


**THE EFFECT OF EMOTIONAL INTELLIGENCE ON MANAGER PERFORMANCE: A
FIELD STUDY IN THE GENERAL AUTHORITY FOR IRRIGATION AND RECLAMATION
PROJECTS IN BAGHDAD**

Areej Saad Hasan Abunaila ^A



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 28 April 2023</p>	<p>Purpose: the purpose of this study is to investigate how managers working for the General Authority for Irrigation and Reclamation Projects react to the impact of Emotional Intelligence (EI) on their performance .</p> <p>Theoretical framework: The current study includes an intellectual framework on two variables, namely EI and Manager Performance (MP), because it is essential to investigate the relationship between these two variables and the impact of EI on MP .</p> <p>Design/methodology/approach :The research problem is that a manager's capacity to make wise decisions about their work or interactions with subordinates is diminished when they have inadequate EI. The questionnaire is used as a tool for gathering data for the study, and the statistical program (SPSS.v25) is applied to process the data .</p> <p>Findings: The findings supported the main hypothesis of the study and demonstrated that positive thinking has a significant and statistically significant impact on self-esteem</p> <p>Research, Practical & Social implications: that managers work to control their emotions when faced with issues and situations that cause them to become angry, such as those brought on by work pressure or the shortcomings of some subordinates.</p> <p>Originality/value: There is no study that dealt with the measurement of variables as in our study in the environment of Iraq. Also, the results are considered useful to the study sample company, as they were applied for the first time at the level of variables in the sample examined.</p>
<p>Keywords:</p> <p>Emotional Intelligence, Manager Performance, Emotional Intelligence, Self-Understanding; Self-Management; Director's Performance.</p> <div data-bbox="172 1077 475 1317" style="text-align: center;">  </div>	<p>Doi: https://doi.org/10.26668/businessreview/2023.v8i5.1653</p>

**O EFEITO DA INTELIGÊNCIA EMOCIONAL NO DESEMPENHO DO GERENTE: UM ESTUDO DE
CAMPO NA AUTORIDADE GERAL PARA PROJETOS DE IRRIGAÇÃO E RECUPERAÇÃO EM
BAGDÁ**

RESUMO

Objetivo: o objetivo deste estudo é investigar como os gerentes que trabalham para a Autoridade Geral de Projetos de Irrigação e Recuperação reagem ao impacto da Inteligência Emocional (IE) em seu desempenho.

Referencial teórico: O presente estudo inclui um enquadramento intelectual sobre duas variáveis, nomeadamente a IE e o Desempenho do Gestor (MP), porque é essencial investigar a relação entre estas duas variáveis e o impacto da IE na MP.

Desenho/metodologia/abordagem: O problema de pesquisa é que a capacidade de um gerente de tomar decisões sábias sobre seu trabalho ou interações com os subordinados é diminuída quando eles têm IE inadequada. O questionário é utilizado como ferramenta de coleta de dados para o estudo, e o programa estatístico (SPSS.v25) é aplicado para processar os dados.

^A Lecturer at Department of financial and Banking Sciences, College of Administration and Economics, University of Baghdad, Iraq. E-mail: areej.s.h@ihcoedu.uobaghdad.edu.iq Orcid: <https://orcid.org/0000-0003-0612-3549>



Resultados: Os resultados apoiaram a hipótese principal do estudo e demonstraram que o pensamento positivo tem um impacto significativo e estatisticamente significativo na autoestima.

Pesquisa, implicações práticas e sociais: que os gerentes trabalham para controlar suas emoções quando se deparam com problemas e situações que os deixam com raiva, como as provocadas pela pressão do trabalho ou pelas deficiências de alguns subordinados.

Originalidade/valor: Não há nenhum estudo que trate da medição de variáveis como em nosso estudo no ambiente do Iraque. Além disso, os resultados são considerados úteis para a empresa da amostra do estudo, pois foram aplicados pela primeira vez ao nível das variáveis na amostra examinada.

Palavras-chave: Inteligência Emocional, Desempenho do Gerente, Inteligência Emocional, Autocompreensão, Autogestão, Desempenho do Diretor.

EL EFECTO DE LA INTELIGENCIA EMOCIONAL EN EL DESEMPEÑO DE LOS GERENTES: UN ESTUDIO DE CAMPO EN LA AUTORIDAD GENERAL PARA PROYECTOS DE IRRIGACIÓN Y RECUPERACIÓN EN BAGDAD

RESUMEN

Propósito: el propósito de este estudio es investigar cómo los gerentes que trabajan para la Dirección General de Proyectos de Irrigación y Recuperación reaccionan al impacto de la Inteligencia Emocional (IE) en su desempeño.

