



Article

The Impact of Emotional Intelligence on Organizational Behavior Among Individuals Working in Industrial Organizations (Review Article)

M.M. Shaymaa Jasim Khudhairer^{*1}

1. Sumer University, College of Administration and Economics

*Correspondence: nnsym2021@gmail.com

Abstract: The study intends to examine and characterize doctoral and master's theses in the area of emotional intelligence and how it affects organizational behavior in people who work in industrial organizations. What contributions have master's and doctorate theses made to the subject of emotional intelligence and its influence on organizational behavior? This is the study's central question. The study used content analysis and was descriptive-analytical in nature. According to the study's findings, master's theses accounted for the largest percentage of theses pertaining to the research topic (73.3%). Between 2019 and 2025, 57.14% of master's and doctorate theses pertaining to the research topic were completed. Functional, administrative, and educational domains accounted for the largest percentage of theses pertaining to the study topic (33.33%). At 80%, the greatest proportion of theses pertaining to the research topic had a "applied" goal. The study concluded with proposals, most notably overcoming the obstacles and difficulties facing researchers and scientific research, proper planning of scientific research, and addressing emotional intelligence to establish a clear vision capable of setting priorities.

Keywords: Emotional Intelligence, Organizational Behavior, Impact

1. Introduction

Researchers began to take notice of the relatively new idea of emotional intelligence near the close of the 20th century. It has become well-known in the management field. The study and investigation of emotional intelligence has been led by psychologists, and its application to management has been the subject of much research. The close connections between leadership and emotional intelligence have been validated by this study. It has a noticeable effect on a person's life, relationships, and thought process, and it has also spread to the domains of organizational behavior and human resources [1]. There is a common link between thinking and emotion. An emotionally unbalanced individual will not be able to control his emotions. There are several factors that affect the behavior of individuals working in an organization, which in turn affect their performance. Therefore, management works to motivate and direct the behavior of employees to align with its desired goals [2]. Human emotions and feelings have been the focus of scientific research because they are related to the individual's personality and life and vary according to the individual's behavior, environment, and personality. Several studies have proven that many workers have not achieved success in their work due to their weak emotional intelligence and their inability to build relationships with their colleagues. Failure usually appears for emotional, not professional, reasons [3]. Emotional intelligence in social situations is the ability to perceive and understand one's own and other people's emotions, to identify emotional reactions, and to use this knowledge to influence other people by keeping their emotions in check. Therefore, the ability to do so

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is fundamental for effective leadership. Recent research has shown that emotional intelligence, rather than cognitive IQ, is the most important factor in determining success in life and the workplace. Emotional intelligence is the most important factor in a leader's effectiveness [4].

According to Amer and Al-Masry, emotional intelligence has gained attention as a behavioral strategy that improves a person's capacity to engage in constructive interactions at work by comprehending others, fostering social ties, and cultivating empathy and effective communication [5]. High-IQ people can also inspire themselves to make wise decisions since they are more sensitive to their own emotions as well as those of others [6], [7], [8]. The traditional concept of management science refers to individuals' "reasoning," whether they make rational decisions, and only partially explains their behavior. The role of IQ and pure cognitive skills in success has been debated since 1973. It has been proven that a set of specific abilities, such as self-discipline, initiative, and the ability to understand others' emotions, distinguish the most successful individuals from others. Emotions play a dominant role in this, providing a highly effective means of communication. On the other hand, when emotional conflicts divert attention and energy from the shared task, team performance declines. Therefore, emotional intelligence is directly linked to organizational development and human resource development, and thus also to management and leadership, by introducing a new way of conceptualizing and accepting human behaviors, management models, personal relationships, and general beliefs. In the field of interest in emotional intelligence, the research presents an analysis of master's and doctoral theses that addressed the topic across the following themes:

2. Materials and Methods

Axis One: The Research Methodological Plan

First: The Research Problem: Given the importance of emotional intelligence in enhancing organizational behavior, the research problem is defined as: What are the contributions of scientific research in the field of emotional intelligence?

Second: The Importance of the Research:

- a. Scientific research in the field of emotional intelligence contributes to enhancing organizational behavior among individuals working in industrial organizations.
- b. Scientific research addressing emotional intelligence focuses on studying modern problems and issues in various fields.
- c. The analysis of scientific studies and research supports the cognitive aspect of emotional intelligence in the research field.

