

The Role of Emotional Intelligence in Achieving Institutional Excellence: A Field Study in the Industrial Companies of Hayel Saeed Anam & Co. Group

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Abstract:

This study aimed to investigate the role of emotional intelligence, encompassing emotion management, empathy, social skills, and self-awareness, in achieving institutional excellence across its core dimensions: leadership excellence and product excellence, within the industrial companies of Hayel Saeed Anam & Co. Group (HSA) in Yemen. Adopting a cross-sectional descriptive-analytical research design, the empirical investigation surveyed a random sample of 341 administrative and managerial personnel drawn systematically from a total population of 3,110 corporate employees. Primary empirical data were gathered using a highly structured, validated questionnaire instrument and subsequently analyzed using SPSS for descriptive indices alongside advanced Structural Equation Modeling (SEM) via AMOS to assess structural paths. The empirical findings revealed that holistic emotional intelligence plays a highly statistically significant positive role in enhancing overall institutional excellence, accounting for 58.4% of its total variance. Disaggregated path analysis demonstrated that social skills and self-awareness exerted a powerful, statistically significant positive effect on fostering institutional distinction within the surveyed manufacturing companies. Conversely, individual emotion management and empathy demonstrated no direct, statistically significant impact on driving institutional excellence within this highly standardized industrial context. Based on these critical insights, this study strongly recommends the formal integration of emotional intelligence frameworks into human resource development architectures through targeted behavioral training programs, with a strategic focus on expanding managerial self-awareness and communication proficiency. Furthermore, it advocates for fostering an agile organizational culture grounded in clear communication channels and matrix collaboration, thereby sustainably upgrading long-term corporate performance, product quality benchmarks, operational efficiency, and competitive institutional excellence while effectively shielding the enterprise against severe macroeconomic volatility .

Keywords: Affective Competencies, Organizational Distinction, Corporate Performance, Manufacturing Sector, Structural Equation Modeling (SEM), Behavioral Management.

1. Introduction

The contemporary business environment is experiencing rapid transformation driven by globalization, intensifying competition, and unprecedented market openness. These dynamics compel corporations to adopt modern managerial approaches that enhance their sustainability and foster superior performance. Within this context, institutional excellence has emerged as a vital managerial paradigm reflecting advanced levels of performance quality and innovation, achieved through the adoption of agile strategies and administrative practices capable of maximizing resource efficiency and generating sustainable added value. This is underscored by Qadhah and Al-Amri (2023) and Al-Shammari (2023), who emphasize that excellent organizations are distinguished by their capacity to deliver unconventional performance and build effective stakeholder relationships, thereby bolstering their resilience against environmental challenges and enabling them to attain distinction amid highly volatile organizational conditions.

Furthermore, institutional excellence is no longer solely contingent upon tangible physical and technological resources; rather, it increasingly depends on the competence of human capital. Specifically, it hinges on individuals' capacity to regulate and manage their emotions effectively, as well as to construct positive professional relationships that elevate the quality of workplace interactions, thereby driving institutional performance and objective attainment (Chen et al., 2024). This aligns with the findings of Thabet (2024) and Emon (2024), who argued that emotional intelligence (EI) serves as a critical determinant of enhancing individuals' self-understanding, emotional regulation, positive social interaction, and effective team building. Consequently, this positively influences productivity and performance quality, ultimately steering organizations toward excellence. Additionally, Abdel-Salam (2024) noted that emotional intelligence directly contributes to achieving institutional excellence by empowering individuals to comprehend their own emotions and those of others, thereby cultivating supportive interpersonal relationships that reinforce overall organizational efficacy.

The integration of emotional capabilities becomes particularly critical within the industrial manufacturing sector, where high-pressure operational environments and strict quality control metrics are paramount. In capital-intensive industries, workflow efficiency is frequently threatened by occupational stress, technical bottlenecks, and cross-functional friction among various departments. Traditional management frameworks often focus exclusively on technical inputs and machinery optimization while neglecting the underlying

psychological and behavioral dynamics of the workforce. However, modern organizational behavior theory indicates that neglecting human relational factors can lead to employee burnout, communication breakdown, and a subsequent decline in operational benchmarks. Therefore, evaluating how behavioral competencies mitigate these systemic pressures provides a novel avenue for understanding how manufacturing entities can transition from rigid production models to agile, highly excellent systems.

Driven by this close nexus between emotional intelligence and institutional excellence, exploring this relationship within the industrial sector becomes paramount, given its pivotal role in sustaining socioeconomic development. In light of the growing imperative for leadership capable of driving excellence, optimizing product quality, and sharpening competitive advantages, this study aims to elucidate the role of emotional intelligence in achieving institutional excellence within the industrial enterprises of Hayel Saeed Anam & Co. Group (HSA). As one of the largest industrial conglomerates with substantial socioeconomic influence, investigating this context offers empirical insights that can be leveraged to refine managerial practices. Ultimately, this research provides a validated framework for decision-makers to strategically leverage human capital capabilities. This structural alignment helps ensure long-term market sustainability and corporate resilience in highly competitive economic regions .

1.1 Statement of the Problem

The industrial sector in Yemen faces intricate structural and institutional challenges that have directly impaired its viability and competitiveness. Reports from the World Bank (2025) and the United Nations Development Programme (UNDP, 2023) highlight a pronounced decline in industrial output, extensive infrastructure damage, and severe supply chain disruptions since 2015, resulting from prolonged conflict and sharp economic contraction. This adversity has negatively affected industrial performance efficiency and its contribution to the Gross Domestic Product (GDP). As corroborated by Hassan and Al-Mahmoudi (2025) as well as Al-Jaradi and Al-Shami (2024), a weak institutional environment, heavy reliance on external inputs, and constrained managerial innovation have collectively caused a decline in the competitiveness of local products and hindered firms' ability to realize institutional excellence.

Despite efforts by industrial firms to optimize performance, the majority of these interventions have concentrated primarily on operational workflows and product quality, relatively neglecting the behavioral and human factors that underpin institutional success (Al-Zoubi & Al-Hwaiti, 2019). Herein lies the significance of emotional intelligence as a

contemporary paradigm that augments individuals' capacities to manage emotions and establish robust organizational networks, which ultimately cascades into enhanced institutional performance. Nevertheless, field observations and empirical literature within the Yemeni context, such as Alamri and Thabet (2024), underscore a distinct deficit in the practical awareness of these behavioral competencies within industrial firms, indicating a persistent gap between theoretical concepts and actual implementation.

