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EMOTIONAL INTELLIGENCE AND ITS ROLE IN PROMOTING ORGANIZATIONAL SUSTAINABILITY

APPLIED STUDY-BABYLON ELECTRICITY DISTRIBUTION DIRECTORATE

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ABSTRACT

The research aims to highlight the importance of emotional intelligence, which is one of the important topics that the majority of business institutions in general and educational institutions in particular may not focus on, perhaps due to the lack of awareness of its positive results affecting organizational sustainability. The research aims to address new elements different from what is familiar to know. The extent of its relationship and its impact on organizational sustainability, through a questionnaire designed for this purpose and distributed to a sample size of (56) employees in the Babylon Electricity Distribution Directorate. (50) samples were retrieved and the results were analyzed through descriptive statistical models and correlation. The research reached the following conclusions: There is a relationship between emotional intelligence and organizational sustainability.

KEYWORDS: Emotional Intelligence, Self-Awareness, Self-Management, Relationship Management, Organizational Sustainability.



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INTRODUCTION**Chapter One****Research Methodology**

First: The problem of research

The research problem can be identified and described by a key question: Does emotional intelligence have a role in organizational sustainability

From this question a sub-question can be formulated that is:

1 - What is the nature of the relationship between emotional intelligence and organizational sustainability

Second: the importance of research

The main objective of the research is to study the relationship, identify the dimensions of emotional intelligence and find out the extent of its role at the level of organizational sustainability.

1-knowledge of emotional intelligence

2-knowledge of organizational sustainability

3-knowledge of the relationship between emotional intelligence and organizational sustainability

Third: the research hypothesis

There is a significant correlation between emotional intelligence and organizational sustainability .

- There is a correlation between emotional intelligence with its dimensions (self-awareness, social awareness, relationship management) and organizational sustainability with its dimensions (economic sustainability, social sustainability, environmental sustainability).

Chapter Two**Theoretical Framework**

The first topic: the concept of emotional intelligence

1. Definition

The decade of the Eighties of the last century witnessed an unprecedented increase in scientific studies and research on human emotions, especially research that was able to monitor the way the brain works and monitor its complex set of cells using advanced technology while the individual is thinking, imagining or dreaming. with these neurological data, it was possible to understand how the Centers of the brain of an individual's emotion move in anger,

or early tears, and how the parts of the brain that push him to fight a war or to practice feelings of love. (Goleman, 2005: 28)

It is worth noting that scientific research has begun to pay attention to human emotions and develop appropriate methods and methods to understand and study these emotions, which were a source of mystery, and these methods have put in the focus of scientific research modern colors applicable to the practices of development and development of emotional intelligence, which contributes to providing treatment for the emotional crises sweeping the world.

The immortality of emotions is a fundamental aspect in the aspect of human behavior, which is closely related to human life and personality and varies according to the personality of the individual and his behavior, from people who have emotional and emotional maturity, and have the ability to adapt to the members of the society with whom he lives, and some of them are not vulnerable often suffer from problems of adaptation and compatibility with members of his surroundings and society. (Khawaldeh, 2004: 15)

Azzopardi believes that emotions, whether negative or positive, are necessary for everyday life, they satisfy our daily needs, lead a person and control his decisions, especially when he is convinced of the opposite of what he is doing, so it is very important to have emotional intelligence in an individual, the future will witness the rise of new values, intuition, tenderness, empathy, consultation and conscious participation, and on these grounds major problems are solved, the future will be for those who possess high emotional intelligence rates (Azzopardi, 2004: 24), left-handed and blind people see emotional intelligence has its roots in the concept of social intelligence, the theories that added intelligence to emotion are not recent, over the years theorists have studied the relationship between intelligence and emotion as complementary and not opposites. (Left-handed, 2000: 19)

Abu Hatab states that during the years between

1920-1930: the concept of social intelligence extended its origins to the scientist Thorndike in his book on intelligence, and his well-known distinction between social and Motor Intelligence, where he presented social intelligence as the ability to understand others and wise behavior in human relationships, and considered social intelligence to be humans themselves and drew attention to the problems of measuring social intelligence, and excluded the use of verbal tests. (Abu Hatab, 1982: 28)

