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Suzan Saleh Darwazeh

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Impact of Emotional Intelligence on Knowledge Sharing at Zain Company for Telecommunications in Jordan

Dr Suzan Saleh Darwazeh

Associate Professor at The World Islamic Science & Education University
Faculty of Management Amman-Jordan

Abstract

This study aimed at recognizing the impact of emotional intelligence (self-awareness, managing emotion, motivation & empathy) in knowledge-sharing (individual level, organizational level) in Zain Company for Telecommunications. To achieve the objective of study, the researcher developed a questionnaire covering (49) items; the community of study consisted of employees in the company amounting to (700) where (241) analyzable questionnaires had been restored. Data has been collected, analyzed, and hypotheses were tested. Some of the study's results include: Existence of impact with statistical significance at a moral level ($P \leq 0.05$) for the emotional intelligence and its dimensions on knowledge sharing in Zain Company for Telecommunications. And in light of results deduced, some of the researcher's recommendations include: Necessity of stabilizing the concept of the emotional intelligence at employees of Zain Company for what it has of an important and great role in knowledge sharing through organizing workshops, courses and seminars related with this subject.

Keywords: Emotional Intelligence, Knowledge Sharing, Zain Company for Telecommunications in Jordan.

Introduction

Interests of educated and contemporary organizations had been and still cored about activating knowledge sharing among employees, specifically the implied knowledge characterized as being a way of innovation, and path to achieve the competitive trait, and for this concern with employees in the organization are obliged to considering them bearers of knowledge able to transfer and develop it.

Studies had cleared that emotional intelligence acquired evident impact in individuals life; for it specifies the way of thinking, relations, emotions, and the way of treatment with oneself and other, the thing that affects the way of the individual's interaction with his mates, his self-satisfaction and them, he is the one who prepares the surrounding environment to become suitable for knowledge – exchange and participation inside the organization, the thing that makes the implied knowledge transformation into frank an easy thing, because of the availability of trust, interaction and informal relations and also because of the higher administration support and its motivation of this activation.

No doubt all professions certainly need to understand the emotional intelligence that it leads to rising performance and interaction at employees, the thing that causes the harmony and strong healthy relations, and this is the extreme for which the modern organizations, that exceeded all what relates with the classical administration with all its data aspire.

And at time knowledge became from the basic unsubstantial subjects, hoped to achieve the hoped competitive trait for the organization, but that is not done except by activating the process of sharing in knowledge and spreading it, that needs an environment knows the significance of good relations that are performed on trust and love reflected by culture of the organization, and participation in knowledge had been considered one of the most prominent activities to excite knowledge, and activate it, it needs an environment its individuals enjoy emotional intelligence, that is because participation in knowledge has to be willingly, the thing that makes it easy to create a new awareness reaches innovation and invention, it is the extreme of organizations objectives.

The process of linking the emotional intelligence with plenty of the required variables personally and socially it links by consent and quality of social relations, specifically the positive relations with friends and colleagues, for the most intelligent individuals are more able to social adaptation and others' sociability and they are more prepared to ask for aid from colleagues with more experience. All that if was available achieves a more successful process for sharing in knowledge, so without the emotional intelligence at employees, becomes a difficult participation in knowledge and spreading it, because employees fear transferring their cognitions to their colleagues fearing to lose authority granted to them, or fearing to transfer non-punctual knowledge, in addition to their dropping the range of individual competition with the time in which modern organizations seek recreation of social work represented in work teams.

The researcher hopes from linking both variables in this study achieving a new addition, and to integrate with previous studies, and the emotional intelligence acquires more interest in the organizations seeking distinction in the labor market.

Choosing Zain Company for Telecommunications to apply this study points to the significance of that organization and what it achieves for Jordan of a good fame, it is from the organizations that seek employees support and empower them with all types of training that achieve distinction and ability to solve problems and rational decision- making, that is not done except for a company enjoying a strong infrastructure, substantial and unsubstantial resources, and seeks and knowledge sharing culture, aiming at getting out the implied knowledge and transforming it into frank, and in turn needs awareness of the emotional intelligence significance and what it has of role in activating sharing in knowledge through motivation and rewards.

Significance of Study

The researcher views that the significance of both variables had granted this study the significance, for the emotional intelligence affects the way of the organization movement, and its employees' participation in knowledge.