At the literature level, there remains a discernible dearth of studies addressing the interplay between emotional intelligence and institutional excellence in the Yemeni industrial sector. Existing studies predominantly feature macroeconomic analyses or investigate institutional excellence in isolation from emotional intelligence behaviors. This evident knowledge gap provides a solid academic rationale for the current study, which seeks to explore the role of emotional intelligence in driving institutional excellence within Yemeni industrial firms, thereby offering an empirical framework to guide performance enhancement and excellence realization.

Consequently, the primary study problem is formulated around the following main question:

1. What is the role of emotional intelligence in achieving institutional excellence within industrial companies of Hayel Saeed Anam & Co. Group?
2. From this overarching question, the following sub-questions emerge:
3. What is the level of emotional intelligence practice within the industrial companies of Hayel Saeed Anam & Co. Group?
4. What is the level of institutional excellence attained within the industrial companies of Hayel Saeed Anam & Co. Group?
5. Does emotional intelligence, across its specific dimensions (emotion management, empathy, social skills, and self-awareness), play a significant role in achieving institutional excellence within the industrial companies of Hayel Saeed Anam & Co. Group?

1.2 Objectives of the Study

In alignment with the study problem and questions, this study seeks to accomplish the following objectives:

1. To assess the level of emotional intelligence practice across its core dimensions (emotion management, empathy, social skills, and self-awareness) within the industrial companies of Hayel Saeed Anam & Co. Group.
2. To determine the level of institutional excellence attained across its primary dimensions (leadership excellence and product

excellence) within the industrial companies of Hayel Saeed Anam & Co. Group.

3. To investigate and determine the role of emotional intelligence and its dimensions (emotion management, empathy, social skills, and self-awareness) in driving institutional excellence within industrial companies of Hayel Saeed Anam & Co. Group.

1.3 Significance of the Study

The significance of this study stems from its exploration of two highly critical variables in contemporary managerial thought, emotional intelligence and institutional excellence, and their empirical application within a highly complex economic and institutional environment in the industrial sector. Consequently, this study carries profound theoretical and practical value.

Theoretical Significance: The theoretical value lies in this study enriches the academic literature on emotional intelligence as a fundamental construct in institutional behavior, particularly within developing industrial environments where empirical studies remain limited. Furthermore, it clarifies the underlying mechanism connecting emotional intelligence to institutional excellence by highlighting the human element in explaining institutional performance. By addressing a critical research gap in both the Arab and Yemeni contexts, this study offers a foundation for developing future theoretical frameworks.

Practical Significance: From practical standpoint, this study provides actionable insights and recommendations designed to assist administrative leadership in cultivating emotional intelligence competencies. This cultivation is critical for optimizing leadership effectiveness, enhancing organizational relationships, and upgrading overall corporate performance. Moreover, the study derives its practical importance from its direct focus on the Yemeni industrial sector, a vital sector grappling with severe competitive and sustainability challenges, rendering the findings an instructional roadmap for improving managerial practices and realizing sustainable institutional excellence.

1.4 The Study's Conceptual Framework

The conceptual framework of this study delineates the research variables, their respective dimensions, and the hypothesized directionality of the relationships among them. The independent variable, Emotional Intelligence (EI), comprises four primary dimensions: emotion management, empathy, social skills, and self-awareness. These dimensions were operationalized based on prominent prior literature (Al-Dubai, 2021; Al-Kharabsheh & Al-Sa'ed, 2021; Al-Mutairi & Al-Khashali, 2021; Al-Awaisiah, 2022; Thabet, 2024), as they collectively optimize interaction efficiency and performance outcomes among the workforce in industrial enterprises.

Concurrently, the dependent variable, institutional excellence, is conceptualized through two core dimensions: product excellence and leadership excellence. These dimensions were adopted from established studies (Abbas & Abdul-Hussein, 2022; Al-Mutaraf et al., 2024; Belqasem & Mohammed, 2022; Odat, 2024), reflecting the caliber of institutional outputs and the efficacy of strategic managerial guidance. The framework postulates a direct positive relationship, wherein emotional intelligence serves as a key driver that actively fosters and enhances institutional excellence. Figure 1 visually illustrates the proposed conceptual model.

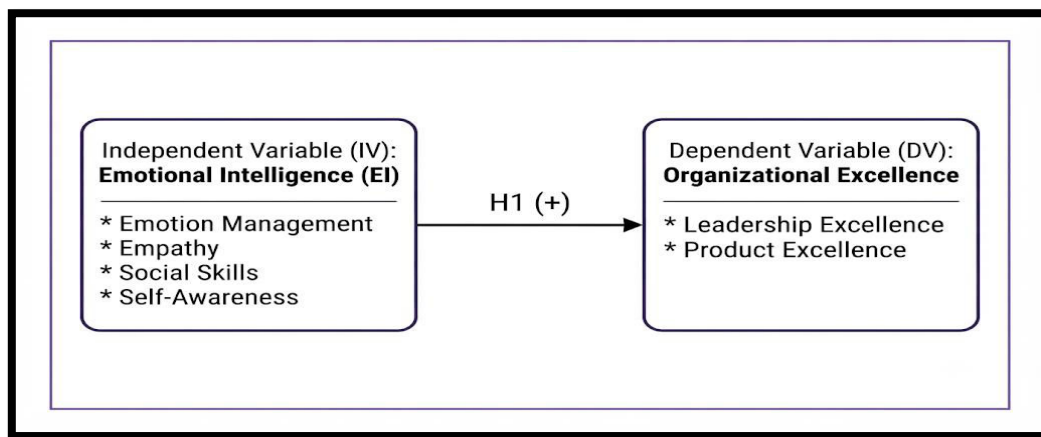


Figure 1: The study's proposed conceptual model, developed by the authors based on prior literature.

1.5 Study Hypotheses

1. Main Hypothesis (H1): EI plays a statistically significant role of emotional intelligence across its dimensions (emotion management, empathy, social skills, and self-awareness) in achieving institutional excellence within the industrial companies of Hayel Saeed Anam & Co. Group.

Sub-hypothesis (H1.1): There is a statistically significant role of the emotion management dimension in achieving institutional excellence in the industrial companies of Hayel Saeed Anam & Co. Group.

Sub-hypothesis (H1.2): There is a statistically significant role of the empathy dimension in achieving institutional excellence within the industrial companies of Hayel Saeed Anam & Co. Group.

Sub-hypothesis (H1.3): There is a statistically significant role of the social skills dimension in achieving institutional excellence in the industrial companies of Hayel Saeed Anam & Co. Group.

