



MEASURING THE IMPACT OF MANAGERS PERCEPTION TO THE EMOTIONAL INTELLIGENCE IN THE HOTEL INDUSTRY: AN EMPIRICAL STUDY OF CHAIN HOTELS IN AMMAN-JORDAN

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The study aimed to reveal the degree of managers' perception of emotional intelligence and its impact on improving personal competencies. Data were collected through a questionnaire circulated among senior managers in five-star hotels in Amman.

Keywords: Emotional Intelligence, Personal Competencies, Hotel Industry Perceptions,

Introduction:

Emotional Intelligence has become a vital part of how today's leaders meet the significant challenges they confront. As it helps leaders manage the difficult leadership role, which a fewer people seem capable of fulfilling. Particularly at the highest levels in organizations as emotional intelligence can give developing leaders a competitive edge.

The idea that success in both life and in work specially where managing people is an important factor has become highly credible and organizations have recognized how their best leaders and managers need to develop their understanding of themselves and others.

Understanding the role that emotional intelligence plays in career satisfaction will benefit organizations and individuals who are interested in identifying high potential employees. Many writings on emotional intelligence have emphasized the components and competencies underlying this construct which have been touted as important determinants of life and career success (Goleman, 1995). Goleman (1998) stresses that emotional intelligence, not IQ, predicts workplace success and who transpires as a leader.

Emotional intelligence is defined as a person's self awareness, self confidence, self control, commitment and integrity and a person's ability to communicate, influence initiate and accept change (Goleman, 1998). Goleman suggested a description of each component of emotional intelligence and how to recognize it in potential leaders. As studies have shown that emotional intelligence affects leader's ability to take effective decisions and has found that managers who don't develop their emotional intelligence have difficulty in building good relationships with peers, subordinates, superiors and clients (Goleman,1988).

A competency is the ability of an individual to do a job properly. A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees. Some scholars see "competence" as a

combination of knowledge, skills and behavior used to improve performance; or as the state or quality of being adequately or well qualified, having the ability to perform a specific role. For instance, management competency might include systems thinking and emotional intelligence, and skills in influence and negotiation (Celia, & Karthick, 2012).

Improving personal competencies must include a commitment to change. Personal competencies are abilities, like paying attention to detail. Personal competencies can enhance job opportunities and your quality of life. In order to learn how to improve personal competencies, you should start by looking inward and focus on a few aspects first. Time-management skills will be necessary to help ensure personal competencies are improved. Look for additional support by connecting with experts with a plan for implementation (Kisner, 2012).

The five components of emotional intelligence and the competencies required at work are suggested by Goleman as the following: self-awareness which is the leader's ability to recognize and understand his or her moods, emotions and their effects on others. Self awareness is defined by Goleman as the ability to control and redirect disruptive impulses and moods and the tendency to think before acting. Motivation is another important component that is defined as the passion to work in persistence and energy so as to pursuit goals for reasons that go beyond money or status. Empathy is the ability to figure out and understand the emotional make up of others and the skill to treat them accordingly. The fifth component is the social skill which is the ingenuity in managing relationships and building networks by finding common grounds and building rapport (Goleman, 1998).

This research will shed the light on the influence of the impact of the perception and recognition of emotional intelligence by leaders and managers on improving personal competencies and thus achieving outstanding performance within their organizations particularly five-star hotels in Amman. It aims at examining the relationship between the leader's perception of emotional intelligence on the efficiency of the five-star hotels in Amman through using their personal competencies in recruiting qualified employees and improving the performance. The research paper suggests that emotional intelligence of the managers has a significant impact on the performance of the employees as well as the prosperity of the organizations.

Literature Review

Now we shed the light on the previous literature review that discussed emotional intelligence and its impact on improving personal competencies; which is ranged from the new one to the old one.

Ali and Gulzar conducted a study in (2012) titled with "The Impact of Emotional Intelligence Competencies on Impression Creation: Exploring the Mediating Role of Impression Management Skills". The study intends to find out the impact of the emotional intelligence competencies on impression management skills and impression creation. It further investigates the mediating role of impression management skills with social and personal competencies and impression creation. The study was conducted from 200 employees of different franchises of the telecom companies. Correlation, regression and Sobel test were used to analyze and interpret the data.