The significance rises from two sides

The Scientific Significance

Recognizing the impact of the emotional intelligence on knowledge sharing due to its importance in inducing the individual to manage his emotions, feelings and relations with

others. We hope to share results in serving other studies in addition to the library and the researchers.

The Practical Significance

The researcher intends and to assist the decision- makers and interested people in supporting means of knowledge sharing by informal methods, that acquire promotion of labor quality inside community (Zain Company in Jordan). We hope to assist in improving abilities of employees and motivating them to extract the implied knowledge through supporting the higher leadership by preparing labor environment and elasticity in developing the organizational structures and labor climate to achieve the best results.

Objectives of Study

The study aims at recognizing the impact of the emotional intelligence in knowledge sharing in Zain Company

1. **Recognizing the relative significance of the emotional intelligence in Zain Company;** this is accomplished by distributing questionnaires amongst employees followed by analyzing it and extracting the corresponding results afterwards.
2. **Recognizing the relative significance for knowledge participation in Zain Company;** this is also done by distributing questionnaires amongst employees followed by analyzing it and extracting the corresponding results afterwards.
3. **Recognizing the impact of emotional intelligence on knowledge sharing in Zain Company;** this is done by examining the hypotheses of the research and analyzing the impact of the independent variable on the dependent.

Problem of Study

Employees' partnership of cognitions and experiences possessed in the organization is considered a strong means to achieve of organization works accomplishment to achieve its objectives, but loss of trust among employees, and desire of position in the occupational scale of each of them stands barrier against interaction, the thing that stops the participation process. This study came to answer the following main question:

What is the impact of the emotional intelligence with its dimensions altogether in knowledge sharing among employees in Zain Company? The following subsidiary questions branch from it:

1. What is the relative significance applying the emotional intelligence in Zain Company?
2. What is the relative significance of knowledge sharing in Zain Company?
3. What is the impact of the emotional intelligence in knowledge sharing in Zain Company?

Hypotheses of Study

Main hypothesis H01

There is no impact with statistical significance at moral level ($P \leq 0.05$) of self-awareness in knowledge- sharing with all its dimensions (individual and organizational) in Zain Company.

The following hypotheses branch from it

First subsidiary hypothesis Ho1-1

There is no impact with statistical significance at moral level ($P \leq 0.05$) for self-awareness in knowledge sharing with its dimensions (individual, and organizational) in Zain Company.

Second subsidiary hypothesis Ho1-2

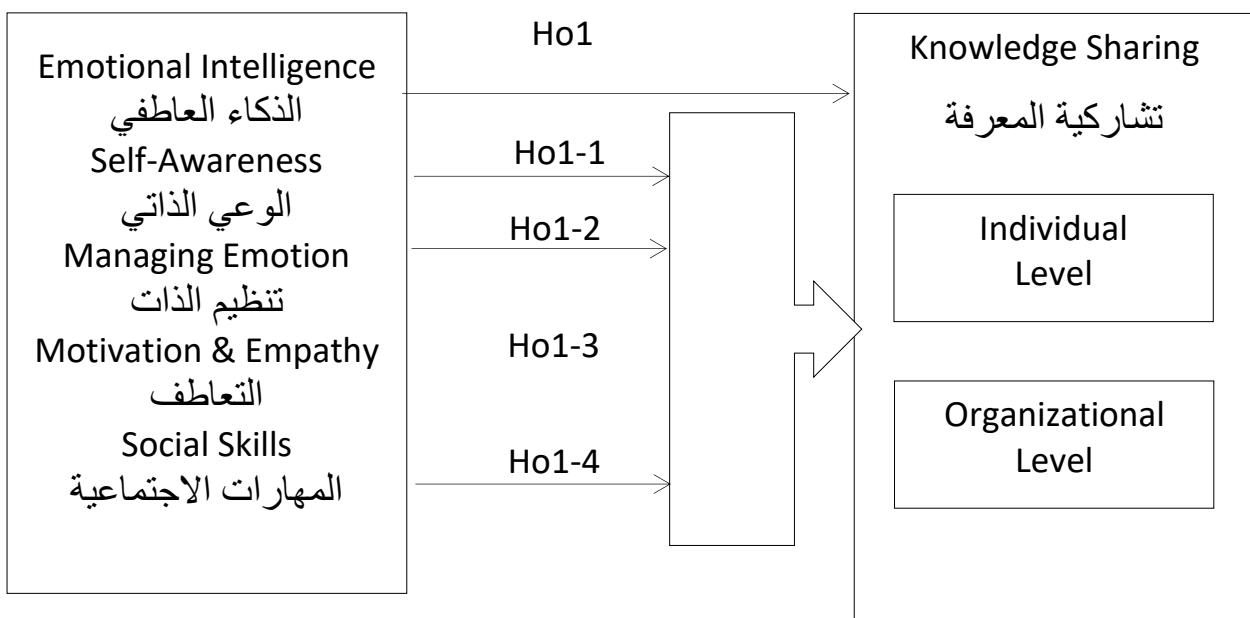
There is no impact with statistical significance at moral level ($P \leq 0.05$) for managing emotion in knowledge sharing with its dimensions (individual and organizational) in Zain Company.