Metodología: El problema de investigación es que la capacidad de un gerente para tomar decisiones acertadas sobre su trabajo o interacciones con subordinados se ve disminuida cuando tienen una IE inadecuada. El cuestionario se utiliza como herramienta de recopilación de datos para el estudio y se aplica el programa estadístico (SPSS.v25) para procesar los datos.

Conclusiones: Los hallazgos apoyaron la hipótesis principal del estudio y demostraron que el pensamiento positivo tiene un impacto significativo y estadísticamente significativo en la autoestima.

Implicaciones de la Investigación: que los gerentes trabajen para controlar sus emociones cuando se enfrenten a problemas y situaciones que les provoquen enojo, como las provocadas por la presión laboral o las deficiencias de algunos subordinados.

Palabras clave: Inteligencia Emocional, Desempeño Directivo, Inteligencia Emocional, Autocompreensión, Autogestión, Desempeño Directivo.

INTRODUCTION

Emotions are a crucial component of human conduct, and they help shape the personality of a person, and the manager has a crucial role in the success of any firm and must possess numerous abilities to accomplish that success. Managers vary in this regard; some have emotional maturity and are emotionally intelligent while interacting with and dealing with the rest of the people working for the organization, while others lack these qualities (Al-khoury et al., 2022). By relying on experience and practice, which have a significant impact on the development of these capabilities, and by avoiding emotion and anger, which is occasionally unjustified, the manager can develop his capabilities in containing cases, solving the problems he senses, and trying to maintain his composure in challenging situations (Nikkeh et al., 2022). As a result, the manager's EI is evidence of the caliber of his performance and his ability to create a conducive work environment, which raises the level of EI for the organization's employees and thereby increases feelings of loyalty to it, causing them to work as a team in

pursuit of the organization's goals (Al-tae & Flayyih, 2022). One of the crucial skills a manager needs to possess is EI since it helps him interact with staff members more successfully by enabling him to keep difficulties under control, increase their resolve, and make them happy and cheerful while working (Flayyih and Khiari 2022). The question that arises in this context is whether managers in our organizations possess EI and actually possess the capacity to interact with subordinates in a manner that inspires them to put in a lot of effort and fosters a sense of loyalty to the company, ultimately resulting in the achievement of its objectives. As for the low level of EI, it leads to a decrease in the manager's ability to make the right decisions, and this may even lead to resignation or dismissal due to the inability to control oneself and harshness with others. It can be said that the research problem includes two dimensions are The theoretical dimension of the problem because of the impact of EI on the manager's personality and dealings with his subordinates, and the role of this in developing the manager's, employees', and the organization's overall performance, and The **problem's** applied dimension: The following questions comprised the applied research problem are a) What is the EI level of department managers and employees at the General Authority for Irrigation and Reclamation Projects in Baghdad? b) Does managers' EI affect their performance and interactions with employees?. The following factors can be used to gauge the significance of the study:

First: Previous Iraqi studies that attempted to establish a link between EI and MP failed to take into account the significance of the EI variable in the current research as one of the contemporary keywords in management thought.

Second: Emphasizing the importance of EI for the manager's effectiveness.

The research problem includes two dimensions are The theoretical dimension of the problem because of the impact of EI on the manager's personality and dealings with his subordinates, and the role of this in developing the manager's, employees', and the organization's overall performance, and The problem's applied dimension: The following questions comprised the applied research problem are a) What is the EI level of department managers and employees at the General Authority for Irrigation and Reclamation Projects in Baghdad? b) Does managers' EI affect their performance and interactions with employees?. The following factors can be used to gauge the significance of the study:

First: Since the education sector (where the study is being done) is one of the most significant in Iraq, the value of applied research stems from the fact that it can produce recommendations that will strengthen the function of this industry.

Second: Understanding the type of connection between a manager's performance and EI.

Third: The researcher expects that the study's findings will offer some helpful advice regarding how to improve the EI skills of managers.

The following are the researcher's goals for this study:

1. Recognize the idea of EI, one of the cutting-edge management principles.
2. Determining whether the research sample possesses any EI abilities.
3. Examining how EI affects a manager's effectiveness.
4. Making ideas in this area and accumulating knowledge through follow-up study.
5. Determining the managers in the research sample's performance level.