Emotional intelligence: it is the ability to perceive and understand the emotions and feelings of others before using them, that is, it is the optimal and intelligent use of emotions and feelings and their management. the manager-the leader - can make his emotions work for him or for his benefit by using them in rationalizing his behavior and thinking in ways and means that increase his chances of success and achieve the greatest possible happiness for himself and those around him in the organization, whether at work, at school or in life in general. (Fahd, 2010: 28).

2-the importance of emotional intelligence

The ability to control emotions is the basis of personal management, and in the same way, the basis of altruistic feelings lies in emotional empathy with others, that is, the ability to read their emotions, but the inability to feel the needs of others or their feelings, means indifference, and if there are two moral attitudes that the current era necessitates, namely, self-restraint and compassion. (Goleman, 2005: 30)

He also sees that managing emotions is a challenge, and it is also a need, emotions are what drive thinking, values, survival and if practiced well produce wise people, and the problem, as Aristotle says, is not in the emotional state itself, but in the integrity of this emotion and how to express it. (Khawaldeh, 2004: 44)

Goleman emphasizes that this science has contributed to expanding the narrow view of intelligence, there are people with high intelligence, but they cannot manage their emotional life, and this can be explained by the

fact that the factor of academic intelligence has only a specific relationship to emotional and emotional life.

The importance of emotional intelligence is represented by the link between feelings, personality and innate moral predispositions, and the basic moral attitudes in life stem from the basic emotional abilities of man, because emotion for a person is a means of emotion, and the seed of every emotion, a feeling that explodes inside a person to express himself in an action, and those who are prisoners of emotion, i.e. those who lack the ability to self-control, but suffer from a moral deficit, the ability to control emotion is the basis of management and the basis of personality, and the basis of feelings of altruism lies in empathy empathy with others, i.e. the ability to read their emotions either the inability to sense the need of the other or Frustration means indifference. (Goleman, 2005: 39).

3-goals of emotional intelligence

Understanding, recognizing and controlling emotions and feelings of others, developing motivation to complete tasks, active listening to communicate with friends, colleagues and relatives, dealing with stress, and managing unconscious emotional reactions.

Through the mentioned concepts, the goals of emotional intelligence can be determined (Goleman, 2017: 23) (Hussein, 2003: 384):

1-understanding, perceiving, and controlling one's own feelings and the feelings of others.

2-Develop motivation to complete tasks.

3-build effective communication with friends, colleagues and relatives.

4-dealing with stress , controlling emotional responses.

5-detection of development areas and their analysis for each participant in a particular procedure.

6-development of self-motivation skills.

7-influence the surrounding people.

4-dimensions of emotional intelligence

Emotional intelligence has several dimensions, three of which are basic to be studied .(Ahmad, 2023: 172)

A-self-awareness: it is that the individual has his own emotions and feelings, and is able to evaluate himself accurately with the presence of self-confidence.

B-social awareness: this axis is characterized by empathy, especially when working as a team and provides service to those who need it without hesitation, and makes it a method for him to work to reach institutional awareness by feeling the feelings of others, and the ability to understand situations from another point of view.

C-relationship management: that is, working to develop and influence others in a way that serves the work and communicate with them at all levels, without exception, by finding solutions and discussing opinions and proposals that are produced through discussion seminars.

Second topic: organizational sustainability

1-the concept of organizational sustainability

At the beginning of the Twenty-First Century and in a Changing World, sustainability is the characteristic that all organizations strive to achieve at the local and global levels, as the report "shared future" prepared by the United Nations Committee on Environment and development indicates that sustainability is related to environmental safety and social justice, as well as related to the economic prosperity of organizations, through the formulation of the term sustainable development, which means meeting the needs of the present without compromising the ability of future generations to meet their own needs.(Solomon, 2020: 39) .