Sub-hypothesis (H1.4): There is a statistically significant role of the self-awareness dimension in achieving institutional excellence in the industrial companies of Hayel Saeed Anam & Co. Group.

1.6 Scope and Limitations of the Study

Thematic Scope: The study is systematically constrained to investigating the effect of emotional intelligence along its dimensions (emotion management, empathy, social skills, and self-awareness) on driving institutional excellence across its core dimensions (leadership excellence and product excellence).

Spatial Scope: This study was conducted exclusively within the industrial enterprises affiliated with the Hayel Saeed Anam & Co. Group, specifically encompassing eight operating industrial companies in the Republic of Yemen.

Human Scope: The target population and respondents were strictly limited to administrative staff and managerial personnel within the investigated industrial companies.

1.7 Operational Definitions of Study Terms

1.7.1 Independent Variable (Emotional Intelligence) and its Dimensions

- **Emotional Intelligence:** Operationally defined as the capacity of leaders and employees within industrial companies to recognize their own emotions, regulate their feelings, empathize with others, and establish effective social networks, thereby enhancing leadership and institutional performance to steer the enterprise toward institutional excellence.
- **Emotion Management:** Operationally defined as the ability of employees and leaders in industrial companies to regulate their emotions and control their behavioral impulses under workplace stress and diverse manufacturing/production scenarios, thereby ensuring continuous effective performance and high-quality decision-making.
- **Empathy:** Operationally defined in this study as the degree to which leaders and employees in industrial companies can comprehend the emotions, professional needs, and human considerations of their colleagues, and interact with them in a manner that cultivates trust, fosters cooperation, and optimizes the overall work climate.
- **Social Skills:** Operationally defined as the capability of industrial company personnel to communicate effectively, collaborate within productive teams, and build positive professional relationships that facilitate functional coordination, mitigate institutional conflict, and support institutional excellence.
- **Self-Awareness:** Operationally defined as the extent to which employees and leaders in industrial companies perceive their own emotions and behaviors, alongside their direct impact on the workplace environment, thereby enabling individual performance development and maximizing productive efficiency.

1.7.2 Dependent Variable (Institutional Excellence) and its Dimensions

- **Institutional Excellence:** Operationally defined as the extent of industrial companies' capability to sustain superior performance in leadership and product quality by adopting effective governance practices, optimizing operational workflows, and elevating production efficiency to achieve comprehensive stakeholder satisfaction.
- **Leadership Excellence:** Operationally defined as the capacity of administrative leadership within industrial companies to guide, inspire, and motivate employees, manage human resources effectively, and foster a supportive organizational climate that drives exceptional performance and corporate goal attainment.
- **Product Excellence:** Operationally defined in this study as the capability of industrial companies to deliver products that surpass customer expectations in terms of quality, reliability, and innovation, thereby strengthening customer satisfaction, building brand loyalty, and sharpening the firm's competitive edge.

2. Literature Review

Faugoo and Khoosye (2025) aimed to determine the role of emotional intelligence and transformational leadership in achieving institutional excellence within the hotel sector in Mauritius. The findings revealed a statistically significant role for emotional intelligence in driving institutional excellence. Specifically, the dimensions of emotion management and social skills exhibited a pronounced positive role in realizing excellence within the investigated sector.

Oladipupo et al. (2025) analyzed the multi-dimensional impact of emotional intelligence (encompassing self-awareness, emotion management, social awareness, and relationship management) on institutional excellence (operationalized via leadership excellence and process excellence) across a sample of business organizations in the United States. The empirical results demonstrate a positive relationship between emotional intelligence and the optimization of institutional excellence. Furthermore, a significant positive nexus was established between the dimensions of emotional intelligence and leadership excellence, alongside advancements in operational performance and corporate productivity.

Al-Kamali and Al-Sufyani (2025) investigated the role of organizational intelligence in achieving institutional excellence within private hospitals in the Taiz Governorate, Yemen. The findings indicate a significant positive role of the behavioral dimensions associated with organizational intelligence in fostering institutional excellence. Notably, social skills and emotion management emerged as the most critical drivers of excellence, whereas the role of empathy was found to be relatively constrained.

Chong et al. (2023) explored the impact of leadership emotional intelligence on institutional performance and institutional excellence within a sample of business enterprises in Switzerland. The authors concluded that all emotional intelligence dimensions (self-awareness, self-management, social awareness, and relationship management) exerted a statistically significant positive effect on overall institutional performance, thereby actively accelerating the realization of institutional excellence.

Abdel-Salam (2023) evaluated the effect of emotional intelligence dimensions (self-awareness, emotion management, social awareness, empathy, and relationship management) on fostering institutional excellence among employees within telecommunication companies in Jordan. The empirical findings confirm the substantial effect of emotional intelligence on institutional excellence. Concurrently, a positive effect was substantiated for emotion management, social skills, and self-awareness on excellence outcomes, whereas the empathy dimension demonstrated no statistically significant effect within the studied telecom context.

Al-Ghamdi (2022) targeted the impact of emotional intelligence on institutional excellence while examining the mediating role of workplace happiness at Princess Nourah bint Abdulrahman University in Saudi Arabia. The study revealed a statistically significant positive effect of emotional intelligence on institutional excellence. Additionally, job happiness effectively functioned as a mediating variable, significantly strengthening and reinforcing the direct relationship between emotional intelligence and institutional excellence.

Melhem et al. (2020) this study assessed the impact of emotional intelligence dimensions (self-awareness, emotion management, social awareness, and relationship management) on achieving institutional excellence within commercial banks in Iraq. The descriptive and analytical indices revealed high baseline levels of both emotional intelligence and institutional excellence, demonstrating the robust positive effect of emotional intelligence dimensions on corporate excellence.

Ugoani (2019) this study analyzed the relationship between emotional intelligence and institutional excellence within business corporations. The findings establish that emotional intelligence contributes constructively to driving institutional excellence by elevating institutional performance, refining internal communication channels, and reinforcing a resilient corporate culture.

Chakrabarti and Chatterjea (2018) this study explored the role of emotional intelligence in driving institutional excellence alongside motivation and productivity within economic organizations in a

developing economy (India). The findings illustrate the highly positive role of emotional intelligence in accelerating institutional excellence, demonstrating that emotional intelligence actively enhances internal interpersonal dynamics, underpins strategic decision-making, and elevates workforce motivation, which collectively cascades into institutional distinction.

2.1 Synthesis and Critique of Previous Studies

This study aligns with the mainstream empirical literature in operationalizing emotional intelligence as a multi-dimensional independent variable (encompassing self-awareness, emotion management, empathy, and social skills) and institutional excellence as the dependent variable, while predominantly employing a descriptive-analytical approach utilizing structured questionnaires.