LITERATURE REVIEW

Concept of Emotional Intelligence

It is the ability to deal with emotions skillfully and cleverly and use them as a source of human energy and to form relationships with others (Reed-Woodard & Clarke, 2000). It is the capacity to follow and observe one's own feelings and emotions as well as the feelings and emotions of others, to recognize those sentiments, and to utilize that realization to inform one's own thinking and behavior (Coope & Sawaf, 2000). The emotions and sentiments of others, he will be better able to rationalize his social and psychological life (David, 2007). EI refers to a person's capacity to control his or her own emotions as well as those of others, and to act in a way that is acceptable for the situation and others around them in order to maximize adaptability (Law et al., 2008).

Director's Performance

Performance is the end outcome of the actual practice of the many parts of the activity over a predetermined period of time in terms of quantity, type, and cost (Al-Othman, 2003). Performance can be defined as the conduct that a person exhibits when contributing to the achievement of the organization's goals, provided that this behavior is supported and encouraged by the management of the organization in a way that ensures quality and quality through training (El-Khanaq, 2005). It is the end result of an individual's efforts, which start with their capacities and knowledge of their roles and responsibilities. Accordingly, it may be said that performance is the result of a certain circumstance that is the end result of the interplay

between an individual's effort, ability, and realization of their significant role in the situation (Al-Amin & Yahya, 2016). We can express it as the level of efficiency shown by the managerial leader in the performance of his duties and job responsibilities during his tenure of office (Al-Muasher & Al-Hiti, 2004).

The Impact of EI on the Performance of the Leading Manager

Technical expertise and mental skills are essential to a manager's effectiveness as a leader at work. EI is crucial since it enables managers to perform at their absolute best in all areas of work within the company. EI also provides the manager with more flexibility and susceptibility to changes that occur within the surrounding environment. As a result, EI should assist individuals in managing their own emotions and creating a positive environment, reducing negative and confrontational behaviors (Ali et al., 2023). Motivation is closely related to EI, which is related to the third type of motivational behavior. Individuals with a positive attitude can overcome the negative effects of depression, frustration, and stress (Abu Al-Khair & Abushaira, 2018)

EI and management are two interconnected concepts, as a manager can receive extensive training and learn a variety of analytical techniques and skills. A leader, however, will be ineffective if he or she lacks EI. A manager with high EI can understand others, as well as adapt to their surroundings. A good manager also has social and personal skills that allow him to motivate and influence others. Organizations with high levels of EI among their members increase employee cooperation and thus productivity (Abass et al., 2022). EI is critical to managerial success for a variety of reasons, including the ability to recognize and manage one's emotions and consciousness in which they can enhance employees' confidence, increase their respect for them, and better understand subordinates' perceptions and expectations. Thus satisfies individual interests (Duckett, 2003).

Study of (Al-Zubaidi, 2010): the purpose of this study was to determine the degree to which leaders in the Iraqi banking industry possessed EI skills as well as the effects of EI and transformational leadership styles on the performance of the company. The total number of participants in the chosen sample was (80) managers from the Iraqi Rafidain Bank's administrative (and departments) and supervisory departments (people's officials). The most important conclusions that were reached were that the manager who has the abilities and skills in dealing with others and is capable of making effective decisions contribute to the success of the organization in continuity in light of the changing environment factors. Statistical tools were

used to analyze the paragraphs of the questionnaire that was prepared to test the hypotheses of the study in practice. Study of (Al-Amrat, 2014): the goal of this study was to determine the EI of principals at Petra and Wadi Al-Seer schools in Jordan and the relationship between it and their efficacy. The researcher employed a questionnaire that was given to the (102) male and female managers who made up the study sample to assess this, and they discovered a link between the EI level and the efficacy of managers.

The research contains the following primary hypothesis and related sub-hypotheses:

H1: There is a significant and statistically significant relationship between the manager's performance and the emotional intelligence dimensions.