Third subsidiary hypothesis Ho1-3

There is no impact with statistical significance at moral level ($P \leq 0.05$) for motivation and emotion in knowledge sharing with its dimensions (individual and organizational) in Zain Company.

Fourth subsidiary hypothesis Ho1-4

There is no impact with statistical significance at moral level ($P \leq 0.05$) for the social skills in knowledge sharing with its dimensions (individual and organizational) in Zain Company.

Model of Study

Model of study had been prepared leaning on Daniel Goldman's model in the administrative environment.

Theoretical Framework**Emotional Intelligence**

Psychologists, since ancient times, concerned about (Intelligence Quotient) in most of their researches that meant intelligence quotient considering it one of the tools to measure relations, performance and else, then branched from intelligence quotient numerous domains, from them is intelligence, and meant ability to understand and employ the verbal words, place intelligence means ability to understand and employ things in vacancy, and social intelligence means ability to employ the social information, but what relates with emotional intelligence (emotional or sentimental) they had considered the responsible for the internal relations (personal intelligence) it meant ability to understand and employ sentimental information and reflect ability of the sentimental system to improve intelligence. Modern

studies had cleared that concern with the (emotional intelligence) resulted from ability to prophesy with efficiency of individual and sensitivity.

It is believed that intelligence is the classical intelligence IQ located within psychologists' concerns, but the domain now is enlarged to reach the organizational behavior and the human resources entrusted to accomplish, change and decisions- making in the organization. Concentration started on types of intelligence for their significance in the world of business administration. Now we will have a special talk about emotional intelligence, that researchers mentioned, it is more significant than the classical intelligence about which research was abundant in the past, and what deserves mentioning, is that there is a connection between the emotional intelligence and the social intelligence, but can be considered a branch of it (Salovy & Mayer, 1993, 1997) where there is some interpenetration between them both and this lies within both concepts of perception, motivation and empathy, meanwhile they believe that emotional intelligence is larger than social intelligence, because it could gather between the personal (self) sentiments and sentiments at their social context through interaction with others.

The term 'emotional intelligence appeared in America in 1985 within a doctorate dissertation by one student of the School of Arts, then appeared in a series of scientific researches by Salovy and Mayer in 1990 when they both did develop a scientific method to measure differences among individuals in their emotional ability, for it had been cleared from this measurement that there are individuals having higher abilities than others in specifying their feelings and others' and also solving problems related with emotional issues.

(Salovy& Mayer) defined it as the ability to recognize the person, this feelings and special sentiments are as accurately as they happen and his recognition of others' feelings and his ability to control his feelings, sympathize with others and feel with them, motivates himself to make intelligent decisions. But (Goleman, 1995) had defined it as a group of abilities or skills people call them attributes or personal traits.

But Fuad Abu Hatab (1999) had defined it as "good application between the self-estimation of the examinee from his internal notice" and had called it the personal intelligence. Burnette (2006) defines it as a "consequence of numerous terms like feelings, sentiments and intelligence melting".

But Martinez (1997) and Longley, 20000 had agreed unanimously on that sentimental intelligence "is a system of non-cognitive skills, abilities and efficiencies that affect the person's ability on facing pressures and environmental requirements".

It is clear from the previous definitions that the sentimental intelligence is a compound group of abilities or the personal skills that assist the person on understanding the feelings, sentiments and the how of its domination on them and its ability on understanding the feelings and others' sentiments, the thing that leads to good treatment with them and making the surrounding environment more stable and peaceful.