However, this study distinctively diverges from and contributes to the existing body of literature by pivoting its empirical focus toward the under-researched industrial sector in Yemen, specifically within a highly influential conglomerate, Hayel Saeed Anam & Co. Group. Furthermore, while the vast majority of prior studies have investigated institutional excellence as a uni-dimensional aggregate construct, this study advances a more granular structural model by delineating excellence into specific dimensions (leadership and product excellence). This disaggregation allows for the determination of the direct, unbundled paths of each emotional intelligence dimension, thereby addressing a critical gap in the literature, where excellence is typically analyzed as an undivided block.

The fundamental research lacuna addressed by this study resides in the acute dearth of empirical investigations evaluating the nexus between emotional intelligence and institutional excellence within the Yemeni institutional environment, particularly in heavy industrial contexts. Given the severe macroeconomic volatile conditions of the region, understanding this relationship within a major corporate anchor like the HSA Group offers unprecedented insights into how behavioral competencies translate into institutional resilience and sustainable product and leadership distinction.

2.2 Theoretical Framework

2.2.1 Emotional Intelligence (EI)

2.2.1.1 Concept of Emotional Intelligence

Emotional intelligence is defined as the capacity to perceive, comprehend, and consciously regulate one's own emotions, while concurrently recognizing and effectively interacting with the emotional states of others (Goleman, 2022). The conceptualization of emotional intelligence bridges the affective dimension, which governs feelings and emotional impulses, and the rational-cognitive dimension, which relies

on logic and critical thinking. This synthesis empowers individuals to manage convoluted workplace scenarios, make balanced choices, and dynamically adapt to environmental stressors and professional challenges (Sozbilir, 2023). In industrial and manufacturing environments, emotional intelligence serves as a critical strategic instrument, empowering leadership and personnel to govern teams effectively, optimize workforce motivation, mitigate systemic friction, and proactively address operational challenges. Consequently, cultivating these competencies upgrades leadership capabilities, refines the internal micro-climate, sparks operational innovation, and drives sustainable institutional excellence, thereby yielding a robust competitive advantage.

2.2.1.2 Dimensions of Emotional Intelligence

1. **Emotion Management:** This dimension refers to "the capacity to deeply recognize and comprehend one's intrinsic emotional impulses, consciously regulating them to ensure that behavioral responses align constructively with the dynamic demands of diverse workplace situations" (Kazem, 2025). It further entails identifying emotional states in others and responding in a balanced, constructive manner that mitigates adversarial friction and cultivates cooperation (Gross, 2015). In industrial corporations, emotion management plays a highly strategic role because of the volatile nature of production environments, strenuous manufacturing timelines, and stringent quality control protocols; it cushions employees against burnout, preserves administrative composure, minimizes inter-team conflict, and optimizes rational decision-making by displacing volatile emotionality with analytical responses (Melhem et al., 2020).

2. **Empathy:** Empathy is conceptualized as "the ability to accurately comprehend the emotional states, professional experiences, and behavioral realities of others, and to interact with them in a manner that honors their perspectives and human needs" (Hadid & Talebi, 2023). In the industrial sector, empathy is instrumental in assembling highly cohesive and effective operational units by engineering a psychological safety climate that fuels collaboration and design innovation. Leaders possessing high empathy can authentically inspire subordinates, reduce intra-organizational disputes, and maximize organizational commitment, which directly optimizes institutional efficacy and operational throughput (Alamri & Thabet, 2024).

3. **Social Skills:** This dimension represents "the proficiency to manage interpersonal networks effectively, maintain clear and influential communication, orchestrate conflict resolution, and construct professional alliances that advance institutional targets" (Bani Isa, 2022). It spans active listening, precise articulation of tactical ideas,

and decoding stakeholder requirements to establish a collaborative infrastructure. Social skills act as a vital nexus that accelerates the interaction quality between management and frontline staff, elevates cross-functional coordination, mitigates internal politics, and builds institutional trust, directly cascading into superior productive yields and heightened operational efficiency.

4. Self-Awareness: Self-awareness is defined as "the capability to deeply perceive one's internal emotional currents, accurately assess personal competencies, and grasp the systemic impact of these elements on personal behavior and strategic decision-making" (Al-Kharabsheh & Al-Sa'ed, 2021). It serves as the bedrock for individual and collective performance optimization, minimizing operational errors induced by unreflective emotionality, bolstering professional accountability, and empowering personnel to realistically leverage their strengths to fulfill corporate milestones.

2.2.2 Institutional Excellence (OE)

2.2.2.1 Concept of Institutional Excellence

Institutional excellence denotes "the sustained capacity of an enterprise to achieve superior, market-leading outcomes by implementing core practices that emphasize productivity, customer service quality, visionary leadership, constancy of purpose, process management, workforce empowerment, continuous improvement, innovation, and corporate social responsibility" (Abou-Moghli, 2015, p. 157). This reflects an advanced state of managerial and structural creativity that allows an organization to maximize its operational output across all corporate tiers. This state yields a sustainable competitive advantage, guarantees customer satisfaction, drives rigorous quality control, and builds resilience against market turbulence, which is crucial for manufacturing firms operating in complex, competitive macroeconomic environments (Al-Harbi, 2018).

2.2.2.2 Dimensions of Institutional Excellence

1. Leadership Excellence: Meshara and Lenan (2021, p. 14) define leadership excellence as "the capacity to strategically guide and inspire human capital toward objective attainment by cultivating their skills, fostering a climate of innovation and proactive initiative, aligning collaborative efforts, and driving positive internal competition to yield exceptional benchmarks." Leadership excellence reflects the firm's capacity to exploit environmental opportunities within an agile strategic planning framework, ensuring performance sustainability via pioneering administrative governance (Aguirre, 2025). This architecture cements consumer satisfaction, ensures unwavering quality compliance, and instills organizational agility to withstand macroeconomic shocks (Northouse, 2022).

2. Product Excellence: Product excellence is defined as a firm's capacity to systematically and distinctively satisfy customer specifications and emerging market demands, securing a durable competitive edge by delivering goods or services that surpass market alternatives in quality and perceived value (Bouzorine & Yaali, 2021, p. 10). It directly mirrors the alignment between manufacturing output and market expectations, eliminates the customer expectation-delivery gap, and significantly drives down product complaint rates (Al-Shammari, 2023, p. 379). This dimension serves as a direct indicator of manufacturing strategy efficacy and agile market responsiveness, which collectively build deep customer loyalty, broaden market share, yield superior financial returns, and elevate corporate brand equity (Tidd & Bessant, 2020).