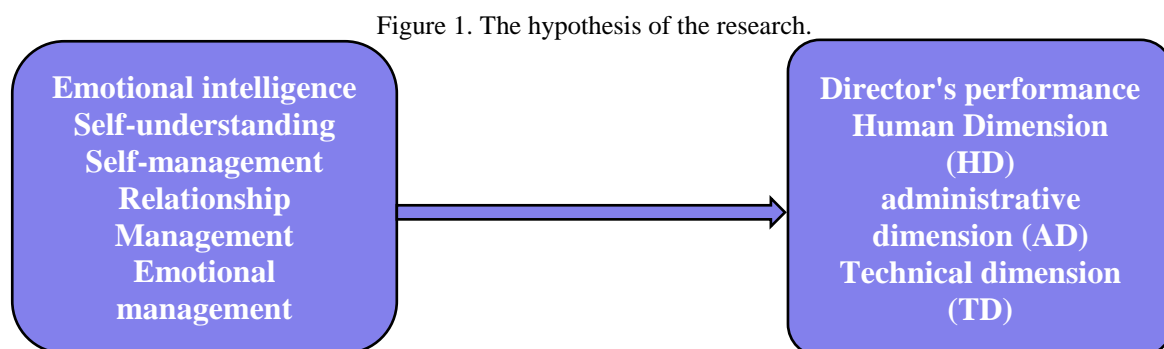
H2: Self-awareness has a significant and statistically significant effect on manager performance.

H3: Self-management has a significant, statistically significant effect on manager performance.

H4: Relationship management has a significant and statistically significant effect on manager performance.

H5: Emotional management has a significant, statistically significant effect on manager performance.

The hypothesis of the research represents the relationship between the research variables, which are embodied in its hypotheses:



Source: prepared by the researcher.

MATERIAL AND METHODOLOGY

All (30) managers who were part of the community of managers for the General Authority for Irrigation and Reclamation Projects were included in the research sample. This study used a descriptive analytic approach and several scientific sources, including Arab and international research and magazines, the Internet, and printed publications. In terms of the

analytical strategy, the data were gathered via a questionnaire and analyzed using statistical techniques and a five-point Likert scale. The questionnaire is divided into two sections. The first section deals with the first variable, EI, and contains 19 paragraphs. The second section deals with the second variable, MP, and contains 15 paragraphs.

RESULTS AND DISCUSSION

Measuring the internal consistency and stability of the questionnaire is the first step in the statistical analysis procedure. Starting with its presentation to a group of (10) specialists from diverse academic fields at Iraqi universities, the questionnaire's virtual validity is confirmed. When constructing the questionnaire, the arbitrators' judgments on the validity of its paragraphs and their fit to the title, objectives, and assumptions were taken into account. The questionnaire has a (91%) acceptance rate. As for the validity of the content, it is measured by using the coefficient of (Cronbach's Alpha). The findings show that the questionnaire's reliability coefficient is high, at a value of (0.89), and that the honesty variable, whose value is equal to the reliability coefficient's root, reached a very high value of (0.94), demonstrating the scale's validity.

Presentation and Analysis of the Descriptive Statistics Results

The purpose of this topic is to provide the findings of the researcher's field investigation at the General Authority for Irrigation and Reclamation Projects. There were 30 managers in the sample. The descriptive statistics used to calculate statistical dispersion with the arithmetic mean to assess the degree of agreement of the chosen sample with the questionnaire's questions, the standard deviation coefficient, and the coefficient of variation to gauge the sample members' responses' absolute dispersion and the degree to which they diverged from the arithmetic mean. In order to create a basic framework or image of the respondents' preferences and general orientations with regard to the research variables, it is also necessary to extract the relative relevance of each question and variable from the investigated variables. The five-point Likert scale is used (agree completely = 5, agree = 4, neutral = 3, disagree = 2, totally disagree = 1) which is an ordinal scale, and the SPSS statistical program is used in extracting the results (Abunaila & kadhim, 2022).

The arithmetic mean of the scale is determined by five levels corresponding to the results of the five-level scale, which are from 1 to 1.79 (completely disagree), from 1.8 to 2.59 (disagree), from 2.6 to 3.39 (neutral), from 3.4 to 4.19 (agree) and finally from 4.2 to 5

(completely agree). There were 30 surveys issued, each with 34 paragraphs separated into two axes. The independent variable designated as EI, which has four dimensions, was on the first axis (self-understanding, Self-Management (SM), Relationship Management (RM), and feelings management). The number of paragraphs is (19), and the manager's performance was represented by three dimensions on the second axis of the dependent variable (HD, AD and TD). The total number of its paragraphs is (15). The outcomes of the descriptive statistics are shown in Table 1.