The results showed that the emotional intelligence has more impact on image creation and impression management skills. The Study also concluded that emotional intelligence has an impact on image creation and impression management skills. And that the impact of social competencies on both impression management and image creation is greater as compared to the impact of personal competencies. Furthermore, the study clearly indicates that people with high

emotional intelligence create better impression on the seniors as compared to people with low emotional intelligence.

A study titled with “The Impacts of Emotional Intelligence Competency on Job Satisfaction in the Service Sector: An Application on the Turkish Banking Sector” was conducted by Nazife & Dincer in (2012) in Turkey in an attempt to analyze the link between the two variables the emotional intelligence competency and job satisfaction of employees. It also aimed to detect if the level of emotional intelligence and job satisfaction differ by state owned and private banks.

As the a data collection was the tool used in the study, questionnaire technique has been used, the study found out as a result of the survey applied on 150 employees who work in state-owned and private banks in Turkey that there is a significant relationship and interaction between employees’ emotional intelligence and job satisfaction in a positive way but not so strong. Additionally, it is observed from the study results that there is a significant difference between state-owned and private banks in terms of emotional intelligence competency. The results show that emotional intelligence level of private bank employees is higher when compared to state-owned bank employees. The study recommended that the level of emotional intelligence and job satisfaction should be increased equally in both sectors.

Zainal, Nasuridin and Hoo conducted a study in Malaysia in (2011) titled with” The Role of Emotional intelligence towards the career success of Hotel Managers in The Northern States of Malaysia”. The study intended to understand the role of emotional intelligence in determining career success. Using a quantitative method, questionnaires were designed as the research instrument. The sites for this study encompassed the state of Penang and Kedah.

The results were drawn from 267 responds and the study concluded that emotional intelligence plays a role as found by many previous researchers. It moreover showed that in order to shape the subjective career success among the hotel manager, the role of emotional intelligence should be taken into consideration. And in order to achieve the career satisfaction, the managerial level of employees is concerned about other emotional appraisal and regulation of emotion.

A study titled with” Developing Human Capital by Linking Emotional Intelligence with Personal Competencies in Indian Business Organizations” was conducted by Singh in (2010). The study intends to examine the relationship between the emotional intelligence of executives in Indian business organizations with their personal competencies.

The result suggests that emotional intelligence is significantly related with the personal competencies of employees and the variables of personal competency namely, people success, system success and self success have a predictive relationship with emotional intelligence. The result also suggests that emotional intelligence must become a determining factor for people’s effective management. It has also been found that ultimately it is the emotional and personal competencies that we need to identify and measure if we want to be able to predict performance at workplace resulting in its effectiveness, thereby enhancing the worth of the human capital.

The Center for Creative Leaderships (2003) has conducted several studies to help managers expand their emotional intelligence through using Benchmarks, which is a multi-rater feedback tool. The study compares scores on Benchmarks to self-reported emotional intelligence as measured by The Baron EQ-i. The study is based on data from 302 managers attending CCL’s Leadership Development program.

The results have revealed that higher levels of emotional intelligence are associated with better performance in the following areas: participative management, putting people at ease, self-awareness, balance between personal life and work, straightforwardness and composure,

building and mending relationships, doing whatever it takes, decisiveness, confronting problem employees and change managements.

Distinguishing Features of the Study from the Literature Review

After reading and through examining previous studies that related to the subject of this study, which can be achieved by the researchers, the researchers found that the most important characteristics, which distinguish our study from the other previous studies, can be stated as follows:

- The other previous studies were concentrating on variables such as emotional Intelligence Competencies, Impression Management Skill, Job Satisfaction, career success, Human Capital, Personal Competencies.
- In this study the researchers will concentrate on two variables: Emotional Intelligence, Personal Competencies.
- In this study the researchers to examine the extent of Five-Star Hotel Managers' Recognition of Emotional Intelligence and its Impact on Improving Personal Competencies.