But about these abilities provided in the majority of definitions, they are (Al-Samadoni, 44: 2007):

- Self-awareness: it is meant by person's awareness of his feelings, sentiments or emotions, that one possesses wealth in his knowledge.
- Emotional management: it is the ability to bear sentiments of life to treat with them positively and get rid of any negative sentiments.
- Self-motivation: is granting self the energy to achieve good performance and resistance of any rush to achieve the desired objective.

- Empathy is ability to read others' feelings, through language of the body (face expressions, voice) and not the verbal speech.

Significance of Emotional Intelligence

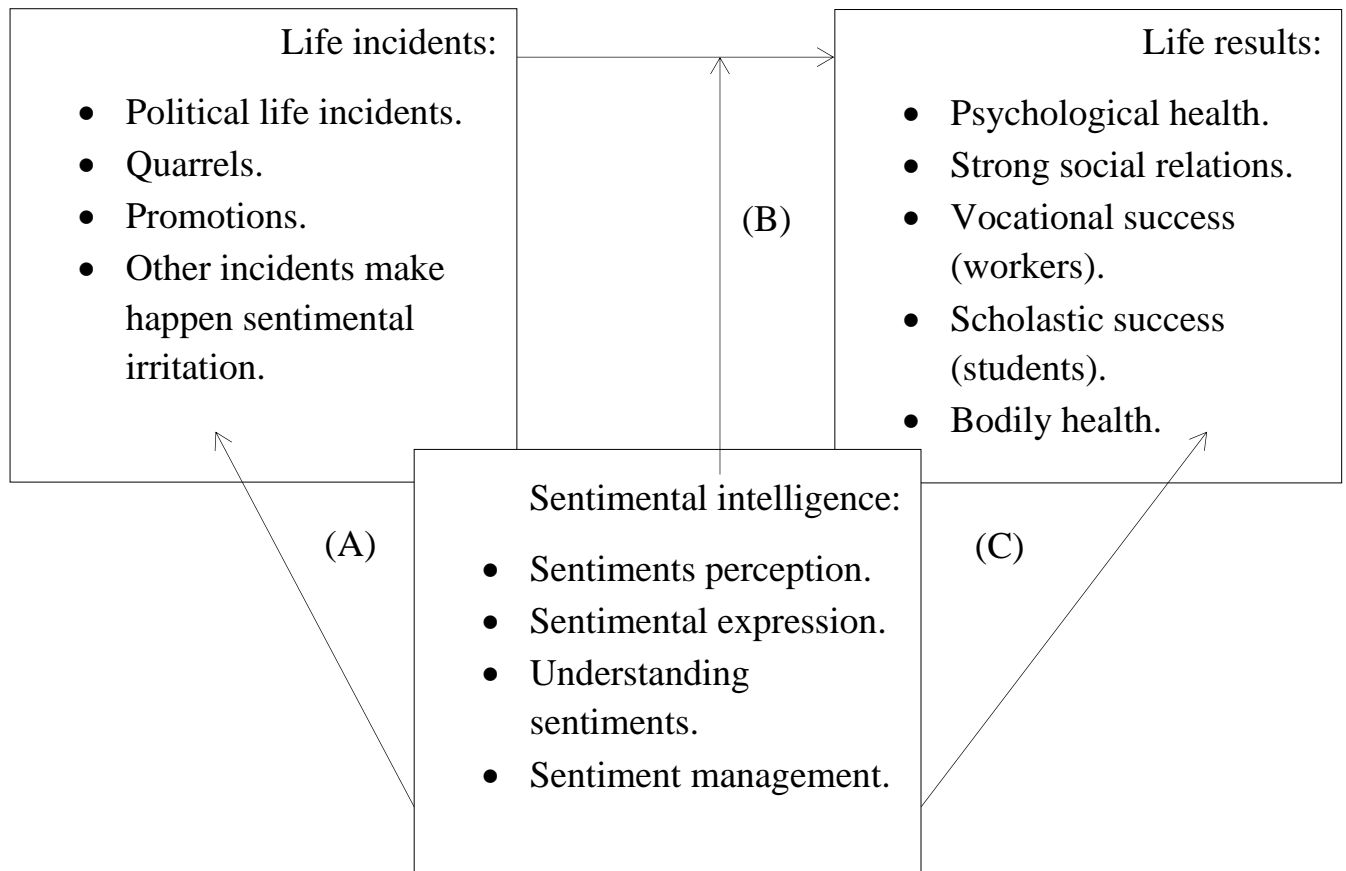


Figure (2) is a graphic figure explains roles of the sentimental intelligence in the daily life (Al-Samadoni, 27: 2007).