Table 1: Main descriptive statistics measures

Variables	Mean	Std. Deviation	C.V	Relative importance	The result
EI	3.87	0.51	0.13	87%	agree
SU	3.48	0.78	0.22	78%	agree
SM	4.1	0.38	0.09	91%	agree
RM	3.85	0.37	0.10	90%	agree
EM	4.25	0.41	0.10	90%	completely agree
MP	3.83	0.45	0.12	88%	agree
HD	3.8	0.6	0.16	84%	agree
AD	3.87	0.56	0.14	86%	agree
TD	4.17	0.51	0.12	88%	agree

Source: prepared by the researcher.

Table 1 shows that EI had an arithmetic mean of 3.87, higher than the hypothetical mean of 3. Its standard deviation and coefficient of difference are (0.51) and (0.13), respectively. It has a relative importance of (87%). The results of the dependent variable are the manager's performance measure, which is closely related to the independent variable and its value reached (3.83), which is higher than the hypothetical mean, with a standard deviation and coefficient of variation, which are (0.45), (0.12), respectively, with a relative importance of (88%). Regarding the independent variable's sub-dimensions, the dimension of managing feelings has the highest arithmetic mean, coming in at (4.25). This value is higher than the hypothetical mean, which has a standard deviation and coefficient of difference of (0.41), (0.10) respectively, and a (90%) relative importance. The dimension of SU achieved the lowest arithmetic mean of (3.48), which is higher than the hypothetical mean, with a standard deviation and coefficient of difference, which reached (0.78), (0.22), respectively, with a relative importance of (78%). At the level of the sub-dimensions of the dependent variable, the dimension of managing feelings achieved the highest arithmetic mean of (4.17), which is higher than the hypothetical mean with a standard deviation and coefficient of difference in terms of (0.51) and (0.12), respectively, with a relative importance of (88%). The dimension of SU achieved the lowest arithmetic mean of (3.80), which is higher than the hypothetical mean with a standard deviation and coefficient of

difference in (0.6) and (0.16), respectively, with a relative importance of (84%). While the results of the standard deviation and coefficient of variation show a low and large dispersion in the responses of the sample members, all the descriptive statistics results are good, as all the arithmetic means at the level of the main or sub-variables are higher than the hypothetical scale mean.

Outlining and analysis of the results of the influence relationship and hypothesis testing:

1. Testing the relationship between emotional intelligence and manager performance:

The study is based on a main hypothesis to measure the relationship between the main variables and to test the relationship between the dimensions of the independent variable and the dimensions of the dependent variable, basic tests had to be performed at the level of the major variables as a whole, and then the test is carried out at the level of the dimensions. This relationship is measured through a simple linear OLS model ($Y = \alpha + \beta_1 X_i + \dots + e$), the values from the regression equation for the link between EI and MP are shown in Table 2. That conclusion is drawn based on the questionnaire's findings, which the researcher conducted.

Table 2: Regression equation values for the influencing relationship between EI and MP

Variables	Manager performance				
	β	R	R^2	F	Sig.
Emotional intelligence	0.70	0.78	0.62	46.13	0.000

Source: prepared by the researcher.

According to the findings, the calculated (F) value of the model is (46.13), which is higher than the tabular (F) value of (4.19) at the level of significance (0.05). This indicates that there is a statistically significant effect of (EI) at the level of significance (5%) with a degree of confidence (95%) in (the manager's performance), and as a result, we accept the hypothesis. The variable (EI) described what (62%) of the changes that occur in the variable (MP), according to the value of the coefficient of determination (R^2), which is (0.62). The correlation coefficient between the two variables attained a value of 0.78, which is positive and denotes the presence of a correlation between the two variables. While the beta coefficient's value of 0.70 means that any change in the independent variable of 1% will have a 70% impact on the dependent variable. Finally, (Sig), with a value of (0.000), indicates the significance of the regression model parameter because its value is less than the level of significance (0.05). The model's equation can be represented using the equation:

$$Y = 1. + \beta_1 70 \dots e$$

2. Test the relationship between emotional intelligence and manager performance:

The research's primary hypotheses focus on the relationship between the manager's performance and the dimensions of EI. After determining that there is a relationship at the level of the major variables, analysis is done at the level of the dimensions using the multi-linear OLS model in accordance with the following model:

$$DP = \alpha + \beta_1 SU + \beta_2 SM + \beta_3 RM + \beta_4 EM \dots e$$

Such that:

DP= Director's performance

SU: Self-understanding

SM: Self-management

RM: Relationship Management

EM: Emotions management

Table 3 shows the values of the regression equation for the relationship of EI impact on MP, which was arrived at from the responses to the questionnaire that was administered by the researcher. As for ($\beta_1, \beta_2, \beta_3, \beta_4$), they are the beta coefficients, and (e) represents random error.