Organizational sustainability refers to an organization's ability to operate in an economically, socially and environmentally responsible manner. It is important in organizations because it ensures long-term continuity and success. Sustainable organizations are better equipped to manage resources efficiently, reduce waste, and minimize negative impacts on the environment and society. This, in turn, helps organizations build a positive reputation, attract investment, retain employees and customers. In general,

organizational sustainability is essential for the long-term growth and success of organizations.

2-The goal of organizational sustainability

The goal of organizational sustainability is to explore or find out the extent of its importance and impact on organizational development in institutions and achieve organizational sustainability in its dimensions (economic, social and environmental) at the University of the future".As well as its impact on the principles of good leadership represented by (strategic direction, accountability, transparency, and participation).

3-the importance of organizational sustainability

1-organizational sustainability refers to the ability of an organization to operate in an economically, socially and environmentally responsible manner.

2-it is important in organizations because it ensures continuity and success in the long term.

3. sustainable organizations are better equipped to manage resources efficiently

4-the presence of organizational sustainability in any institution can reduce the negative effects on the environment and society. This, in turn, helps organizations build a positive reputation, attract investment, retain employees and customers.

5-sustainability practices can lead to cost savings by reducing energy and resource consumption. In general.

6-organizational sustainability is essential for the long-term growth and profitability of enterprises.

4 - dimensions of organizational sustainability

The dimensions of organizational sustainability are economic sustainability, social sustainability and environmental sustainability.(Eid, 2023: 225).

A-economic sustainability:

Which is concerned with the impact of

organizations on the economic conditions of stakeholders and economic systems at the local and global levels, and the indicators of that impact are the economic effects of organizations on society and the flow of resources between various related parties. (ANI, 2021: 17).

B-social sustainability:

It consists in awareness of the responsibility of the organization for its actions, as well as a real and reliable long-term commitment to all commercial activities in order to successfully stay in the market for a long period of time, and social sustainability aims to positively influence current and future relationships with related parties with a focus on meeting their needs to ensure their loyalty to the organization . (Al-hadrawi, 2020: 43).

C-environmental sustainability

Which means maintaining the factors and practices that contribute to the quality of the environment on a long-term basis, the environmental impacts caused by the activities of organizations, in addition to the effects of biodiversity and environmental issues over the life cycle of the product.

Chapter Three

Application Framework

The description and analysis of variables in this study is aimed at building a general perception of the nature of variables from the researcher's perspective, which leads to initial indicators that help simulate, test theoretical aspects and proceed to the conclusion. The sample number was (50) employees of the Babylon Electricity Distribution Department.Table (1) shows the demographic characteristics of the officials composing the study sample.

1-description and analysis of the characteristics of the studied sample:

Table(1) demographic characteristics of the study sample

The ratio	Views	Property	
%78	39	Male	Gender

2%2	11	Females	
%16	8	25 or less	Age
%28	14	35-26	
%38	19	45-36	
%12	6	55-46	
%6	3	56 or more	
%20	10	5 years and less	Years of Experience
%18	9	10-6	
%40	20	15- 11	
%10	5	20-16	
%12	6	21 or more	
%66	33	Bachelor's	Qualification
%34	17	Postgraduate	
%10	5	boss	Job title
%18	9	Head of the Department	
%28	14	Division head	
%44	22	employee	
100%	50	The Total	

Source: preparation of researchers using the SPSS program

It is clear from Table (1) what follows :

1. Gender: it was found that the majority of the sample members were males (39), (78%) and the rest of the 11 females (22%), which indicates that the bank focuses more on males than females in the implementation of its job tasks, due to the nature of the activity carried out by the bank, each according to its job duties and the type of work it performs, and the skills that qualified it to be an employee.
2. Age: it is clear from the table that the majority of the respondents belong to the age group between (36-45) years (38%), followed by the age group between (26-35) years (28%), then

the age group (25+) years (8%), then the age group (46-55) years (12%), and finally the age group (56 and over) years (3%).