Aims and Objectives of the Study

This study aims to reveal the degree of the five-star hotel managers' perception of emotional intelligence and its impact on improving the personal competencies. It also aims to detect the personal competencies due to their impact on the performance of employees in business and service organizations particularly in Jordanian hotels, which is considered a difficult and complex thing according to the field visits that were carried out by the researcher during the application of the study because it requires that hotel administration should know all about the implementation of the effort of the individuals working in the hotel, as well as the need to identify the required skills and capabilities and the desire to perform the work required of them on the basis of the standards and regulations applied by the hotel administration.

Thus and in order to activate these procedures first-class hotels (five - stars) are required to find qualified individuals who have emotional intelligence in order to perform the work properly and in accordance with the required standards. They are also required to create appropriate jobs that suit the capabilities and skills of individuals so that these workers can perform their work on the right time and at the right place.

Questions of the Study

The study should answer the following questions:

1. What degree of influence does the perception of emotional intelligence by five-star hotel managers have on the improvement of personal competencies?
2. Are there significant statistical differences in the degree of influence of the five-star hotels managers' perception of emotional intelligence on improving personal competencies which are attributable to demographic variables such as: (the number of the sections, the number of training courses, educational qualification , sex, age and the years of service?

Hypotheses of the Study

In the light of the results of the previous studies and the objectives of our study a number of basic hypotheses will be tested regarding the cause and effect between the independent and dependent variables. These hypotheses are:

Ho1: The five-star hotel managers' perception of emotional intelligence has a great effect on improving personal competencies.

Ho2: There are significant statistical differences in the degree of influence of the five-star hotels managers' perception of emotional intelligence on improving personal competencies that are attributable to demographic variables such as: (the number of the sections, the number of training courses, educational qualification , sex, age and the years of service.

Conceptual Framework:

- Personals' competencies: is it a group of abilities and competencies that the person interested on and qualifies him to do his/her required duties in high efficiency (Alwaely, 2011).
- Emotional intelligence: is the ability to identify, assess, and control the emotions of oneself, of others, and of groups (Harms & Credé, 2010).

Methodology of the Study

Population and Sample

The study population consist all mangers in the senior management in five Stars Hotels in Amman, whom manage the five stars hotels in Amman. The following table shows the names of five stars hotels in Amman.

Table (1). The names of five stars hotels in Amman (*).

No.	Hotel Name	No. of managers in the hotels (**)	Distributed questionnaires	Received Questionnaires
1	<i>InterContinental Jordan</i>	15	5	4
2	<i>Regency Palace</i>	12	4	4
3	<i>Marriott</i>	15	5	5
4	<i>Crown Plaza</i>	13	4	4
5	Le Meridien	15	5	4
6	Grand Hyatt Amman	15	5	4
7	Holiday Inn	13	4	4
8	<i>Sheraton Amman Al Nabil</i>	12	4	4
9	Le Royal	15	5	5
10	Four Seasons	15	5	5
11	Kempinski	14	4	4
12	Land Mark	12	5	3
Total		166	55	50

(*)Resource: Ministry of Tourism and Antiquates (2012)

(**) General Manager, Assistant Manager, Night Manager and Major Departments in the Hotel.

Data Collection

The study adopts two sources of data: secondary and primary. Secondary data are obtained from literature published in this subject including previous studies. The primary data are collected from field study conducted through a questionnaire that was developed for such purpose. The questionnaire consisted of two parts:

- The first part includes Demographic variables: name of section that manager managed in the hotel, the number of section employees, The number of training course that you attend, Educational level, Gender, Age.
- The second part includes (26) paragraphs that measure The Five-Star Hotel Managers' Recognition of Emotional Intelligence and its Impact on Improving Personal Competencies.

Limitations of the Study

As it is expected to contribute to theoretical and practical areas, this study is limited to the following:

1. It is based only on questionnaire that was especially developed to fulfill the objectives of the study. Therefore, the results are confined to its validity and reliability.
2. It is restricted to the managers manage the hotel industry in Amman.
3. It has been conducted within a short period of time which may not reflect an accurate and valid profile about Managers' Recognition of Emotional Intelligence and its Impact on Improving Personal Competencies in five star hotels in Amman.

