorded at the scale (agreed, strongly agreed) for the dimension of the amount of work done, as it amounted to (59.11) and one of the variables that contributed to enriching this ratio was the variable (X31) and this is reinforced by the value of the arithmetic mean of (2.96) with a standard deviation of (2.83), which states (the organization determines the dynamics of operational productivity according to market conditions and competition environments).). Yet, the lowest contribution percentage for the

sub-variables was for the dimension of the quality of the work performed for the variable (X25) in terms of the value of the arithmetic mean and standard deviation, which amounted to (2.88) and (2.54) respectively. Its response rate was (53.22%), which states (the organization has flexibility in the face of unexpected changes in the quality of work performed in the competitive environment).

**Hypothesis testing**

**First: The first main hypothesis: There is a statistically significant correlation between the dimensions of emotional intelligence and the performance of workers.**

The results of the statistical analysis shown in Table (5) showed that there is a statistically significant correlation between emotional intelligence and the performance of employees, in terms of the value of the correlation coefficient that appeared equal to (0.855). This value is significant based on the probability value (Sig. (2-tailed) that appeared equal to (0.000) which is less than (0.01). That is, the more emotional intelligence is adopted in the organization studied, the more it will increase the performance of its employees.

Based on this result, the null hypothesis will be rejected and its alternative accepted, which states that "**there is a correlation and moral relationship between the dimensions of emotional intelligence and the performance of employees in the organization studied.**"

**Table ( 6 ) Values of the correlation coefficient between the dimensions of emotional intelligence and the performance of workers**

Link		Employee Performance
Emotional intelligence	Pearson Correlation	0.855
	Sig. (2-tailed)	0.000
	N	184

**Source: Table (6) prepared by the researcher based on the outputs of the SPSS V.26 program**

It is divided into the following sub-hypotheses:

**1- The first sub-hypothesis: There is a statistically significant correlation between self-understanding and the performance of workers.**

The results of the statistical analysis shown in Table (4) related to the statement of a correlation between the dimension of self-understanding and the performance of employees and its dimensions (quality of work performed), (commitment) and (quantity of work completed) as follows:

The existence of a correlation and significance between the dimension of self-understanding and the performance of employees and its dimensions (quality of work performed), (commitment) and (quantity of work performed) was achieved in terms of the values of the correlation coefficient that appeared equal to (0.693), (0.686), (0.615), (0.740) respectively. These values are significant based on the p-value (Sig. (2-tailed)) which appeared equal to (0.000), (0.000), (0.000), (0.000), (0.00) and is less than (0.01) and this means that it is very significant.

**Table (7) Values of the correlation coefficient between the performance of employees and its dimensions and after self-understanding**

Link					
		Quality of work done	Commitment	Amount of work done	Employee Performance
<b>Self-understanding</b>	Pearson Correlation	0.693	0.686	0.615	0.740
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	184	184	184	184

**Source:** Table prepared by the researcher based on the outputs of the SPSS V.26 program.

**2- The second sub-hypothesis: There is a statistically significant correlation between self-management and the performance of employees.**

The results of the statistical analysis shown in Table (5) related to the statement of a correlation between the dimension of self-management and the performance of employees and its dimensions (quality of work performed), (commitment) and (quantity of work completed) as follows:

The existence of a correlation and significance between the dimension of self-management and the performance of employees and its dimensions (quality of work performed), (commitment) and (quantity of work performed) was achieved in terms of the values of the correlation coefficient that appeared equal to (0.423), (0.438), (0.340), (0.446) respectively. These values are significant based on the probability value (Sig. (2-tailed)) which appeared equal to (0.000), (0.000), (0.000), (0.000), (0.00) and is less than (0.01) and this means that it is very significant.

**Table (8) Values of the correlation coefficient between the performance of employees and its dimensions and after self-management**

Link					
		Quality of work done	Commitment	Amount of work done	Employee Performance
<b>Self-management</b>	Pearson Correlation	0.423	0.438	0.340	0.446
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	184	184	184	184

This Table is prepared by the researcher based on the outputs of the SPSS V.26 program.

**3- The third sub-hypothesis: There is a statistically significant correlation between social understanding and the performance of workers.**

The results of the statistical analysis shown in Table (5) related to the statement of a correlation between the dimension of social understanding and the performance of employees and its dimensions (quality of work performed), (commitment) and (quantity of work completed) as follows:

The existence of a correlation and significance between the dimension of social understanding and the performance of employees and its dimensions (quality of work performed), (commitment) and (quantity of work done) was achieved in terms of the values of the correlation coefficient that appeared equal to (0.690), (0.685), (0.679), (0.760) respectively. These values are significant based on the p-value (Sig. (2-tailed)) which appeared equal to (0.000), (0.000), (0.000), (0.000), (0.00) and is less than (0.01) which means that it is very significant

**Table (9) Values of the correlation coefficient between the performance of employees and its dimensions and the dimension of social understanding**

		Link			
		Quality of work done	Commitment	Amount of work done	Employee Performance
Social understanding	Pearson Correlation	0.690	0.685	0.679	0.760
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	184	184	184	184

**Source: Table prepared by the researcher based on the outputs of the SPSS V.26 program.**

**4- The fourth sub-hypothesis: There is a statistically significant correlation between social relations and the performance of workers.**

The results of the statistical analysis shown in Table (10) related to the statement of a correlation between the dimension of social relations and the performance of employees and its dimensions (quality of work performed), (commitment) and (quantity of work completed) as follows:

The existence of a correlation and a significant relationship between the dimension of social relations and the performance of employees and its dimensions (quality of work performed), (commitment) and (quantity of work done) was achieved in terms of the values of the correlation coefficient that appeared equal to (0.775), (0.755), (0.666), (0.815) respectively, and these values are significant based on the p-value (Sig. (2-tailed)) which appeared equal to (0.000), (0.000), (0.000), (0.000), (0.00). It is less than (0.01) and this means that it is very significant.