Third: Research Objectives: The main objective focuses on analyzing and describing master's and doctoral theses in the field of emotional intelligence to contribute to enhancing organizational behavior among employees in industrial organizations. Sub-objectives are derived from the main objective, as follows:

- a. Diagnosing the research status of master's and doctoral theses in the field of emotional intelligence for the period from 2010 to 2025
- b. Quantitative and qualitative analysis of the content of master's and doctoral theses in the field of emotional intelligence and monitoring their effectiveness in addressing issues and problems for the period from 2010 to 2025.
- c. Developing a proposed research plan to advance scientific research in the field of emotional intelligence to contribute to enhancing organizational behavior.

Fourth: Research Questions

The main research question is: What benefits do doctoral and master's theses in emotional intelligence offer for improving organizational behavior among workers in commercial organizations? This primary inquiry leads to the following follow-up inquiries:

- a. What is the extent of interest in master's and doctoral theses in the field of emotional intelligence from 2010 to 2025?

- b. What are the findings of the quantitative and qualitative examination of the emotional intelligence-related content of master's and doctorate theses from 2010 to 2025?
- c. What is the proposed plan to advance scientific research in the field of the role of emotional intelligence in enhancing organizational behavior?

Fifth: Research Methodology: In accordance with the issue, significance, and goals of the study, the descriptive and analytical approach was used for master's and doctorate theses in emotional intelligence. This methodology is founded on a series of research techniques that depend on gathering, categorizing, processing, and evaluating facts and data in a thorough and precise way in order to derive their meanings and conclusions pertaining to the study issue.

Sixth: Research Tools: The research relied on a content analysis of research and studies related to the research topic.

Seventh: Research Sample: Theses and dissertations related to the field of emotional intelligence, completed between 2010 and 2025, were identified, totaling (11) master's and (4) doctoral theses.

Eighth: Research Timeline: The research was implemented from June 1, 2025, to August 15, 2025.

Second Axis: Theoretical Reference for the Research

First: The Concept of Emotional Intelligence: Researchers and writers have differed in their definition of intelligence, as it is a term with broad philosophical and linguistic meanings. It encompasses all the abilities and skills that distinguish an individual's personality from that of other individuals [9]. Intelligence is linked to the human central nervous system, as researchers have found that mental weakness is associated with weak nerve cells [10]. Salim Mental agility is characterized as "a set of emotional, personal, and social competencies that are learnable and built upon a set of basic abilities, manifesting in the workplace as skills for dealing with others and resolving conflicts." According to (Mattingly & Kraiger), it is the ability to identify one's own and other people's emotional states as well as the skill to regulate and control those emotions in order to responsibly fulfill obligations [11]. According to Salovey et al, emotional intelligence is the capacity to control emotions and feelings, promote intellectual and emotional development, and express, assess, and generate sentiments at the right moment. Nematallah defined it as the control of emotions, their assessment, comprehension, and application through a person's abilities and the degree to which he can adjust, inspire, and sympathize in order to achieve emotional maturity and establish positive interpersonal relationships [12], [13] defined intelligence as the ability of memory to be flexible, consistent, and to reason to judge, and to employ data and information in the field of learning and facing difficulties and challenges. Abdo and Othman defined intelligence as the formulation, understanding, and organization of one's own feelings and emotions in a clear manner, and entering into positive and social relationships with other individuals through a good and accurate awareness of their feelings and emotions, which can help one advance professionally, mentally, and emotionally (Abdo and Othman). Jaballah referred to intelligence as supporting individual leadership through training, controlling reactions, and facing obstacles. Since the individual possesses emotional intelligence, he is emotionally responsive, as he is an individual who is aware of himself, and thus expects better results [14]. Singh describes it as the individual's ability to create positive desires in his relationships with members of society, and these desires include success, optimism, and joy [15]. Writers and researchers are divided into two trends in the concept of emotional intelligence. The first: those who support this trend believe that the basis of the individual's emotions results from his interaction with the surrounding environment, and it is called emotional knowledge. The second trend describes intelligence as stemming from the personal characteristics that characterize the individual. And necessary in life in addition to the social and emotional skills and experiences that distinguish intelligent people and include perseverance, enthusiasm, social behavior, impulse control, and emotional empathy [16].

Based on the above, the researcher defines emotional intelligence as (the growing intelligence within the individual through controlling his emotions and feelings and his awareness of the emotions and feelings of other individuals and investing them in a way that creates positive relationships with them).