3. Years of experience: it is clear from the table that the highest percentage of employees in Baghdad bank, Karbala branch, according to years of experience, are those whose years of experience range from (11-15) years, by (40%), and then the percentage of employees whose years of experience range from (5-and less) years, by (20%), then followed by the percentage of employees whose years of experience range from (6 - 10)years, by (18%), and then the percentage whose years of experience range

from (21) and more (12%). Then between (16-20) years and by (10%).

4. Educational qualification: focusing on the holders of a bachelor's degree (66%) with a number of (33) and the rest of a postgraduate degree (34%) with a number of (17) individuals, which reflects the natural state of the organization as organizations whose staff consists mostly of holders of higher degrees.

5. Job title: the results for the job title show that the number of employees reached (22) by (44%), the head of division (14) by (28%), the head of department (9) by (18%) and the number

Manager (5) by (10%).

1 - tests the honesty and stability of the scale:
First: building the scale:

The study tool consists of two main variables, the independent variable is emotional intelligence, and the dependent variable is organizational sustainability, in addition to the sub-dimensions of each of the study variables, and Table(2) provides an explanation of each variable after determining the number of paragraphs and the source of obtaining the scale .

Table (2) coding of study variables

Source	Code	Paragraphs	Subdimensions	Variable
(Rashid, 2020)	X1	5-1	Self Conscious	Emotional Smartness
	X2	10-6	Social Awareness	
	X3	15-11	Relationship Management	
	Y1	20-16	Economic Sustainability	Organizational Sustainability
	Y2	23-21	Social Sustainability	
	Y3	27-24	Environmental Sustainability	

Source: preparation of researchers

Second: preliminary examination of the study data :

For the purpose of reaching accurate results of the study, there is a necessary need to conduct a preliminary examination of its data before starting the procedures of description and statistical inference of data . The initial examination of the data includes examining the nature of the distribution of data .

- Examine the nature of data distribution

For the purpose of verifying that the sample is drawn from a community whose data follows the normal distribution, there are two tests that can be adopted, one of which is the Kolmogorov – Smirnov test (Kolmogorov - smirnov) and the Shapiro - Wilk test (Shapiro - Wilk) . In the current study, we will rely on the first testkolmogorov – Semenov (Kolmogorov - smirnov)as follows: (Haire, 2010).

Table (3) results of the normal distribution of study variables

Variable	c.r	c.r	Kol-smi	p-valu
ω ε ϑ ρ ς π	2.239	2.541	0.069	>0.05

○ □ ▢ ▣ ▤ ▥	2.081	2.420	0.071	>0.05
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Source: preparation of researchers from computer outputs.

It is clear from the results of the statistical analysis of the Kolmogorov – Semenov test that the value of the test is greater than the morale level (5%), and this shows that the data of the study sample does not differ significantly from the normal distribution . This leads us to accept the assumption that the dimensional data of the study variables are drawn from a community whose data follow the normal distribution.

Third: testing the honesty and stability of the study tool:

To ensure the accuracy and correctness of the data, the following tests were performed:

A - test the stability of the scale:

Stability expresses the extent to which the scale is free from bias or errors, and this ensures the consistency of the results obtained from the measurement and their stability over different time periods. The measurement of stability is by

checking the internal consistency of the instrument and the stability of the results of the same scale over different time periods, as follows:

1. stability test :

The main purpose of conducting this test is to verify the presence of stability in the results of the study by distributing the measuring instrument to the same sample for two different time periods and working to extract the coefficient of stability between them .

For the purpose of conducting the test, the researcher distributed the measuring instrument to a random sample of (30) employees and after a period of two weeks, he redistributed the same measuring instrument to the same sample again. Table (4) shows the stability coefficients for this test, which are all acceptable because they are greater (0.80).