From the most prominent people who concerned about the emotional intelligence is (Goleman, 2006: 31) author of the book Emotional Intelligence for he mentions that the emotional intelligence is important in all vocations, because the emotional efficiency equals double significance of the cognitive abilities, and adds that reaching the higher leading centers requires high level of emotional efficiency, and emotional efficiencies are more than two-thirds of the excellent performance, therefore the persons possessing the emotional abilities add a noticed value on the basis upon which the organization is performed (Al-Titi, 2006: 89). The scientific studies had pin-pointed that the general intelligence (cognitive) (IQ) represents the rate of %20 only, but the rest %80 refers to the emotional intelligence (Singh, 2006: 26) and there are more studies that assert this truth as the emotional intelligence is the most significant in workers performance at locations they preoccupy in life (Zeidan and Al-Imam, 2003-12-13). Numerous studies including (Cherniss, 2000) study had cleared that two thirds of abilities connected with the high performance are sentimental or social abilities like self-trust, elasticity, perseverance, sentimental participation, and ability on high accomplishment with others, it had been cleared that the American industry expends more than fifty billion dollars yearly on training programs and those programs concentrate on abilities, social and sentimental skills to attempt promotion with the sentimental intelligence for employees

through training and development activities, and interventions in places of work assist employees to understand their job by obtaining the training experience, and indicated that grown-ups spend most hours of their alertness at work, where they work to develop their abilities related within the sentimental intelligence to increase motivation to work and competition to increase productivity, occupational promotion and the personal space, the thing that achieves the developmental interventions.

Most of studies proved that the sentimental intelligence shares in creating good labor relations, and shares in creating harmony inside the team, because of the good relations and mutual trust that governs feelings.

Emotional intelligence is important to achieve positive results in place of work, lodging or school, in addition to achieving academic success and cognitive ability, and there are many applications of the emotional intelligence.

Emotional intelligence and behavior: (Mayer et al., 2001) study indicated that emotional intelligence plays a significant role in lightening the behavioral problems and violence at students, the results of study showed that students with high emotional intelligence are less smoking cigarettes, drinking alcohol, less aggressive and more socially acceptable by teachers if compared with low owners of intelligence. They are emotional with others, interactive and more satisfied with their life.

Emotional intelligence and academic accomplishment: (Lopes & Salovey, 2002) indicate, where they connected between the emotional abilities and the academic accomplishment, so ability assists to employ the emotions to easy the process of thinking at students and specify activities concentrating on them depending on the their feeling, in addition to temperamental cases enhance imagination that leads to innovation at students.

Emotional Intelligence at Work: (Caruso & Salovey, 2006) indicates that some works demand plenty of emotional intelligence, especially those contacting with people, significance of their understanding and include working within a team, if individual did not enjoy a high sum of emotional intelligence he would lose his ability of success and communication. Intelligent and emotional behavior assists in better planning, adaptation with stands and changing plans. The emotional intelligent manager possesses ability to motivate himself and others, and important decisions- making, but what relates with labor teams the emotional intelligence makes interaction more easy and thinking more innovative through innovative ideas, solutions of problems in a new way and makes affecting others, trust and emotion more easy.

Emotional Intelligence and the Family: Numerous studies had cleared that the emotional intelligence greatly affects the life of families; it decreases the rate of divorce, tension and collision that may happen between both couples and supports the relationship between brothers. There are numerous studies indicate first years from the child's life are affected by the prevailing social and emotional growth in the family, because the family is considered the first school for sentimental learning because the setting of the family knows how we feel with ourselves and how we response to others and how we can read the feelings too at children (Al-Samadouni, 2007: 166-167).

Emotional Intelligence at the Environment of School: (Goleman, 1995) had considered schools one of the preferred places to improve the sentimental intelligence and the place

which communities manage to correct failure in the emotional and social efficiency at students, learning skills begin from schools, because school shares in directing, changing and treating the sentimental skills that is by saving methods for this purpose created a healthy scholastic climate, assisted in developing the sentimental skills swiftly and worked on employing them in numerous domains (Al-Samadouni, 2007: 189). Adds that teachers are important elements in creating a teaching environment, affect the personality of students.