Second: The concept of organizational behavior: Researchers have been interested in analyzing human behavior in organizations, which is an intertwined structure affected by complex factors that are difficult to control. Organizations today aspire to improve their administrative efficiency and effectiveness to achieve their desired goals. The human element is the focus of their attention and a major factor in their survival and continuity, due to the competitive advantage it provides them [17]. Organizational behavior is defined as "the behaviors and practices carried out by the human element and is classified into: behavior that reflects need, original behavior, negative behavior, involuntary behavior, voluntary and instinctive behavior, reflex behavior, and automatic behavior" [18]. As Al-Maghribi pointed out, it is the study of the behavior of employees in organizations and their performance according to a specific organizational environment, as well as the study of the impact of organizational groups on the behaviors and feelings of employees and their impact on the organization and its effectiveness [19]. Bouatit emphasized that "it is the study of the impact of the group and the organization on the behaviors and emotions of employees, in contrast to the study of the impact of the environment surrounding the organization." And its goals and resources" [20] and Al-Hakim, et al defined it as the effort made by the organization to study the behavior of employees in an integrated and comprehensive manner, whether they are groups or individuals and Hawati sees it as "the actions issued by leaders and subordinates in specific organizational circumstances through their completion of tasks and duties, and organizational behavior is affected by work groups and the work environment" (Hawati) and it was also defined as "the commitment to understanding the consequences and determinants of the behavior of employees, teams and groups in the organization's work environment" [21].

The researcher believes that the concept of organizational behavior stems from the reality of the organization as a purposeful social unit within which the working individual seeks to work. Therefore, organizational behavior is the individual's response that he expresses through his emotions, perception, linguistic behavior, and thinking as a result of his relationship with other individuals.

Axis Three: Presentation of Master's Theses and Doctoral Dissertations in the Field of Emotional Intelligence

First: Presentation of Master's Theses in the Field of Emotional Intelligence

1. Al-Jaafari's Study The aim of the study, entitled "Emotional Intelligence and Its Relationship to Conflict Resolution Methods among Managers in Jordanian Ministries," was to determine the level of emotional intelligence among managers in Jordanian ministries and its relationship to conflict resolution methods (competition, cooperation, avoidance, compromise, and concession). Data was collected via a questionnaire distributed to a research sample of 234 managers in Jordanian ministries. The research results revealed a relationship between emotional intelligence and conflict resolution methods, and managers also possessed a high level of emotional intelligence [22].

2. Abu Afash's study determined the degree of emotional intelligence in its many dimensions and its correlation with the functional and personal factors of the sample members using Goleman's model of emotional intelligence for the administrative environment. They were also aware of the phases involved in decision-making and how intelligence affects its efficacy. The research was entitled "The impact of emotional intelligence on the ability of UNRWA Gaza office managers to make decisions and solve problems." The study used a descriptive analytical technique, and the results showed a relationship between the managers' decision-making and problem-solving abilities and the emotional intelligence components of the UNRWA-affiliated Gaza office, which has ninety-four managers. The study recommended paying attention to the dimensions of intelligence for UNRWA workers in Gaza through field and practical training and adopting human values in making decisions" [23].

3. Imam's study examined the connection between burnout and emotional intelligence in first-grade teachers at UNRWA schools in the Hebron district. The study employed a descriptive methodology and a scale of emotional intelligence and exhaustion. An estimated 147 male and female teachers made up the research sample. SPSS was used to collect the questionnaires. The study's findings demonstrated a clear correlation between emotional intelligence and age, but not between years of experience and emotional intelligence. Additionally, the study revealed a negative correlation between emotional intelligence and fatigue. According to the report, teachers should receive psychological counseling and be trained to deal with burnout [24].

4. Happy Study The goal of the study, "Emotional Intelligence and its Relationship to Professional Compatibility: A Field Study on a Sample of Professors at Mohamed Kheder University - Biskra," was to identify the relationship between the two. One hundred and fifty professors made up the sample. The professional compatibility and emotional intelligence scales were used to gather data. The study's most significant conclusion is that university instructors' professional compatibility and emotional intelligence are correlated [25].

5. Abu Al-Khair's study centered on determining the emotional intelligence level and how it relates to raising the performance of UNRWA-affiliated lower primary school administrators in the West Gaza Educational District. Teachers and school administrators made up the research sample. Using a descriptive analytical technique, the study found a link between principals' performance improvement and their emotional intelligence level.

6. Afifi's study The study, "The Impact of Emotional Intelligence on the Job Performance of Employees at the Bank of Syria and the Gulf during the year 2019," assessed the employees' IQs using Goleman's criteria to look into how emotional intelligence affected the bank workers' performance on the job. Forty-five employees participated in the study, which used a descriptive analytical approach. There is a correlation between emotional intelligence and age, but not between emotional intelligence and years of experience, gender, or educational background, according to the study. The study suggests that banks in Syria and the Gulf should take sociological and psychological aspects into account [26].