Analysis of Empirical Results

To analyze the data and examining Hypotheses, descriptive statistics for each field is calculated, as it shown as follow:

A. Examining the first main hypothesis which is: The five-star hotel managers' perception of emotional intelligence has a great effect on improving personal competencies.

The result of examining the first hypothesis as follows:

- An overview for all Capitals combined together

Means and standard deviation were calculated for each field in the Extent of Five Stars Hotel Mangers' Awareness of Emotional Intelligence and its Effect on Improving Personal Competencies and Table (2) shows the results:

Table (2). Descriptive Statistics for the Field of the study.

Field number	Field	Mean	Std. Deviation
F1	Relationship	0.61	3.87
F2	Influence and Making Decisions	0.83	3.86
F3	Communications and Influence	0.89	3.80
F4	Quality	0.58	3.92

As it seen from the above table that the Relationship Field achieved mean which reached (3.87)and a standard deviation (0.61),and the Influence and Making Decisions field achieved mean which reached (3.90)and a standard deviation (0.67), and Communications and Influence Field achieved mean which reached (3.76)and a standard deviation (0.66), and Quality Field achieved mean which reached (3.92)and a standard deviation (0.58).

- Relationships

To examining this Hypothesis, Means and standard deviation were calculated for each item in the Relationships and Table (3) shows the results:

Table (3). Descriptive Statistics for the Relationships.

Question number	Question	Std. Deviation	Mean	Rank
1	You are aware of your feelings in different situations.	0.86	4.30	1
2	You are aware of employees' feelings in different situations.	0.81	4.10	2
16	You feel that the employees are so much grumbling.	0.93	3.80	3
20	You criticize the negligent employees continuously.	0.76	3.78	4
24	You keen on building relations network with the employees.	0.77	3.68	5
8	You are able to built positive relations with your employees.	0.81	3.54	6
	Total	0.61	3.87	

As it seen from the above table the total mean for this field was (3.87) and with a standard deviation (0.61), we also note that the question (1) which is " You are aware of your feelings in different situations." ranked first with a mean reached to (4.30) and standard deviation reached to (0.86) and the question (8) which is "You are able to built positive relations with your employees." with mean reached (3.54) and standard deviation reached (0.81) came in the final rank.

- Influence and Making Decisions

To examining this Hypothesis, Means and standard deviation were calculated for each item in the Influence and Making Decisions and Table (4) shows the results:

Table (4). Descriptive Statistics for the Influence and Making Decisions.

Question number	Question	Std. Deviation	Mean	Rank
3	You can control and manage your feelings easily.	0.77	4.16	1
26	You have motivated high to work on hotel management field.	0.90	3.88	2

15	You act with some of the managerial situations in nervous manner.	0.89	3.84	3
11	You act with the difficult managerial situations in quiet way.	0.90	3.80	4
25	You have the ability to face all the difficulties that faces hotel work.	0.83	3.80	5
7	You feel balanced in making your decision in your personal and practical life.	0.71	3.70	6
	Total	0.83	3.86	

As it seen from the above table the total mean for this field was (3.86) and with a standard deviation (0.83), we also note that the question (3) which is "You can control and manage your feelings easily." ranked first with a mean reached to (4.16) and standard deviation reached to (0.77) and the question (7) which is "You feel balanced in making your decision in your personal and practical life." with mean reached (3.70) and standard deviation reached (0.71) came in the final rank.

- Communications and Influence

To examining this Hypothesis, Means and standard deviation were calculated for each item in the Communications and Influence and Table (5) shows the results:

Table (5). Descriptive Statistics for the Communications and Influence.