**Table (10) Values of the correlation coefficient between the performance of employees and its dimensions and the dimension of social relations**

		Link			
		Quality of work done	Commitment	Amount of work done	Employee Performance
Social relations	Pearson Correlation	0.775	0.755	0.666	0.815
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	N	184	184	184	184

This Table is prepared by the researcher based on the outputs of the SPSS V.26 program.

**Second - the second main hypothesis: there is a statistically significant moral effect of the dimensions of emotional intelligence in the performance of workers**

The content of this analysis reflects the test of the second main research hypothesis. It provides for a statistically significant moral effect of the dimensions of emotional intelligence in the performance of employees in the organization surveyed. It is clear from Table (11) that there is a statistically significant significant effect of the dimensions of emotional intelligence in the performance of employees in the organization surveyed, where the value of (F) favoritism (37.622), which is higher than its tabular value of (4.279) at two degrees of freedom (1, 48) at the level of significant (0.05) where the value of P-value is equal to (0.000) which is less than 0.05 and the value of R2 is equal to (0.453). This means that emotional intelligence has interpreted the percentage (43.7%) of the changes in the performance of workers has reached the values of the coefficient of determination (0.560) any increase variable. The performance of workers is one unit of standard deviations will lead to an increase in emotional intelligence by 56% of the standard deviation unit, and this means rejecting the null hypothesis and accepting the alternative hypothesis. This means that there is an impact between emotional intelligence and the performance of workers, meaning that the performance of workers in the organization surveyed depends on its adoption of the dimensions of the sensorin emotional intelligence.

**Table ( 11 ) The effect of emotional intelligence (combined) on the performance of employees**

F		R2	Employee Performance		Independent variable Dependent variable
Tabular	Calculated		B1	Bo	
4.279	37.622	0.453	0.560 (5.624)	0.890	Emotional intelligence

This Table is prepared by the researcher based on the outputs of the SPSS V.26 program. Indicates the calculated t-value  $df(1,48) N=50 P < 0.05$

As for the sub-hypotheses of the existence of influence relationships for each dimension of emotional intelligence in the performance of employees in the organization surveyed

presented by the data of the table ( 11). This table includes an impact for each dimension of the emotional intelligence in the performance of workers, and in varying proportions through the follow-up of the values of the coefficients ( $\beta$ ) and test (t) for them it is clear that the first dimension (self-understanding) more influential dimensions in The performance of employees by (0.643). Also, the value of (t) calculated for it amounted to (5.617), which is greater than its tabular value (1.680), which is a significant value at a significant level (0.05), the dimension (social understanding) appeared by the least impact of (0.449) and the calculated value (t) amounted to (3.465). It is a significant value when compared to the value of (T) tabular and the amount of (1.680) at a significant level (0.05) and thus the hypothesis of nothingness is rejected and the alternative hypothesis is accepted, which indicates the existence of a significant effect for each dimension of emotional intelligence (individually) in the performance of workers in the organization surveyed as shown in the following table:

**Table (12 ) The effect of each dimension of emotional intelligence on the performance of employees**

F		R2	Employee Performance		Dependent variable	
Tabular	Calculated		B1	Bo	Independent variable	
2.710	30.69	0.653	0.643	0.309 (5.617)	Self-understanding	Emotional intelligence
	10.37		0.512	0.407 (4.125)	Self-management	
	24.45		0.449	0.371 (3.465)	Social understanding	
	25.71		0.504	0.390 (4.051)	Social relations	

The above Table is prepared by the researcher based on the outputs of the SPSS V.26 program. It Indicates the calculated t-value N=50 P<0.05 df (4,45)

#### The fourth section

#### (Conclusions and recommendations)

##### First: conclusions.

1. Individual emotional intelligence can be the result of multiple motives, and these motives may be convincing or unclear.
2. The individual worker is considered one of the most important links in the organization, and his individual behavior within the organization affects the adequacy of its performance as a whole. Therefore, it is in the interest to know why, when, and how the individual behaves in productive work.
3. Through the results of the research, it was shown that there is an impact of all dimensions of emotional intelligence on the performance of employees, and this means that the dimensions of emotional intelligence have a major role in enhancing the quality of performance.

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**Second: Recommendations.**

1. Benefiting from emotional intelligence measures in measuring the degree of employee performance among administrative leaders working in the investigated university.
2. The researcher recommends that all industrial and service organizations pay attention to the dimensions of emotional intelligence, as it is the main center of gravity in understanding the nature of employees, and it also has a role in enhancing the quality of performance.
3. The university administration must work hard to enhance the job satisfaction of its employees, as it is reflected in the quality of performance at work.

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