Table (4) constancy coefficients between variables

Stability Coefficient Between The Two Time Periods	The Scale
0.89	Emotional Smartness
0.85	Organizational Sustainability

Source: preparation of researchers based on the results of the calculator

2. constancy of internal consistency:

The presence of internal consistency of the paragraphs of the study scales was verified by using the alpha-cronbach coefficient . Table (5) shows the kronbach Alpha coefficients for the two scales, and it turns out that all values have ranged between (0.81 - 0.88), which is

statistically acceptable in administrative research because their value is greater than (0.75), which indicates that the measurements of the study instrument are characterized by consistency and internal stability. .(Nunnally, 1967:95)

Table (5) alpha-cronbach coefficients for the study scales

Cronbach's Alpha Coefficient For The Scale	Cronbach's Alpha Coefficient For The Dimension	Dimensions	The Scale
0.84	0.84	Self Conscious	The Scale Emotional Smartness
	0.87	Social Awareness	
	0.83	Relationship Management	
0.85	0.86	Economic Sustainability	Organizational Sustainability
	0.88	Social Sustainability	
	0.86	Environmental Sustainability	

Source: preparation of researchers using the spss V program.25

B-the truthfulness of the study measurement tool :

The concept of truthfulness of a measuring instrument is the expression of the instrument's ability to accurately measure for purposes that represent the basic conceptual structure, that is, the extent to which the scale is able to measure the real values and attitudes of the phenomenon to be studied (Hinkin,1995:968), as follows :

1-the apparent honesty of the tool : the researcher presented the study tool in its initial form to a number of arbitrators specialized in the field of Business Administration, numbering (3) arbitrators, in order to confirm the apparent honesty of the study tool, and Appendix (1)

clarifies the names of the arbitrators .

2-the constructive honesty of the study tool / confirmatory factor analysis: for the purpose of verifying the constructive honesty of the study tool, confirmatory factor analysis was conducted using the (AMOS) program. It is one of the methods of structural equation modeling, which is a mathematical method that aims to find out the strength of the models developed for a particular research case and includes, in addition to confirmatory Factor Analysis, other methods and methods such as path Analysis and regression analysis.

First: the dimensions of emotional intelligence :

Table (6) appropriate criteria for the emotional intelligence dimension model

RMSEA	AGFI	GFI	χ^2/Df	Standard Used
0.01	0.81	0.86	210.5/50=4.210	Standard Value
0.08 فاقل	0.50 فأعلى	0.50 فأعلى	5 So Say	Acceptance Limits
The Model Fits	The Model Fits	The Model Fits	The Model Fits	The Decision

Source: preparation of researchers based on computer results.

Second: the dimensions of organizational sustainability

Table (7) appropriate criteria for the organizational sustainability dimensions model

RMSEA	AGFI	GFI	χ^2/Df	Standard Used
0.00	0.79	0.82	159.5/50=3.190	Standard Value
0.08 فاقل	0.50 فأعلى	0.50 فأعلى	5 So Say	Acceptance Limits
The Model Fits	The Model Fits	The Model Fits	The Model Fits	The Decision

Source: preparation of researchers based on computer results

A-presentation, analysis and discussion (dimensions of emotional intelligence)

The research aims to analyze and evaluate the availability of variables used in the study (emotional intelligence) at the Faculty of Administrative Sciences – future University (50) employees on a questionnaire consisting of (30) two-dimensional paragraphs. The arithmetic mean, standard deviation, coefficient of variation, their relative importance for the variables used, as well as the scale of the study

(questionnaire) used were calculated. The sum of the gradient by (15) elements was divided into (5) points for comparison of the calculated and hypothetical average values. If the calculated average is higher than the default one, this indicates the availability, accreditation, practice and interest of the faculty. If it is below the default average, this indicates poor adoption, practices and limited interest by the bank. Table (8) shows this.

Wrong! There is no text of the designated style

in the document. Table (8) interpretation of computational circles compared to the gradients of the five-point Likert scale

I totally disagree	I do not agree	not sure	I agree	Totally agree
1.80-1	2.60-1.80	3.40-2.60	4.20-3.40	5-4.20
Very weak	weak	Moderate	high	very high

Source: preparation of the researcher using the SPSS program.