Question number	Question	Std. Deviation	Mean	Rank
13	You face the problem in understanding manner.	0.88	4.00	1
19	You notice that material incentives are more important than other in motivating the employees.	0.80	3.98	2
4	You can manage employees' feelings in different managerial situations.	0.98	3.84	3
17	You feel that mood is fickle in some situations without understand the reason.	0.82	3.76	4
10	You speak frankly with the employees.	0.78	3.64	5
9	You can manage (fix) the stress relations with employees.	1.07	3.58	6
	Total	0.89	3.80	

As it seen from the above table the total mean for this field was (3.80) and with a standard deviation (0.89), we also note that the question (13) which is "You face the problem in understanding manner." ranked first with a mean reached to (4.00) and standard deviation reached to (0.88) and the question (9) which is "You can manage (fix) the stress relations with employees. " with mean reached (3.58) and standard deviation reached (1.07) came in the final rank.

- Quality

To examining this Hypothesis, Means and standard deviation were calculated for each item in the Quality and Table (6) shows the results:

Table (6). Descriptive Statistics for the Quality.

Question number	Question	Std. Deviation	Mean	Rank
14	You have the ability to change according to the managerial situation.	0.96	4.06	1
22	You follow up the modern development on hotel management field.	0.74	4.02	2
18	You think that emotional intelligence is important in managing hotel services.	0.73	3.86	3
23	You have high technique skills on hotel management field.	0.64	3.86	4
21	You have enough knowledge which qualified you to deal with different situations.	0.81	3.80	5
5	You can achieve better through participatory management with the employees.	0.85	3.76	6
6	You can provide comfort environment for the employees.	0.80	3.74	7
12	You act decisively when the situation need.	0.86	3.58	8
	Total	0.80	3.84	

As it seen from the above table the total mean for this field was (3.84) and with a standard deviation (0.80), we also note that the question (14) which is "You have the ability to change according to the managerial situation." ranked first with a mean reached to (4.06) and standard deviation reached to (0.96) and the question (12) which is "You act decisively when the situation need. " with mean reached (3.58) and standard deviation reached (0.86) came in the final rank.

B. Examining the second main hypothesis which is: There are significant statistical differences in the degree of influence of the five-star hotels managers’ perception of emotional intelligence on improving personal competencies that are attributable to demographic variables such as: (the number of the sections, the number of training courses, educational qualification , sex, age and the years of service.

The result of examining the second hypothesis as follows:

Due to Section Number

We used one way Anova to calculate the differences Due to Section Number as follow in the table (7)

Table (7). one way Anova to calculate the differences Due to Section Number.

Sig.	F	Mean Square	df	Sum of Squares		
0.891	0.115	0.044	2	0.088	Between Groups	F1
		0.383	47	18.023	Within Groups	
			49	18.111	Total	
0.839	0.176	0.083	2	0.165	Between Groups	F2
		0.470	47	22.094	Within Groups	
			49	22.259	Total	
0.937	0.065	0.029	2	0.059	Between Groups	F3
		0.451	47	21.197	Within Groups	
			49	21.255	Total	
0.943	0.059	0.021	2	0.042	Between Groups	F4
		0.355	47	16.703	Within Groups	
			49	16.745	Total	

As seen from the table above that there is no differences Due to Section Number because all the significant was bigger than (0.05).

Due to Serving Time

We used one way ANOVA to calculate the differences Due to Serving time as follow in the table (8):

Table (8). one way Anova to calculate the differences Due to Serving time.

Sig.	F	Mean Square	df	Sum of Squares		
0.163	1.784	0.629	3	1.887	Between Groups	F1
		0.353	46	16.224	Within Groups	
			49	18.111	Total	
0.400	1.004	0.456	3	1.367	Between Groups	F2
		0.454	46	20.892	Within Groups	
			49	22.259	Total	
0.085	2.342	0.939	3	2.817	Between Groups	F3
		0.401	46	18.439	Within Groups	
			49	21.255	Total	
0.236	1.467	0.487	3	1.462	Between Groups	F4
		0.332	46	15.283	Within Groups	
			49	16.745	Total	

As seen from the table above that there is no differences Due to Serving time because all the significant was bigger than (0.05).

Due to Courses Number

We used one way ANOVA to calculate the differences Due to Courses number as follow in the table (9)

Table (9). One way Anova to calculate the differences Due to Courses number.