7. Hussein's study investigated, from the viewpoint of the teachers, the degree of practice of kindergarten principals and how it relates to their human relations practices in the capital, Amman. The correlation descriptive approach was employed in the investigation. There were 345 teachers in the study sample. The study found that, in addition to an increase in interpersonal relations, kindergarten principals' level of practice had also increased. The study suggested that kindergarteners should be made aware of the value of fostering human relationships and the presence of emotional intelligence.

8. Targhini's study The study, "Emotional Intelligence among Academically Outstanding Students in Secondary Education," sought to determine how emotionally intelligent academically exceptional children were. Semi-directed interviews, the emotional intelligence measure, and the clinical approach were all employed in the study. The study sample was specifically chosen from among students from an educational institution (Al-Shaheed Al-Arabi Secondary School in Biskra) who were between the ages of 15 and 16. The study's findings demonstrated that students' emotional intelligence had increased based on the empathy dimension [27].

9. Ibrahim and Al-Hashemi's study The study, "The Impact of Emotional Intelligence on Employee Performance: A Case Study of the State Branches of the Bank of Algeria Network, Ouargla Branch, Ghardaia Branch, and Skikda Branch," sought to ascertain, through a descriptive methodology, how emotional intelligence affected employee performance. 67 workers made up the study sample. Official documentation and a questionnaire were used in the study [28]. The study's most important conclusions were that the institution's interest in and use of these components resulted in strong employee performance and the concept of emotional intelligence, even though it goes beyond its scientific meaning. The direct and positive correlation between employee performance as a dependent variable and emotional intelligence as an independent variable is reflected

in both the employee performance and emotional intelligence aspects. The adoption of an emotional intelligence model for use in hiring and assessment is the study's most important suggestion.

10. Study by Hadeel and Rayan The purpose of the study, "The role of emotional intelligence in mitigating the severity of organizational work stress among medical staff: a case study in the Hakim Okbi Hospital - Guelma," was to examine the connection between organizational work stress and emotional intelligence using a sample of medical staff members from the Okbi Hospital in Guelma State [29], [30]. The findings showed that the sample members have a very high level of emotional intelligence and are capable of handling challenging circumstances, settling conflicts, and growing from their mistakes. The study suggested raising employee understanding of the advantages of emotional intelligence through awareness campaigns and recurring training sessions.

11. Khair and Amal's study conducted a study entitled (The Role of Emotional Intelligence in Enhancing the Effectiveness of Transformational Leadership and Reducing Burnout - A Case Study of the Algerian Irrigation Corporation, Ain Temouchent Branch) to know the importance of transformational leadership and its role in reducing burnout and enhancing emotional intelligence. The study distributed 75 questionnaires to the research sample, and the research results concluded that leaders practice transformational leadership behaviors to a very high degree within the organization, which has a positive impact on the psychology of employees and the existence of an inverse relationship between burnout and transformational leadership. The study recommended the necessity of understanding the feelings of employees and empathizing with them in a way that motivates them and enhances a healthy environment for them [1].

Second: Presentation of doctoral theses in the field of emotional intelligence

1. Al-Bahrani's study sought to investigate the research project "Employee Perceptions of Emotional Intelligence Among Managers." In contrast to incompetent managers, who may have a detrimental effect on employee motivation, productivity, stress levels, job satisfaction, and performance, competent managers have an impact on the success and performance of businesses. Employee motivation, work satisfaction, and performance can all be improved by managers' emotional intelligence, which may also lower employee turnover. This study set out to investigate how Northern Virginia (NOVA) employees perceived the emotional intelligence of their managers and how these perceptions related to employee motivation, job satisfaction, and performance. Based on the ability to facilitate, comprehend, identify, and regulate emotions, the study investigated whether managers possessed emotional intelligence skills. Twenty workers from the NOVA region were included in the snowball sample. Semi-structured, in-depth, in-person interviews were used to gather data. Interview replies were made easier through the use of coding, classification, and thematic analysis. Employees who interacted with managers that have emotional intelligence abilities reported higher levels of motivation, work satisfaction, and performance, according to the sample's findings. The sample's workers who dealt with bosses who lacked emotional intelligence, on the other hand, expressed less motivation, job satisfaction, and performance. With an emphasis on the possibilities for improvement in higher education, leadership and management, and human resources, these findings may help bring about constructive social change in the workplace. The findings might also show how these abilities might help boost worker motivation, job happiness, and output in addition to successfully controlling staff attrition and enhancing organizational success [5].