2.2.2.1 The Relationship between Emotional Intelligence and Institutional Excellence

Emotional intelligence and institutional excellence represent a highly integrated nexus that shapes institutional performance, builds workforce adaptability, unlocks innovative behavior, and upgrades administrative decision-making quality, which ultimately elevates aggregate institutional performance (Al-Zahrani et al., 2023; Tawaf & Sinan, 2024). Empirical evidence indicates that elevated baselines of emotional intelligence actively fosters organizational commitment, refines functional workflows, and catalyzes corporate excellence. Furthermore, Oweis and Hawamdeh (2024) corroborated that emotional intelligence correlates positively with high-caliber administrative communication and strategic problem-solving, significantly magnifying leadership efficacy. Similarly, Ahmed (2017) and Al-Ruwais (2025) demonstrated that emotional intelligence behaves as a powerful predictor of job performance and the quality of work life (QWL), seamlessly transforming individual behavioral competencies into sustainable, long-term institutional excellence.

Consequently, emotional intelligence must be treated as a core strategic capability that modern industrial corporations must deliberately cultivate to build organizational stability and unlock sustainable institutional distinctions.

3. Methodology

This study adopted a cross-sectional descriptive-analytical research design. This methodology was explicitly deployed to evaluate the baseline levels of emotional intelligence among employees and systematically analyze its predictive role in driving institutional excellence within the targeted enterprises. This approach facilitates a quantitative, structured examination of the functional relationships

between the dimensions of emotional intelligence and institutional excellence.

3.1 Target Population and Sampling

The target population comprised all administrative and managerial personnel across eight (8) industrial companies affiliated with Hayel Saeed Anam & Co. Group (HSA), totaling 3,110 employees in 2024. To ensure a robust statistical representation and minimize sampling error, the required sample size was determined using the scientific framework of Krejcie and Morgan (1970). Accordingly, a sample size of 341 employees was established, ensuring high empirical reliability and generalizability of the findings.

3.2 Data Collection Instrument

A structured questionnaire served as the primary instrument for empirical data collection to achieve the study objectives. The initial draft of the questionnaire was synthesized and adapted from validated scales in the literature, as detailed in Table 1. The instrument comprises two core sections:

Section One: Gathers demographic and occupational profiles, including gender, age, educational qualification, job title, and years of service (tenure).

Section Two: Contains the specific measurement items operationalizing the study variables and their sub-dimensions, categorized as follows:

Table 1: Measurement Variables, Dimensions, Item Distribution, and Sources.

Variables	Dimensions	Number of Items	Source(s)
Independent Variable: Emotional Intelligence (EI)	Emotion Management	5	(Al-Dubai, 2021; Al-Kharabsheh & Al-Sa'ed, 2021; Al-Mutairi & Al-Khashali, 2021; Thabet, 2024)
	Empathy	5	
	Social Skills	5	
	Self-Awareness	5	
Total EI Items		20	
Dependent Variable: Institutional Excellence (OE)	Leadership Excellence	5	(Abbas & Abdul-Hussein, 2022; Al-Mutaraf et al., 2024; Belqasem & Mohammed, 2022; Odat, 2024)
	Product Excellence	5	
Total OE Items		10	

3.3 Construct Validity of the Study Instrument

To evaluate the structural integrity and construct validity of the measurement scales, Confirmatory Factor Analysis (CFA) was executed

using AMOS. The psychometric properties were rigorously tested using standardized factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE), as documented in Tables 2 and 3.

Table 2: *CFA Results (Construct Validity) for the Independent Variable (Emotional Intelligence).*

Dimension	Item Code	Factor Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Emotion Management	M1_1	0.717	0.880	0.595
	M1_2	0.795		
	M1_3	0.814		
	M1_4	0.711		
	M1_5	0.814		
Empathy	M2_1	0.681	0.851	0.533
	M2_2	0.715		
	M2_3	0.747		
	M2_4	0.756		
	M2_5	0.750		
Social Skills	M3_1	0.808	0.911	0.671
	M3_2	0.832		
	M3_3	0.843		
	M3_4	0.802		
	M3_5	0.811		
Self-Awareness	M4_1	0.741	0.867	0.568
	M4_2	0.748		
	M4_3	0.671		
	M4_4	0.830		
	M4_5	0.769		
Overall Construct	EI	—	0.967	0.592

The empirical indices in Table 2 reveal that the standardized factor loadings for all emotional intelligence items ranged from 0.671 to 0.843, comfortably exceeding the conservative psychometric threshold of 0.50. This confirms that all indicator items possess sufficient statistical alignment with the latent constructs. Furthermore, the Average Variance Extracted (AVE) for all sub-dimensions surpassed the universally accepted baseline of 0.50, with the lowest value recorded in the empathy dimension (0.533), establishing that the latent constructs explain an adequate proportion of item variance. Crucially, the AVE values for all dimensions were consistently lower than their corresponding Composite Reliability (CR) estimates, thereby confirming

the realization of robust convergent validity across all dimensions of the emotional intelligence construct.

Table 3: *CFA Results (Construct Validity) for the Dependent Variable (Institutional Excellence).*

Dimension	Item Code	Factor Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Leadership Excellence	Y1_1	0.806	0.911	0.672
	Y1_2	0.839		
	Y1_3	0.850		
	Y1_4	0.795		
	Y1_5	0.807		
Product Excellence	Y2_1	0.717	0.895	0.631
	Y2_2	0.735		
	Y2_3	0.822		
	Y2_4	0.825		
	Y2_5	0.864		
Overall OE Construct	—	—	0.949	0.652

The Confirmatory Factor Analysis results in Table 3 demonstrate that the standardized factor loadings for the institutional excellence scale ranged between 0.717 and 0.864, satisfying the strict psychometric criteria (> 0.50). This validates the empirical utility of the items in reflecting latent variables. Concurrently, the AVE indices for both dimensions exceeded the 0.50 benchmark, with product excellence reporting a baseline minimum of 0.631, verifying a strong variance explanation capacity. Finally, because all AVE values remained strictly below their respective CR values, the model establishes solid proof of convergent validity for the dimensions of institutional excellence.

3.4 Reliability Analysis of the Instrument

The internal consistency and stability of the study instrument were evaluated using Cronbach's alpha coefficients computed via SPSS, alongside Composite Reliability (CR) derived via AMOS. These indices were calculated across all sub-dimensions, primary constructs, and the overall questionnaire.