Emotional Intelligence and Leadership: Leadership is in need of emotional intelligence, because it is as (Goleman, 1995) mentions that leaders enjoy traits and abilities like optimism, good association, elasticity, ability to control feelings of anger and doubt, and asserts that the leaders who have empathy are more able to understand the needs of subordinates the thing that creates a good relationship affect the perception with loyalty, faithfulness and devotion at work. (Gardner, 1993) had asserted the significance of sentimental intelligence in effectiveness of leadership, where he did a study on (250) managers most of them hold the degree of master and doctorate. The scale of sentimental intelligence was applied on them (Swinburne University Emotional Intelligence Test) ((SUEIT)) measured the direct emotions from understanding emotions, emotions managements and emotional control. The study deduced that there is a strong relationship between the democratic leadership and the sentimental intelligence.

Emotional Intelligence and Techniques of Confrontation: Salovey et al (2002) mentions confronting the psychological shocks depending on the emotional efficiencies and inability in perceiving actions and expressing decreases opportunities of growth confrontation skills. Emotionally intelligent individuals can specify their feelings, understand their contents, and adapt at a form more successful with the negative experience, compared with the low emotional intelligence people, they fail in specifying their problems, recognize them, and so the process of confrontation will stop and hinder the process of effective emotional declaration process.

And adds that the emotional intelligent individuals have to reveal their emotional experiences, because they are more inclined to perceive that participation on effective means with others to organize emotions of the individual on the basis of the linguistic constituents needed by the effective emotional revealment like (enlightenment, causative thinking and emotion balance) reflects ability of the individual to understand emotion, analyzing it, and organizing it effectively.

Models of Emotional Intelligence

Models and theories tackled the subject of emotional intelligence, and the starting points were different, some of those models depended on different definitions of the emotional intelligence, and many of them concerned about studying specific sides for the sentimental intelligence and specified personal traits, informing that points of view were abundant about the subject indicate to activity and interest of researchers, informing that studies on the subject of emotional intelligence never stopped as far as the cognitive intelligence was exposed to, that continued more than a hundred years and so became multi of models and theories.

This study tackled three models, differed in constituents. They are alike in the concept and guidance, and they had been divided into: 1. Models of ability, 2. Models of traits, 3.

Mixed models between traits and ability. We will deal with three basic models and use Goleman's model as preceded.

1. Salovey & Mayer model-model of the year 1997 ability, it has four basic constituents, and concerns about the field of emotions and applied intelligence.
2. Danial Goleman's model- mixed model of ability and traits of the year 2002 has five basic constitutes and 25 subsidiary constituents, concerns about the industrial and economic field.
3. Bar- on model for the emotional intelligence abilities model 1988-2000.

Salovey & Mayer Model of Emotional Intelligence (Ability Model)

Salovey & Mayer both submitted their model in 1997, the model concerned about concentration on the sentimental intelligence as a mental ability, where they defined it by a method, more distinguished than the cognitive (traditional) intelligence, they both defined it as "ability of awareness by emotions and expressing by them", communicate and generate emotions to assist thinking understand emotions and emotional knowledge "so emotional intelligence at them both is a group of abilities that explain the difference of individuals at the level of their perception of emotions, but it is ability of expressing those emotions after perceiving them. Also, the ability to absorb feelings and justify them in oneself and others. The emotionally intelligent person is able to recognize his emotions and others, and able to express his emotions accurately so as to appear on his face complexions and his voice, and he has an ability to show sympathy with others, analyzes his emotions and distinguishes between feeling jealousy, guilt, shame, sadness, and anger, then ability to dominate his emotions in a way develops his mental and sentimental abilities as postpones fulfilling his needs, and adjust his anger (Salovey & Mayer, 1997). The model included four primary abilities, they are:

- Ability to accurately be aware of emotions and express them.
- Ability to employ emotions to make easy the process of thinking (employing emotions).
- Ability to understand and analyze emotions.
- Ability to manage emotions.