1. Presentation, analysis and diagnosis of intelligence: the independent variable emotional

Table (9). Display and analysis of emotional intelligence data n=50)

Importance	Relative Importance	Coefficient Of Variati on	SM A	Arith metic Mean	Dis Agr ee	Dis Agr ee	Net ural	Agr ee	Stro ngly Agre e	Parag raph	The Dimen sion
3	80	0.265	1.058	4.0	2	2	10	16	20	X11	self conscious
1	81	0.223	0.904	4.1	1	1	10	20	18	X12	
2	80	0.255	1.099	4.0	1	3	11	15	20	X13	
4	77	0.249	0.959	3.9	1	3	12	20	14	X14	
5	70	0.386	1.360	3.5	7	5	7	17	14	X15	
First	78	0.280	1.089	3.9	12	14	50	88	86	X1	
5	73	0.297	1.088	3.6	2	5	14	16	13	X21	Soci al

4	74	0.314	1.1 67	3.7	3	5	10	17	15	X22
2	74	0.290	1.0 66	3.7	1	9	6	23	11	X23
1	79	0.218	0.8 58	3.9	0	5	5	28	12	X24
3	74	0.295	1.0 85	3.7	3	3	13	19	12	X25
Second	75	0.285	1.0 63	3.8	9	27	48	10 3	63	X2
1	76	0.296	1.1 19	3.8	3	3	11	18	15	X31
3	72	0.312	1.1 29	3.6	3	6	9	21	11	X32
4	72	0.314	1.1 44	3.6	2	7	12	15	14	X33
2	74	0.252	0.9 39	3.7	1	3	16	19	11	X34
5	69	0.343	1.1 87	3.5	3	8	14	13	12	X35
الثالث	73	0.305	1.1 12	3.6	12	27	62	86	63	X3
	75	0.291	1.0 93	3.8	33	68	160	27 7	212	X

Source / preparation of researchers based on the results of the spss statistical program

It is clear from Table (9) What follows:

The emotional intelligence variable has been measured as an independent variable across three different dimensions namely: self-awareness, social awareness, relationship management . The answers were obtained from (50) observations at the Baghdad bank, Karbala

branch, the study sample, and the independent variable obtained an arithmetic mean of (3.8), which is a moderate level. A standard deviation (1.093) and an average interest rate of (75%) and a coefficient of relative difference (0.291), this indicates that the College study sample pays great attention to the application of emotional

intelligence, and the results of Table (9) showed the arrangement of the various dimensions and paragraphs used in measuring the independent variable ‘

1. Presentation, analysis and diagnosis of the dependent variable organizational sustainability:

The respondent variable was measured in a specific study entitled The study and the hypothesis scheme "organizational sustainability" on three dimensions (economic sustainability, social sustainability, environmental sustainability), by using (15) paragraphs and through the answers of (50) people from the faculty selected a sample for research. Overall, organizational sustainability

has obtained a calculated average of (3.6) high level, due to its possession of a complex and sophisticated system that keeps pace with the developments of the environment and the nature of its complexity, which includes the integration of comparability, convenience, reliability and stability synergistically. The quality of accounting information in general received a standard deviation (1.188), relative interest (71%), and a coefficient of relative difference (0.336), which indicates the harmony of opinions, as shown in the results of the table, but at the level of the four dimensions they were ranked according to the coefficient of relative difference .