Table 4: *Cronbach's Alpha and Composite Reliability (CR) Coefficients for the Study Instrument.*

Main Variables	Sub-Dimensions	Number of Items	Composite Reliability (CR)	Cronbach's Alpha (α)
Independent Variable: Emotional Intelligence (EI)	Emotion Management	5	0.880	0.879
	Empathy	5	0.851	0.847
	Social Skills	5	0.911	0.910
	Self-Awareness	5	0.867	0.864
Overall Emotional Intelligence		20	0.967	0.943
Dependent Variable: Institutional Excellence (OE)	Leadership Excellence	5	0.911	0.913
	Product Excellence	5	0.895	0.902
Overall Institutional Excellence		10	0.949	0.918

The psychometric tracking in Table 4 indicates that both Cronbach's alpha and Composite Reliability (CR) coefficients yielded exceptionally high indices across all dimensions. Specifically, Cronbach's alpha values ranged from 0.847 to 0.913, while the Composite Reliability estimates spanned between 0.851 and 0.911. Given that all reliability estimates substantially exceeded the standard threshold of 0.70, the data confirmed that the measurement scale possessed high internal consistency, excellent stability, and rigorous empirical reliability. Consequently, the instrument is highly suited for structural hypothesis testing, ensuring that the subsequently generated insights can be confidently generalized to the broader target population.

4. Results and Discussion

4.1 Descriptive Statistical Analysis of Study Variables

4.1.1 Assessment of Emotional Intelligence Practice Levels

To evaluate the baseline levels of emotional intelligence practice among the respondents, descriptive statistics, including arithmetic means, standard deviations, and relative weights (percentages), were computed for the indicator items and their respective dimensions. Table 5 presents the hierarchical ranking of emotional intelligence dimensions based on their statistical indices.

Table 5: *Descriptive Statistics and Ranking of Emotional Intelligence Dimensions (n = 341).*

No.	Dimension	Rank	Mean	Standard Deviation	Relative Weight	Practice Level
1	Emotion Management	2	4.05	0.64	81.00%	High
2	Empathy	4	3.90	0.66	78.00%	High
3	Social Skills	1	4.17	0.58	83.40%	High
4	Self-Awareness	3	4.04	0.58	80.80%	High
Overall Emotional Intelligence			4.04	0.52	80.80%	High

The empirical indices in Table 5 demonstrate that the baseline practice of emotional intelligence within the investigated industrial enterprises is substantially high, yielding an aggregate mean of 4.04 out of 5.00, a standard deviation of 0.52, and an overall relative weight of 80.80%. This high baseline underscores a strong consensus among the administrative staff regarding the manifestation and operational value of emotional competence in the active work environment.

Granular structural analysis of the sub-dimensions revealed that Social Skills achieved the highest ranking (mean = 4.17, Relative Weight = 83.40%), indicating a robust capacity among employees to build functional professional relationships that reinforce both individual and cross-functional performance. Conversely, Empathy ranked lowest among the dimensions (mean = 3.90, Relative Weight = 78.00%), exhibiting a relatively lower mean compared to the other constructs.

Consequently, these results illustrate that the targeted manufacturing companies maintain a healthy socio-emotional ecosystem, characterized by positive interpersonal interactions and high emotional self-regulation. Nevertheless, the relatively lower positioning of empathy warrants distinct strategic attention, given its vital role in fostering organic human connections, mutual understanding, and cross-functional integration among manufacturing and administrative units.

4.1.2 Assessment of Institutional Excellence Attainment Levels

Descriptive parameters were also computed to evaluate the extent of institutional excellence manifestation within the studied corporations, as systematically detailed in Table 6.

Table 6: *Descriptive Statistics and Ranking of Institutional Excellence Dimensions (n = 341).*

No.	Dimension	Rank	Mean	Standard Deviation	Relative Weight	Attainment Level
1	Leadership Excellence	2	4.18	0.69	83.60%	High

2	Product Excellence	1	4.34	0.60	86.80%	Very High
Overall Institutional Excellence			4.26	0.57	85.20%	Very High

The data compiled in Table 6 indicate that the overall level of institutional excellence within the industrial companies of the Hayel Saeed Anam & Co. Group was exceptionally high, as evidenced by an overall composite mean of 4.26 and a relative weight of 85.20%. At the dimension level, Product Excellence emerged as the primary driver, ranking first with a highly pronounced mean of 4.34 and a relative weight of 86.80%, which signals a rigorous institutional dedication to quality management, product development, and market standards.

Broadly speaking, these findings demonstrate that the surveyed manufacturing firms have successfully unlocked superior benchmarks of institutional excellence, particularly within product ecosystems. However, there remains an operational imperative to continually upgrade the administrative path of leadership excellence, fully integrating it with functional processes to guarantee long-term market sustainability and a sharper, global competitive edge.

4.2 Hypothesis Testing Results

To empirically evaluate the structural hypotheses formulated in this study and determine the predictive role of the independent variable (Emotional Intelligence) on the dependent construct (Institutional Excellence), Structural Equation Modeling (SEM) was performed utilizing AMOS (v.24).

Testing the Primary Hypothesis (H1)

The main structural hypothesis postulates that: There is a statistically significant role of emotional intelligence in achieving institutional excellence within the industrial companies of Hayel Saeed Anam & Co. Group. Figure 2 visually illustrates the initial structural equation model and the path coefficients generated using AMOS:

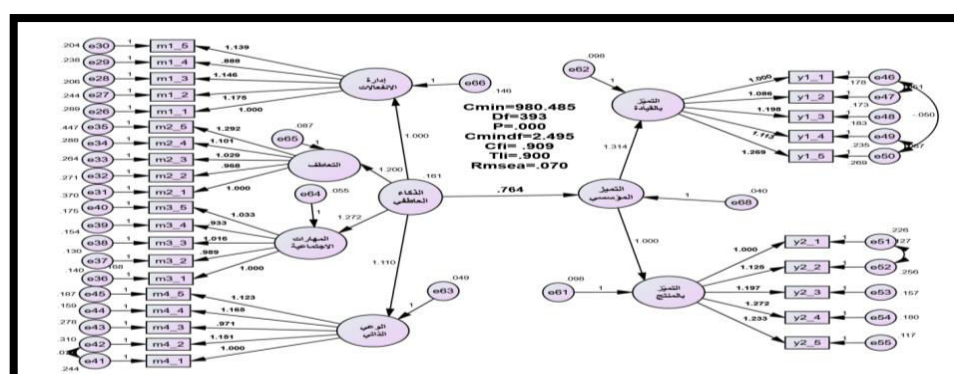


Figure 2: Structural Equation Model for the Impact of Emotional Intelligence on Institutional Excellence.