The model explains the subsidiary abilities for the sentimental intelligences developmentally organized from the lower level to the upper level, this system reflects the sentimental growth stages of the individual, so persons pass in this stage, but those sentimentally more intelligent pass at quicker form at those stages, then pray in the upper level, Salovey & Mayer indicated that the sentimental intelligence is the group of cognitive abilities, the best way to measure it is similar to that employed in the traditional intelligence depending on submitting a group of tests, of them optical pictures, in them faces, then asks the person to specify the present emotion of the owner's picture, and a scale had been laid to measure those abilities. The results had terminated that the high sentimental intelligence owners are more able to specify their feelings and awareness, and more able to estimate their emotional case, and deduce existence of differences of individuals in ability on attention, evidence, emotional awareness, and these persons enjoy a good psychological health by comparing them with their colleagues of the low emotional intelligence people.

- **Employed Scales in Salovey & Mayer's Model for the Emotional Intelligence**

It consists of twelve scales lie within the four abilities included in the model evaluation by employing model of the emotional intelligence from three angles, they are: the emotional

perception, emotional understanding, and the emotional management of feelings, the scale deduced the following:

Existence of guidance and relationship between the emotional intelligence and the process of emotional understanding of feelings.

Deduced existence of guidance to legitimacy of the model concerning the emotional intelligence independent from general intelligence, mental sympathy and the general emotional, this indicates to that the multi factors scale to measure the emotional abilities of each individual are difficult to be measured by test and scales concerning the last intelligence (Al-Samadouni, 2007: 131).

Both of Salovey & Mayer did apply a new scale for tests of emotional intelligence, because of the failure of the ancient model in deducing a convincing merging among the four branches, and they both did apply the test on about five thousand men and women from adults and adolescents and the program had designed for individuals from age 17 or over, the scale included 141 questions, where the scale gives six results and rates they are:

1. The general rate of emotional intelligence (IQ).
2. The related rate with the planning and strategic domain of emotional intelligence.
3. The special rate of emotional perception.
4. The rate concerning the emotional understanding.
5. The rate concerning the emotional grasping.
6. The rate concerning the emotional management/

Expression of every rate through concepts of standard intelligence, and the total rate was 100 degrees with error rate allowed about %15, for example the individual obtaining the rate of %69 lies within the category (under development), but the individual's rate of %90 or more it lies within the category (the most powerful), they both had indicated that those rates and results were pliable to develop and grow through procession of the individual in the age stage and through his enjoyment with more abilities of intelligence (Al-Samadouni, 2007: 132-133).

Bar-on for Emotional Intelligence: this model depended on the concept of intelligence rate and that links with measuring abilities and possibilities of occupational performance and the vocational success of the individual, and it is from scales of self-report as the degree reflects the individual's abilities on scales questions and that scale is motivating to reach the good results and not pure checking the results; for concentration is done on the group of abilities social and emotional efficiencies, that are represented in the individual's skill in perceiving his private feelings, understanding and expressing them, and also his ability to perceive feelings concerning others, understand and attempt to express them, and ability to deal with the emotional and sentimental stands and solving the individual and social problems at one limit, the model tackles five dimensions, they are:

1. Intrapersonal intelligence represents abilities, efficiencies, and connected skills inside the individual.
2. Intrapersonal intelligence, attempt of applying abilities and semi-personal skills on reality and get benefit from them in individual's management of his relation with others.
3. Adaptability and individual's success in escorting circumstances, environmental requirements and adaptation with them through increasing his skills and elasticity in dealing with others and solving the problems logically and skillfully.

4. Stress Management: ability of the individual to stress management and adapt with them in a great effectiveness.
5. General Mood: ability to enjoy life and keep the position and the positive post inside the community that includes happiness and optimisms.

The employed scales in Bar-on model for emotional intelligence, Bar-on employs a list had been published in 1997 depending on the self-report of the individual, measures five dimensions for the emotional intelligence. Its application on individuals from the age of (16) or more, measures efficiencies, emotional and social skills that give an evident image of the emotional and social intelligence at the individual. It is evaluating ability of the individual on success in dealing with the requirements and the environmental stress and adapting with them; that list contains 133 questions aiming at recognizing the rate of intelligence at the individual and the scale graduates to five points, they are (extremely rare-not correct mostly corrects - that thing happens sometimes – absolutely) then answers are transformed into results and rates.