2. Zhao's study, titled "The Impact of Emotional Intelligence and Adversity Intelligence on Mental Health, Life Satisfaction, and Career and Personal Success in Chinese Adults," sought to examine the overall effects of applied and emotional intelligence on life satisfaction, career success (i.e., job title and organizational commitment), interpersonal success (i.e., sensitivity to personality and leisure), and mental health (i.e., depression, anxiety, anger, and spontaneous positive thoughts). 512 Chinese people were recruited for two research [8]. According to the results of multiple regression analysis, depression was negatively predicted by certain aspects of emotional intelligence (such as emotion regulation) and applied intelligence (such as consistency of

interest and acceptance of oneself and life), whereas depression was positively predicted by other aspects of emotional intelligence (such as use of emotion) and applied intelligence (such as interpersonal competence). With regard to anxiety and rage, not every component of emotional intelligence was statistically significant. Anxiety was adversely predicted by an aspect of applied intelligence, such as constancy of interest and acceptance of oneself and life. Anger was positively predicted by one aspect of applied intelligence (interpersonal competence), but negatively predicted by another (consistency of interest and self-and life-acceptance). Life satisfaction was positively predicted by both emotional intelligence (i.e., optimism) and emotional intelligence (i.e., emotion management). Optimism was a component of emotional intelligence that negatively predicted job satisfaction, but self-acceptance and life acceptance were components of emotional intelligence that positively predicted job satisfaction. There was no substantial relationship between emotional intelligence and job happiness. Each element of organizational commitment (i.e., affective commitment, continuance commitment, and normative commitment) was positively predicted by an emotional intelligence component (i.e., emotion regulation) and emotional intelligence (i.e., consistency of interest, persistence of effort, interpersonal competence, and self- and life-acceptance). Each component of empathy, such as emotional and cognitive empathy, was positively predicted by the emotional intelligence (e.g., use of emotion) and emotional intelligence (e.g., persistence and optimism) subscales, while each component of empathy, such as emotional and cognitive empathy, was negatively predicted by the emotional intelligence (e.g., consistency of interest and strength) subscales. Lastly, each element of positive automatic thoughts (e.g., positive everyday functioning) was positively predicted by the emotional intelligence (e.g., emotion management and use of emotion) and emotional intelligence (e.g., perseverance of effort, strength, and optimism) subscales.

3. Lansley Study Title: Emotionintell: a generic Emotional Intelligence model. The goal of this thesis is to list the difficulties that researchers and practitioners face, along with a solution that takes into consideration the traits and elements that subject-matter experts have determined are important [16]. Numerous critiques and disputes within the field of emotional intelligence research are also addressed. This study is theoretical in nature and draws from research done in the last century. In this thesis, it suggests a general model of emotional intelligence (EmotionIntell), which is often known as the "e-factor." According to this study, the concept of emotional intelligence ought to emphasize the skills necessary for it to be categorized as intelligence. However, because context is crucial to emotional intelligence performance, it must acknowledge and take into account the importance and moderating effect of characteristics, among other individual differences. This study demonstrates that there is currently no paradigm of emotional intelligence that categorizes it as intelligence. Along with other significant emotional intelligence conventions, this is confirmed by SME experts; the results are provided as a dataset to aid future research. This study offers a broad approach that is not specific to teamwork, leadership, or wellbeing. Although the creator intends that its main purpose will be to promote well-being and positive conduct, it is value-neutral (as much as feasible) and does not impose any ethical norms on the user. This study offers a paradigm that encapsulates the notion that capability is related to guiding appropriate behavior, thought, and action toward objectives while taking particular settings into consideration. Along with offering an IQ-style measure of emotional intelligence that is equivalent to this model of emotional intelligence, the thesis suggests assessment methodologies that will direct the creation of assessment instruments in the future and allow for reliability and validity analyses.

4. Moheim's Thesis Title (Information Technology Management and Emotional Intelligence) Based on emotional intelligence theory, the purpose of this quantitative correlational study was to examine the relationship between the emotional intelligence subscales of IT managers—assertiveness and interpersonal relationships—and their impact on the emotional intelligence subscale, the happiness/well-being index. Participants were 38 IT managers from US organizations who completed a 133-item EQ-i2.0 self-assessment [12]. Multiple linear regression results were statistically significant

between the emotional intelligence subscales, assertiveness, interpersonal relationships, and the happiness/well-being index, $\chi -2.43$, $F(2.35)$, 13.40, $p < .001$, R . The final model showed that the interpersonal relationships predictor ($\chi 0.001$, $\chi 0.65$, $\chi 0.22$, $p < .001$) had a significant positive association and was statistically significant. In contrast, the predictor of assertiveness ($B=0.22$, $t=0.23$, $p=1.22$) had a slight positive association but was not statistically significant. A key recommendation for organizational leaders is to integrate emotional intelligence assessments and training into leadership development, recruitment, and onboarding processes, focusing on emotional intelligence traits to improve team morale, productivity, and retention, and foster a supportive work culture. The positive social change implications include the potential to foster the development of emotional intelligence among IT managers, which supports work environments that enhance productivity, morale, and work-life balance.