Table 3: Regression equation values for the influence relationship between the dimensions of emotional intelligence and MP

Manager performance							
Measures		β	Sig.	R	R ²	F	Sig.
Emotional intelligence	SU	0.287	0.002	0.80	0.64	11.3	0.000
	SM	-0.116	0.564				
	RM	-0.145	0.369				
	EM	0.491	0.022				

Source: prepared by the researcher.

It is evident from the results that the calculated (F) value of the model is equal to (11.3), which is higher than the tabular (F) value of (4.19) at the level of significance (0.05), and this indicates that the dimensions of EI have a statistically significant effect at the level of significance (5%). 95 percent of respondents were confident in the manager's performance at the level of the key dimensions. The manager's performance has a 95% confidence level at the level of the primary dimensions. The value of the coefficient of determination (R²) is (0.64), which means that the independent variable explained (64%) of the changes that occur in the dependent variable. As for the value of the correlation between the variables, it reached (0.80),

which is a positive value indicating the existence of a correlation between the two variables. (Sig) whose value is (0.000) indicates the significance of the parameter of the regression model as a whole because its value is less than the level of significance (0.05).

The SU dimension's beta coefficient, at (0.287), shows that a 1% change in the independent variable will result in a 28% change in the dependent variable. Because its value is less than the level of significance, (Sig) with the value (0.002) indicates the significance of the regression model parameter (0.05). As a result, we accept the hypothesis (H1). The SM dimension's beta coefficient, which is (-0.116), shows that any change in the independent variable of 1% will have an inverse impact on the dependent variable of 11%. The regression model's parameter is not significant, according to (Sig), whose value is (0.564), because its value exceeds the level of significance (0.05). Therefore, we reject hypothesis (H2). While the RM dimension's beta coefficient, at (-0.145), shows that any change in the independent variable of 1% will have an inverse effect on the dependent variable of 14%. (Sig), whose value is (0.369), indicates that the parameter of the regression model is not significant because its value is greater than the level of significance (0.05). Therefore, we reject the hypothesis (H3). The dimension's beta coefficient, which is (0.491), shows that any change in the independent variable will have a 49% impact on the dependent variable. Given that its value is below the level of significance, (Sig), with a value of (0.022), demonstrates the significance of the regression model's parameter (0.05). As a result, we accept the hypothesis (H4). The following equation can be used to illustrate the model's equation:

$$DP = 1.779 + (\beta_1 * 0.28) + (\beta_2 - 0.11) + (\beta_3 - 0.14) + (\beta_4 * 0.49) \dots e$$

CONCLUSION

The findings indicated that the managers at the Public Authority for Irrigation and Reclamation lack enough SU, which has an adverse effect on their capacity to comprehend their emotions and communicate those emotions to subordinates. Despite the managers' efforts to treat subordinates fairly and equitably, the results reveal that they are not tolerant of them, which makes misunderstandings persist. The findings indicate that SU and SM have little bearing on managers' performance within the organization because they are not given much weight, which has a detrimental effect on their relationships with subordinates and their ability to effectively communicate with one another. MP is more influenced by the RM and emotional management components. We discover that they refrain from emotions that would disrupt the

workplace when making important decisions. The commitment of the directors in the authority to the laws and regulations that govern the workflow and attention to the quality of performance. Managers are uninterested in improving subordinates' performance or discussing the outcomes of their performance.

The need to pay attention to managers' psychological and social aspects through the establishment of an administrative unit dealing with these two aspects. The need for managers to show interest in subordinates, provide assistance when needed, and listen to their opinions about work. Fostering a more tolerant culture among subordinates, as this has a favorable impact on their emotions. Trying to participate together on special occasions and fostering better relationships between managers and subordinates have a beneficial impact on improving employee morale, which is reflected in the overall performance of the company. Putting effort into developing training programs for managers that will raise their EI level and improve their capacity to comprehend the thoughts and viewpoints of various subordinates when addressing issues and turning them into solutions that are acceptable to all parties. The requirement for managers to make an effort to restrain their emotions when confronted with issues and situations that cause them to become angry due to work pressure or the failings of some employees.

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