The goodness-of-fit indices extracted from the structural model (Figure 2) demonstrate an exceptional alignment between the conceptual framework and the empirical data collected from the industrial subsidiaries of Hayel Saeed Anam & Co. Group (HSA). Specifically, the normed chi-square (X^2/df) yielded a value of 2.495, which falls safely below the conservative upper limit of 3.00 (and well within the relaxed threshold of 5.00), indicating an acceptable model fit.

Furthermore, the Root Mean Square Error of Approximation (RMSEA) was recorded at 0.070, satisfying the standard psychometric criterion of ≤ 0.080 . In terms of comparative baseline tracking, the Comparative Fit Index (CFI) reached 0.909, and the Tucker-Lewis Index (TLI) achieved 0.900. Both incremental indices surpassed the required 0.900 threshold, confirming that the structural model possessed robust explanatory validity and matched the empirical data structure.

4.3 Hypothesis Testing Results

4.3.1. Testing the Primary Hypothesis (H1)

The primary structural hypothesis posits that emotional intelligence plays a statistically significant predictive role in achieving institutional excellence within targeted industrial firms. The structural path coefficients, standard errors, and critical ratios for the baseline relationship are summarized in Table 7.

Table 7: *Structural Path Coefficients for the Main Relationship (EI $\rightarrow$ IE).*

Structural Path	R ²	Standardized Effect (β)	Standard Error (S.E.)	Critical Ratio (C.R.)	p-value
Emotional Intelligence $\rightarrow$ institutional excellence	0.584	0.764	0.100	7.643	***

Note: *** $p < 0.001$ (Statistically significant at the 99.9% confidence level).

The empirical estimations displayed in Table 7 indicate that the Critical Ratio (C.R. = 7.643) heavily exceeds the critical threshold of ± 1.96 , achieved alongside a highly significant probability value ($p < 0.001$). This provides conclusive evidence of the positive and statistically significant impact of emotional intelligence on the realization of institutional excellence within the HSA industrial block.

The coefficient of determination ($R^2 = 0.584$) reveals that emotional intelligence successfully accounts for 58.4% of the total variance observed in institutional excellence. The remaining 41.6% of the variance was driven by external variables operating outside the boundaries of the current structural model. Additionally, the standardized regression weight ($\beta = 0.764$) implies that a single-unit

increase in the holistic implementation of emotional intelligence directly triggers a 76.4% improvement in the institutional excellence benchmarks.

Consequently, the primary hypothesis (H1) was fully accepted. This empirical finding highlights that incorporating multi-dimensional emotional capabilities, namely self-awareness, emotion management, empathy, and social skills, serves as an operational catalyst. It constructs a supportive, high-performing corporate ecosystem that advances strategic sustainability and aligns closely with contemporary organizational behavior literature.

Furthermore, this dynamic outcome strongly corroborates the prior empirical conclusions of Abdel-Salam (2023), Melhem et al. (2020), and Ugoani (2019), all of whom recognized emotional intelligence as a decisive strategic determinant of cross-functional excellence.

4.3.2. Testing the Sub-Hypotheses

To explore the individual predictive capacities of specific emotional intelligence dimensions, the main construct was disaggregated into its four underlying components. Table 8 presents the structural path estimations for each sub-hypothesis.

Table 8: *Structural Estimations for the Sub-Dimensions of Emotional Intelligence Predicting Institutional Excellence.*

Disaggregated Structural Paths	Standardized Effect (β)	Standard Error (S.E.)	Critical Ratio (C.R.)	p-value	Result
Emotion Management → Institutional Excellence	-0.021	0.052	-0.405	0.686	Rejected
Empathy → Institutional Excellence	-0.042	0.073	-0.581	0.561	Rejected
Social Skills → Institutional Excellence	0.150	0.071	2.112	0.041	Accepted
Self-Awareness → Institutional Excellence	0.534	0.096	4.574	***	Accepted

Note: *** $p < 0.001$.

4.4 Granular Discussion of Sub-Hypotheses

Regarding the first path, the empirical estimations displayed in Table 8 indicate that the critical ratio for the impact of emotion management on institutional excellence (C.R. = -0.405) falls well within the non-significant zone (± 1.96), paired with a non-statistically significant p-value ($p = 0.686 > 0.05$). Therefore, the first sub-hypothesis is formally rejected, and the alternative null hypothesis is accepted, indicating there is no statistically significant direct role of emotion management in achieving institutional excellence within the studied firms. This specific outcome diverted from the empirical records of Abdel-Salam (2023), Melhem et al. (2020), and Ugoani (2019), who noted a positive relationship in service-oriented sectors. This statistical variance suggests that the capacity for internal emotional self-regulation does not function as an isolated, direct driver of structural excellence in this specific corporate environment. This pattern is often typical of heavy manufacturing setups, where automated technical protocols, standardized operating procedures, and strict assembly line guidelines naturally take precedence over individual emotional adaptation and behavioral flexibility.

In analyzing the second path, the empirical parameters indicate that the structural path linking empathy to institutional excellence is statistically insignificant (C.R. = -0.581, $\beta = -0.042$, $p = 0.561 > 0.05$), leading to the formal rejection of the second sub-hypothesis. This sharp divergence from conventional organizational studies (Abdel-Salam, 2023; Melhem et al., 2020) strongly suggests that individual empathy does not act as an isolated factor in explaining structural success within the studied corporate scope. This behavioral phenomenon can be largely attributed to the rigid operational realities of capital-intensive manufacturing networks, where institutional success is primarily sustained through automated workflow throughput and strict quality metrics. Consequently, the operational environment relies heavily on compliance with technical specifications and product safety benchmarks rather than personalized emotional exchanges or affective sensitivity among employees. Therefore, while empathy remains valuable for general workplace harmony, it does not directly translate into measurable product or leadership excellence in this specific industrial block.

Conversely, path tracking for the third dimension, social skills, confirmed a highly statistically significant positive predictive impact on institutional excellence (C.R. = 2.112 > 1.96 , $p = 0.041 < 0.05$). The standardized path coefficient ($\beta = 0.150$) implies that a single-unit optimization in employees' social skills yields a corresponding 15.0% advancement in institutional excellence benchmarks, thereby leading

to the formal acceptance of the third sub-hypothesis. This critical finding directly matches established administrative literature (Abdel-Salam, 2023; Melhem et al., 2020; Ugoani (2019), confirming that social skills function as an essential relational interface in manufacturing frameworks. Enhanced social skills optimize inter-departmental communication channels, smooth cross-functional workflows, and mitigate institutional friction across the production floor. Ultimately, these collaborative proficiencies directly translate into heightened organizational agility, reduced processing delays, and superior structural excellence across all operating subsidiaries.