Table (10). Presentation and analysis of organizational sustainability Datan=50)

Import ance	Relativ e Import ance	Coeffi cient Of Variati on	SM A	Arith metic Mean	Dis Agr ee	Dis Agr ee	Net ural	Agr ee	Stro ngly Agre e	Parag raph	The Dimen sion
4	73	0.335	1.2 27	3.7	4	5	10	16	15	Y11	Economic sustainability
5	70	0.343	1.1 87	3.5	4	6	14	15	11	Y12	
1	76	0.302	1.1 49	3.8	3	3	12	15	17	Y13	
2	75	0.311	1.1 63	3.7	4	3	9	20	14	Y14	
3	74	0.314	1.1 67	3.7	3	5	10	17	15	Y15	
First	74	0.322	1.1 85	3.7	18	22	55	83	72	Y1	
1	72	0.316	1.1 33	3.6	3	5	14	16	12	Y21	Soci

3	67	0.395	1.1 31	3.3	5	7	10	17	10	Y22	
2	70	0.283	0.9 85	3.5	1	9	11	23	6	Y23	
Second	70	0.322	1.1 29	3.5	9	21	35	56	29	Y2	
3	70	0.374	1.2 99	3.5	6	5	11	15	13	Y31	Environmental sustainability
1	72	0.314	1.1 31	3.6	3	6	10	20	11	Y32	
4	65	0.395	1.2 89	3.2	7	7	12	15	9	Y33	
2	70	0.311	1.0 81	3.5	4	3	16	19	8	Y34	
Third	70	0.351	1.2 11	3.5	20	21	49	69	41	Y3	
	71	0.330	1.1 88	3.6	60	84	172	26 2	172	Y	

Source / preparation of researchers based on the results of the spss statistical program

A-testing the hypotheses of the study:

The study was based on three methods for testing hypotheses, namely the correlation matrix(simple and multiple correlation coefficients). The matrix of simple correlation coefficients is used for the purpose of checking the strength of the correlation relations existing between the dimensions of the independent variable and the dimensions of the intermediate and dependent variable, while the regression equation is used to test the hypotheses of the effect.

First: testing correlation hypotheses

1.5.1 testing and analysis of correlation relationships between the two research variables (emotional intelligence).

In this study, the simple and multiple correlation coefficients were used to test the first main hypothesis, represented by the correlation relations between us and the study variables, and the simple correlation coefficient and the Pearson coefficient, represented by the following law:

$$r = \frac{\sum(X - \bar{X})(Y - \bar{Y})}{\sqrt{\sum(X - \bar{X})^2} \sqrt{\sum(Y - \bar{Y})^2}}$$

Before entering the test of this hypothesis, FN n indicates the sample size (125) and the type of test (2-tailed) and abbreviated (Sig. In the tables, it is indicated to test the significance of the correlation coefficient by comparing the calculated value (t) with the tabular (Cohen,1983). There is a significant relationship if the calculated value of (z) is greater or equal to the tabular value of (z), and if the calculated value of (z) is smaller than the tabular value of (z), then the relationship is not significant at a moral level (1%). to achieve this goal, it is necessary to verify the extent of acceptability of the first main hypothesis and the hypotheses emanating from

each of them.
1-testing the first main hypothesis: -
(There is no significant correlation between emotional intelligence and organizational sustainability)
Table (8) indicates that there is a positive correlation between emotional intelligence(11) and organizational sustainability(y), as the value of the simple correlation coefficient between them was (0.992) and this value indicates the positive relationship between the two variables in the study sample .supporting the positive correlation is that the calculated z value (11.2) is greater than the tabular z value (1.96) at the Level(1%).

Table (11) Correlation between emotional intelligence and organizational sustainability

Tabular z value	Quality of accounting information	Variables	
1.96	0.998	R	X1
	11.1	Z	
	0.980	R	X2
	10.9	Z	
	0.957	R	X3
	10.7	Z	
	0.992	R	X
	11.2	Z	

Source: prepared by researchers based on the spss program

Table (11) also shows a positive correlation between the paragraphs of emotional

intelligence and organizational sustainability:
A-testing the first sub-hypothesis: there is a

positive correlation between self-awareness (X1) and organizational sustainability (y). the correlation coefficient value was (0.998) at the level of (1%). supporting the positive correlation relationship, the calculated value of (z) reached (11.1), which is greater than the tabular value of (z) of (1.96) and is considered significant at the mentioned level.