Sig.	F	Mean Square	df	Sum of Squares	
0.116	2.253	0.792	2	1.584	Between Groups
		0.352	47	16.527	Within Groups
			49	18.111	Total
0.197	1.680	0.743	2	1.485	Between Groups
		0.442	47	20.774	Within Groups
			49	22.259	Total
0.233	1.503	0.639	2	1.278	Between Groups
		0.425	47	19.978	Within Groups
			49	21.255	Total
0.175	1.812	0.599	2	1.198	Between Groups
		0.331	47	15.546	Within Groups
			49	16.745	Total

As seen from the table above that there is no differences Due to Courses number because all the significant was bigger than (0.05).

Due to Qualifications

We used one way ANOVA to calculate the differences Due to Qualifications as follow in the table (10):

Table (10). one way Anova to calculate the differences Due to Qualifications.

Sig.	F	Mean Square	df	Sum of Squares	
0.766	0.512	0.199	5	.995	Between Groups
		0.389	44	17.116	Within Groups
			49	18.111	Total
0.597	0.741	0.346	5	1.729	Between Groups
		0.467	44	20.530	Within Groups
			49	22.259	Total
0.867	0.369	0.171	5	.856	Between Groups
		0.464	44	20.399	Within Groups
			49	21.255	Total
0.444	0.974	0.334	5	1.669	Between Groups
		0.343	44	15.076	Within Groups
			49	16.745	Total

As seen from the table above that there is no differences Due to Qualifications because all the significant was bigger than (0.05).

Due to Gender

We used one T-test to calculate the differences Due to Gender as follow in the table (11)

Table (11). one way Anova to calculate the differences Due to Gender.

Sig.	F	t	Mean		
0.369	0.823	0.812	3.96	Male	F1
			3.81	Female	
0.275	1.218	0.10	3.89	Male	F2
			3.90	Female	
0.314	1.035	0.578	3.69	Male	F3
			3.81	Female	
0.703	0.148	0.198	3.90	Male	F4
			3.93	Female	

As seen from the table above that there is no differences Due to Gender because all the significant was bigger than (0.05).

Due to Age

We used one way ANOVA to calculate the differences Due to Age as follow in the table (12):

Table (12). one way Anova to calculate the differences Due to Age.

Sig.	F	Mean Square	df	Sum of Squares		
0.972	0.076	0.030	3	0.090	Between Groups	F1
		0.392	46	18.021	Within Groups	
			49	18.111	Total	
0.677	0.510	0.239	3	.717	Between Groups	F2
		0.468	46	21.542	Within Groups	
			49	22.259	Total	
0.894	0.203	0.093	3	0.278	Between Groups	F3
		0.456	46	20.978	Within Groups	
			49	21.255	Total	
0.988	0.044	0.016	3	0.048	Between Groups	F4
		0.363	46	16.697	Within Groups	
			49	16.745	Total	

As seen from the table above that there is no differences Due to Age because all the significant was bigger than (0.05).

Conclusion

Empirical results from our study strongly support the firs hypothesis; the most of paragraphs which measures the Five-Star Hotel Managers’ Recognition of Emotional Intelligence and its Impact on Improving Personal Competencies have a high level.

Whereas, Second hypothesis shows that there was no difference between the degree of influence of the five-star hotels managers’ perception of emotional intelligence and improving

personal competencies Due to Section Number, Serving time, Courses number, Qualifications, Gender, Age.

Recommendations

1. Conducting training courses that aimed to:
 - Clarifying the concept of emotional intelligence to manager in order to gain employees' satisfaction that contributes achieving the organization's mission, and considering it as one of increasing profit's elements.
 - Developing manager's feelings about responsibility to others, so they can handle stress, aware of their own emotions, concentrating to the ability of understanding others, and dealing with problems.
2. Building leadership development program to increase self-awareness, ask for feedback on a multi- rater assessment.
3. Increasing the awareness of employee of appreciating managers' abilities to control their impulses and anger, to understand adverse events and stressful situations.

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