Finally, the empirical modeling demonstrates that self-awareness acts as the most potent emotional predictor of institutional excellence, returning an exceptionally high critical ratio ($C.R. = 4.574 > 1.96$) and an optimal significance profile ($p < 0.001$). The standardized regression estimate ($\beta = 0.534$) shows that a single-unit enhancement in personnel self-awareness drives a substantial 53.4% improvement in overall institutional excellence, ensuring that the fourth sub-hypothesis is strongly accepted. Fulfilling the theoretical assumptions of Abdel-Salam (2023) and Melhem et al. (2020), these robust results demonstrate that self-awareness provides the baseline foundation for comprehensive organizational transformation. When managers and technical supervisors have an accurate, realistic understanding of their capabilities, cognitive boundaries, and operational stressors, they consistently make more objective decisions. This conscious alignment minimizes human operational error, bolsters personal accountability, and significantly boosts overall corporate performance metrics.

5. Conclusion

This study investigates the critical intersection between behavioral psychology and strategic management by examining the empirical relationship between Emotional Intelligence (EI) and Institutional Excellence (IE) within the industrial subsidiaries of Hayel Saeed Anam & Co. Group (HSA). Utilizing Structural Equation Modeling (SEM), the study moved past traditional, generic assumptions about leadership behavior to uncover how specific, disaggregated emotional competencies drive tangible performance outcomes such as product and leadership excellence.

The structural findings offer an interesting perspective on the socio-technical dynamics of industrial organizations. While holistic emotional intelligence strongly predicts institutional excellence, explaining 58.4% of its variance, disaggregated path analysis shows that this impact is driven primarily by two distinct competencies: Self-Awareness and Social Skills. In this standardized, capital-intensive manufacturing

setting, an individual's internal emotional regulation (Emotion Management) and interpersonal sensitivity (empathy) did not act as direct, independent drivers of structural excellence.

Ultimately, this study demonstrates that achieving institutional excellence is not merely a function of technical engineering and strict operational controls; it is deeply rooted in the cognitive alignment and relational agility of the workforce. By proving that emotional competencies directly translate into product and leadership advantages. This study provides administrative leaders with a validated framework for transitioning from rigid operational paradigms to a more balanced socio-emotional approach to performance management.

6. Findings

Based on the empirical findings and structural modeling results of this study, the following core conclusions were drawn:

1. The overall practice of emotional intelligence within the investigated industrial enterprises operates at a demonstrably high level, indicating a mature corporate ecosystem.
2. All individual sub-dimensions of emotional intelligence are highly manifested among the workforce. This confirms that the targeted companies maintain an institutional environment that fosters positive behavioral interactions and continuous talent development.
3. Social Skills emerged as the most actively practiced emotional competency within the studied firms, signaling strong interpersonal dynamics across administrative lines.
4. The investigated enterprises have unlocked advanced benchmarks of institutional excellence, highlighting their operational capacity to secure superior, sustainable corporate performance.
5. Product Excellence stands at the absolute forefront of institutional excellence dimensions. This demonstrates a rigorous corporate focus on quality optimization, market standardization, and customer satisfaction.
6. Holistic emotional intelligence serves as a highly effective structural driver for accelerating institutional excellence, minimizing friction, and bolstering overall performance metrics.
7. Disaggregated path analysis confirmed that Self-Awareness and Social Skills function as the primary structural pillars driving institutional excellence within the research context. Conversely, isolated individual empathy and internal emotion management do not have a direct, independent impact in these highly standardized industrial environments.

7. Recommendations

In light of the empirical conclusions reached, the following actionable strategic recommendations are proposed for administrative leaders and decision-makers:

1. Formally incorporate emotional intelligence frameworks into institutional human resource architectures as core behavioral competencies governing talent acquisition, recruitment selection, and annual performance appraisal systems.
2. Cultivate and scale self-awareness among administrative staff and leadership cadres by executing specialized, data-driven training modules designed to enhance objective self-reflection within dynamic manufacturing realities.
3. Amplifying workplace Social Skills by institutionalizing a corporate culture centered on transparent communication channels, matrix collaboration, and cross-functional team designs to minimize organizational silos.
4. Restructure corporate training and development agendas to prioritize high-impact emotional intelligence components, specifically Self-Awareness and Social Skills, ensuring that these modules are customized to align with the technical nuances of the industrial sector.
5. Institutionalize emotional intelligence assessment scores as mandatory, high-weight prerequisites within succession planning frameworks and executive-level promotion pathways.
6. Maintain and safeguard the current high benchmarks of institutional excellence by deploying periodic, metrics-driven performance auditing systems and continuous feedback loops tied directly to quality outcomes.

8. Avenues for Future Research

To expand the empirical boundaries of this study, the following paths are proposed for future scientific inquiry:

- Examine how structural factors, such as organizational culture, job standardization, or automation, might alter or clarify the non-significant impacts of empathy and emotion management.
- Replicating this framework in human-centric service industries (e.g., healthcare, banking, or education) to contrast the findings with this study's highly technical industrial setting.
- Transition from a cross-sectional approach to longitudinal methodologies to observe and track the long-term shifts in emotional intelligence on institutional performance over time.
- Combining quantitative Structural Equation Modeling (SEM) with qualitative approaches, such as semi-structured interviews, to capture deeper contextual behavioral insights.

- Explores the dynamic interaction between human emotional intelligence and Artificial Intelligence (AI) adoption in shaping modern organizational agility and structural excellence.

Ethical Considerations

This study was conducted in strict accordance with the ethical principles of the Declaration of Helsinki. The research design, survey instruments, and data collection protocols were formally reviewed and approved by the Research Ethics Committee of the Center of Business Administration at Sana'a University (Ethics Approval Protocol Number: SU-CBA-2025-ETH-14). Written informed consent was explicitly obtained from all academic and administrative leaders before data collection commenced. All participant data were fully anonymized and analyzed in aggregate.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this manuscript.

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Use of Artificial Intelligence

The authors declare that artificial intelligence (AI) tools were used solely as a language assistance tool to improve the clarity, grammar, and readability of the manuscript. These tools were not used for generating, analyzing, or interpreting the research data, nor for drawing any scientific conclusions. All research design, data collection, statistical analysis, interpretation of results, and manuscript writing were conducted entirely by the authors. The authors take full responsibility for the content and integrity of the manuscript.

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