From the foregoing, it becomes clear that there is a positive correlation between the dimension of self-awareness and organizational sustainability, and this leads to the rejection of the first sub-hypothesis, which states (there is no significant correlation between the dimension of self-awareness and organizational sustainability).

The alternative hypothesis is accepted: (there is a significant correlation between the dimension of self-awareness and organizational sustainability).

B-testing the second sub-hypothesis :-

(There is no significant correlation between the dimension of social awareness and organizational sustainability).

Table (8) indicates that there is a positive correlation between the dimension of social awareness (X2) and organizational sustainability (y). the correlation coefficient reached (0.980) at a moral level (1%). what supports this result is that the calculated value of (z) reached (10.9), which is greater than its Tabular value at the same level as the previous moral

From the foregoing, it is clear that there is a positive correlation between the dimension of social consciousness and organizational sustainability, and this leads to the rejection of theThe second sub-hypothesis, which states (there is no significant correlation between the dimension of social consciousness and organizational sustainability). The alternative hypothesis is accepted: (there is a significant correlation between the dimension of social consciousness and organizational sustainability).

C-testing the third sub-hypothesis:

(There is no significant correlation between the dimension of relationship management and

organizational sustainability).

Table (8) indicates that there is a positive correlation between the dimension of relationship management (X3) and organizational sustainability (y), and the correlation coefficient reached (0.957) at a morale level (1%). what supports this result is that the calculated value of (z) reached (10.7) at the same morale level as the previous one.

From the foregoing, it is clear that there is a positive correlation between the dimension of relationship management and organizational sustainability, and this leads to the rejection of the third sub-hypothesis, which states (there is no significant correlation between the dimension of relationship management and organizational sustainability). The alternative hypothesis is accepted: (there is a significant correlation between Relationship Management and organizational sustainability).

CONCLUSIONS

Based on the results of theoretical and practical research, a number of conclusions can be reached, which include:

1. There is a correlation of emotional intelligence on organizational sustainability.
2. The research presented a scientific and applied framework the research variables represented by the independent variable, the dimensions of organizational culture and the dependent variable, the sustainable competitive advantage, and what is the level of relationship and influence between these variables
3. With regard to organizational sustainability, it was found that the overall state of availability of organizational sustainability in general for the surveyed organization (78.7%) and for each sub-dimension separately, it is clear that the state of availability of economic sustainability is (79%), followed by the state of availability of social sustainability (79%) and finally after environmental sustainability (78%).
4. There is a real need to frame the topic of building and developing organizational culture from both conceptual and applied points of view for its strategic role in achieving sustainable competitive advantage for business

organizations .

5. The diversity of the diagnosed dimensions of organizational culture, but we can classify them into two types of dimensions (subjective and objective), the first reflects the intrinsic dimensions of the organizational culture and established in the organization and its members, and the second among the apparent dimensions that are easy to diagnose among them.

RECOMMENDATIONS

Based on the conclusions reached by the research, a set of recommendations was formulated that the future university presidency can adopt in the field of emotional intelligence and its role in enhancing organizational sustainability.

1-the need to pay attention to the field of emotional intelligence and create working conditions and methods that contribute to the application of organizational sustainability within the framework of work and create a climate filled with respect, appreciation and motivation, which pushes the organization to achieve a sustainable competitive advantage.

2-organizations that work with organizational culture should provide an opportunity for employees to participate in the interpretation of the organization and determine its goals, which would provide an opportunity for the emergence of values that contribute to the education of loyalty, discipline, responsibility and mutual trust between the management of the organization and its human resources.

3-the need for the organization to pay attention to its intellectual capital represented in the category of innovators who have the ability to produce new ideas, which contribute to seizing the strengths and opportunities available in the competitive environment.

4-to exert more scientific efforts in research and study in the literature of organizational culture by academics and researchers, whether at the level of the ministry, universities or relevant authorities, and those in order to form the basis to achieve a sustainable competitive advantage.

5-maintaining international communication

channels with other specialized organizations and institutions in order to obtain everything new in the field of organizational culture and sustainable competitive advantage.

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