Axis Four: Analysis of Master's and Doctoral Theses in the Field of Emotional Intelligence

Table 1. Scientific studies according to the scientific form

Arrangement	ratio	repetition	Scientific Format
1	73.3	11	Master's Theses
2	26.7	4	PhD Dissertations
	%100	15	Total

The table above shows that the percentage of master's theses related to the research topic reached (73.3%), with (11) scientific theses, while doctoral theses obtained a percentage of (26.7) with 4 theses. Accordingly, attention should be paid to doctoral theses to complete scientific research.

Table 2. Scientific studies according to the year of publication

Arrangement	ratio	Total	PhD	Master's	Year of publication
2	%21.43	3	-	3	2015 -2010
2	%21.43	3	1	2	2019-2015
1	%57.14	8	2	6	2025-2019
	%100	14	3	11	Total

Table No. (2) above shows that the highest percentage of master's and doctoral theses was conducted for the period (2019-2025), where their percentage reached (57.14%), with (6) master's theses and (2) doctoral theses. In second place came the year (2010-2015) and (2015-2019) with a percentage of (21.43%), and this confirms the good demand for scientific research.

Table 3. Scientific studies according to the field of application

Arrangement	ratio	Total	PhD	Master's	مجال التطبيق
1	%33.33	5	2	3	المجال الوظيفي والاداري
1	%33.33	5	-	5	المجال التعليمي
2	%13.33	2	-	2	المجال المالي والمصرفي
3	%6.68	1	-	1	المجال الطبي
2	%13.33	2	2	-	المجال الاجتماعي
	%100	15	4	11	المجموع

It is clear from Table No. (3) above that the highest percentage in the field of application was conducted in the functional and administrative field at a rate of (33.33%) and the educational field at a rate of (33.33%) and the lowest percentage was conducted in the medical field, where it reached (6.68%). As a result, the researcher recommends the necessity of paying attention to scientific studies in the medical field.

Table 4. Scientific studies according to research objectives

Arrangement	ratio	Total	PhD	Master's	Research Objectives
2	%20	3	3	-	Theoretical
10	%80	12	1	11	Applied
	%100	15	4	11	Total

Table No. (4) shows that the highest percentage of scientific studies related to the research topic had an “applied” goal, at 80%, while the scientific studies had a theoretical goal, at 20%. This indicates the importance of field and experimental studies.

Table 5. Scientific studies according to the type of study method

Arrangement	ratio	Total	PhD	Master's	Type of Study Method
1	%86.6	13	4	9	Descriptive-Analytical Method
2	%6.7	1	-	1	Descriptive-Correlational Method
2	%6.7	1	-	1	Clinical Method
	%100	15	4	11	Total

It is clear from Table No. (5) that the highest percentage of scientific studies reached (86.6%) and belongs to the descriptive analytical approach, followed by a percentage of (6.7%) which belongs to the descriptive correlational approach and the clinical approach.

Table 6. Scientific studies according to questions and hypotheses

Arrangement	ratio	Total	PhD	Master's	Questions / Assignments
1	%73.33	11	2	9	Assignments
2	%26.67	4	2	2	Questions
	%100	15	4	11	Total

Table No. (6) above shows that the highest percentage of scientific studies included hypotheses at a rate of (73.33%), with (11) Master's studies (9) and Doctorate studies (2). The studies that included questions came in second place, with a rate of (26.67%), Master's studies (2) and Doctorate studies (2). This is because most scientific studies belong to descriptive analytical studies.

Table 7. Scientific studies according to the tools used

Arrangement	ratio	Total	PhD	Master's	Tools Used
1	%46.67	7	1	6	Questionnaire
1	%46.67	7	2	5	Measures
2	%6.66	1	1	-	Personal Interviews
	%100	15	4	11	Total

Table No. (7) above shows that the highest percentage of studies used questionnaires and scales at (46.67%), followed by personal interviews at (6.66%). Therefore, the researcher believes it is necessary to diversify data collection tools.

Table 8. shows an analytical reading of master's theses in the fields of emotional intelligence.

The extent of benefit from studying emotional intelligence	Year of publication	Study objectives	the address	T
It clarifies the relationship and role of emotional intelligence for managers in conflict resolution methods within their organizations, enabling them to solve the problems they face and reach the best solutions.	2010	Assessing Jordanian ministry managers' emotional intelligence and how it relates to the dispute resolution techniques used by those ministries (competition, cooperation, avoidance, settlement, concession)	Managers' dispute resolution techniques and emotional intelligence in Jordanian ministries	1
The study showed that focusing on the emotional intelligence dimensions of employees through field and practical training enables them to make	2011	Evaluating emotional intelligence in its various dimensions and its relationship to the functional and personal variables of individuals,	The effect of emotional intelligence on the decision-making and problem-solving skills of UNRWA office managers in Gaza	2

decisions and solve problems at work.		and knowing the stages of decision-making and the impact of intelligence on its effectiveness.		
The study found no correlation between years of experience and emotional intelligence, but it did show a direct association between age and emotional intelligence. Additionally, it showed that fatigue and emotional intelligence were inversely correlated. It emphasized the necessity of training teachers to cope with burnout and establishing a psychological counseling section.	2013	Measuring the level of relationship between emotional intelligence and burnout	Emotional intelligence and its relationship to burnout among teachers of the first three grades in UNRWA schools in the Hebron educational district	3
The study demonstrated a relationship between university professors' professional compatibility and emotional intelligence.	2015	Exposing the relationship between occupational suitability and emotional intelligence	Field research conducted by a sample of academics at Mohamed Khedir University in Biskra on the connection between emotional intelligence and professional compatibility	4
The study found that managers' enhanced performance was correlated with their emotional intelligence level.	2018	Determining the degree of emotional intelligence and how it relates to raising the performance of UNRWA-affiliated lower primary school administrators in the West Gaza Educational District.	The degree of emotional intelligence and how it relates to raising the effectiveness of UNRWA-affiliated lower primary school administrators in the West Gaza Educational District	5
The results of the study, emotional intelligence and age were correlated, while emotional intelligence and gender, years of experience, or educational background were not correlated. The study recommended that banks in Syria and the Gulf take social and psychological aspects into consideration.	2019	To investigate how emotional intelligence affects bank workers' job performance by assessing workers' Goleman-determined intelligence levels.	The effect of emotional intelligence on workers' job performance at the Bank of Syria and the Gulf in 2019.	6
It has been proven that there is an increase in the level of practice of kindergarten directors who have high emotional	2020	Understanding the emotional intelligence of kindergarten principals and how it relates to their human relations practices	Kindergarten principals' emotional intelligence and how it relates to their human relations practices	7

intelligence, in addition to a high level of human relations.		in the capital, Amman, as perceived by the teachers.	in the capital, Amman, as perceived by the teachers.	
The results of the study showed an increase in the level of emotional intelligence among students by relying on the dimension of empathy.	2021	Measuring the degree of emotional intelligence among academically superior students.	Emotional intelligence among academically gifted students in secondary education.	8
The presence of a high degree of emotional intelligence and employee performance is due to the organization's interest in and application of these factors, even if it goes beyond its scientific name.	2022	Using the descriptive method to determine how emotional intelligence affects worker performance	This study examines the relationship between emotional intelligence and employee performance in the state branches of the Bank of Algeria network, including the Ouargla branch, Ghardaia branch, and Skikda branch.	9
The dimensions of emotional intelligence and employee performance embody the direct and positive correlation between emotional intelligence as an independent variable and employee performance as a dependent variable.				
The study found that the sample members are able to handle challenging circumstances, settle conflicts, and prevent mistakes from happening again because they possess a very high level of emotional intelligence.	2024	An examination of the connection between organizational work stress and emotional intelligence in a research sample of medical personnel at the Aqbi Hospital in Guelma Province.	The function of emotional intelligence in reducing medical staff organizational job stress: a case study at Guelma's Hakim Okbi Hospital	10
The study found that leaders practice transformational leadership behaviors to a very high degree within the organization, which has a positive impact on the psychology of employees, and that there is an inverse relationship between job burnout and transformational leadership.	2025	Understand the importance of transformational leadership and its role in reducing job burnout and enhancing emotional intelligence.	The Role of Emotional Intelligence in Enhancing the Effectiveness of Transformational Leadership and Reducing Burnout – A Case Study of the Algerian Irrigation Corporation, Ain Temouchent Branch	11

Table 9. shows an analytical reading of doctoral theses in the fields of emotional intelligence.

The extent of benefit from studying emotional intelligence	Year of publication	Study objectives	the address	T
The ability of managers to facilitate, comprehend, perceive, and control emotions was examined in relation to their emotional intelligence. Employee motivation, work happiness, and performance all increased when they engaged with managers who have emotional intelligence abilities, according to the study's findings.	2017	Examining how Northern Virginia (NOVA) workers view their supervisors' emotional intelligence and how it relates to worker motivation, job satisfaction, and output.	Managers' and employees' opinions on emotional intelligence	1
The study showed that emotional intelligence (emotion regulation and emotional utilization) and emotional intelligence (emotional perseverance, strength, and optimism) positively predicted positive automatic thoughts (positive daily functioning.)	2019	Measuring the level of influence of emotional intelligence and adversity intelligence on psychological health, life satisfaction, and professional and personal success among Chinese adults	The impact of emotional intelligence and adversity intelligence on psychological health, life satisfaction, and professional and personal success in Chinese adults	2
The study offered a broad paradigm that was not specific to teamwork, leadership, or wellbeing. The creator intends that its main purpose will be to promote well-being and positive conduct, but it is as value-neutral as possible and does not impose any ethical constraints on the user. This study offers a paradigm that reflects the notion that capability is about focusing proper behavior, thought, and action toward objectives while taking particular settings into consideration..	2020	This study makes the case that the concept of emotional intelligence ought to center on the skills necessary for it to be categorized as intelligence.	Emotionintell: a generic Emotional Intelligence model	3
The study focused on integrating emotional intelligence assessments	2025	The purpose of this quantitative correlational study is to examine the	IT Management and Emotional Intelligence	4

and training into leadership development, recruitment, and onboarding processes, with a focus on emotional intelligence attributes to improve team morale, productivity, and retention, and foster a supportive work culture. The positive social change implications include the potential to foster the development of emotional intelligence among IT managers, supporting work environments that enhance productivity, morale, and work-life balance.

relationship between the subscales of emotional intelligence of IT managers – assertiveness and interpersonal relationships – and their impact on the subscale of emotional intelligence, the well-being index.

3. Results and Discussion

Third: General results and proposed research plan to improve scientific research in the field of emotional intelligence.

Results:

Through the presented qualitative and quantitative results of analyzing the content of master's and doctoral theses in the fields of emotional intelligence in organizational behavior among individuals working in industrial organizations, the researcher will point out some of the results resulting from the quantitative analysis of these studies and their content:

- a. The highest percentage of theses related to the research topic was represented by master's theses, reaching (73.3%), with (11) theses. Doctoral theses came in second place, with (26.7%), with (4) theses.
- b. The highest percentage of master's and doctoral theses related to the research topic was conducted during the period (2019-2025), reaching (57.14%), with (6) master's theses and (2) doctoral theses. The years (2010-2015) and (2015-2019) came in last place, with (21.43%)
- c. The highest percentage in the field of application was conducted in the functional and administrative field, with (33.33%), and the educational field, with (33.33%). The lowest percentage was conducted in the medical field, with (6.68%).
- d. The highest percentage of scientific theses related to the research topic had an "applied" objective, at 80%, while scientific studies had a theoretical objective, at 20%.

Research plan proposals:

- a. Develop scientific research in the field of emotional intelligence.
- b. Understand the current state of scientific research in the field of emotional intelligence.
- c. Focus on current issues and problems related to emotional intelligence.
- d. Overcome obstacles and difficulties facing researchers and scientific research.
- e. Proper planning for scientific research and addressing emotional intelligence to establish a clear vision capable of setting priorities.

4. Conclusion

The study provides a comprehensive analysis of the contributions made by master's and doctoral theses to the field of emotional intelligence (EI) and its impact on organizational behavior. The findings reveal that master's theses dominate the research output, accounting for 73.3% of the studies, with the majority of research conducted between 2019 and 2025. The functional and administrative, as well as educational fields, represent the most explored areas in this domain. The research predominantly focuses on applied objectives (80%), highlighting the practical significance of emotional intelligence in organizational settings. The study emphasizes the need for further attention to doctoral theses and encourages the expansion of research in the medical sector. Additionally, the research suggests the development of a well-structured research plan to enhance the scientific inquiry into emotional intelligence, focusing on overcoming existing challenges and aligning future studies with current issues. Future research should aim to create a clear vision for advancing emotional intelligence and its applications in organizational behavior. This approach will help bridge gaps in understanding and improve workplace dynamics, fostering more emotionally intelligent leaders and employees.

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