Daniel Goleman’s Model for Sentimental Intelligence (mixed model between abilities of the emotional intelligence and traits of the personality), Daniel Goleman, who bears the doctorate degree in psychology from Harvard University is known as from the most interested with the emotional intelligence, his book (Emotional Intelligence) had been issued in 1995. He depended in his model on Salovey & Mayer’s model, but his model is considered from the mixed models that mix between abilities of sentimental intelligence and traits and characteristics of the personality, represented in characteristics of the psychological health of happiness, motivation and abilities that make individual effective in the social life. Emotional intelligence at him is the ability to recognize our feelings and others’ and work to motivate oneself and manage emotions and effective relationship with others. Goleman’s model shows the primary four constituents of the sentimental intelligence, where all constituents are the basis of efficiencies and the acquired abilities that depend on the basic ability; it is (the sentimental intelligence). Goleman specified five domains for the sentimental intelligence, they are:

1. Self-awareness – it meant the emotional awareness, that is the individual’s knowledge of his emotions, sympathies and his perception of their consequences, they cover the following:
 - a. Punctual evaluation of oneself that is recognizing places of strength and weakness of the individual.
 - b. Self-confidence: that is feeling of self-value and its ability.
 - c. Control of internal cases of the individual, his zeal’s and self-orders (managing emotions).
2. Managing Emotions: indicates to the how of dealing with feelings and negative emotions that hurt the individual and cause disorder to him, meaning transforming the negative emotions into positive and had been called afterwards’ managing emotions’, it does not mean here ‘suppressing feelings’, but rationalizing them in a form assists to concord with the stand.
3. Self-motivation: that is control and adjustment of emotions, means prompt postponing of direct expressing emotions with what allows the individual to think and choose the correct response and postponing in the track of achieving long-run objectives, and called by some people “motivation”, means to have an objective and hope you know its steps to achieve them.

4. Empathy (feeling emotions): individual's ability to read others' emotions and their feelings through voices and their faces expressions (features) not necessarily what they verbally say.
5. Interaction with others (social skills): strong positive affecting others by perceiving their emotions and feelings, building confidence, constituting the net of relations and recognition for their feelings to be leading and when to follow others.

Scales employed in Daniel Goleman's model for the emotional intelligence Scale of Emotional Efficiency (Boyatzis & Goleman, 1994): Goleman worked on designing and developing the scale of emotional efficiency to measure and evaluate the emotional intelligence depending on efficiencies related with the general intelligence employed to evaluate managers and leaders' performance, the scale is performed on twenty efficiencies, classifying them on four dimension, they are:

1. Self-awareness.
2. Social Awareness.
3. Managing emotion.
4. Social skills

Then demanded from each participant to submit a personal report about himself and others' behavior and they are classified from No. (1) and indicates that this behavior does not represent the personality of that individual into No. (7) that behavior represents the most important personal characteristics of that individual.

- b. Scale of emotional intelligence is a scale prepared by Brad Berry and colleagues; where the scale had been designed to reach to an effective measurement for the emotional intelligence pliable to be applied in all domains as consisted of (28) words to evaluate the primary constituents included in Daniel's model (self-awareness, managing emotion, social awareness and management relations) answer is done on words through (6) starting by No. (1) (never exists) into No. (6) (mostly what is performed by that behavior) from this scale reaching to five results is done, they are the rate of the whole emotional intelligence; rate of self-awareness, rate of social awareness, rate of managing emotion and rate of management of relations.
- c. Questionnaire of performance evaluation – emotional intelligence copy It measures seven efficiencies included in Daniel Goleman's model for the emotional intelligence and measures the necessary efficiencies to improve the level of occupational performance, where it covers (84) words distributed on seven different efficiencies, they are: innovation, invention ,self-awareness, motivation, empathy and social skills.

The Second Topic: Partnership in Knowledge

It had been evident from studies that knowledge forms assets with non-substantial values to create the competitive traits and keep them. Technology forms one of the most important affective factors in knowledge problems at organizations.

These problems form evident challenge in the domain of knowledge management, because of the employees' resistance of problem in their cognitions with colleagues. And continuation of the organization is entrusted with creating the competitive trait, where that depends on the cognitive fundamentals and ability of investing in it, as the new ideas that create products referring to the human mind.

There are a series of knowledge management processes linked with each other. Researchers had differed in knowledge about the number of this process, some of limited in eight processes: diagnosis, objectives renewal, knowledge generation, knowledge organization, knowledge- storage, knowledge retrieval, knowledge participation, and

knowledge application (Al-Hamshari, 2013: 120). This study concentrates on partnership in knowledge as the most important of knowledge management processes and one of the challenges against the organization that seeks continuation..., survival and achieving the competitive trait. So what is partnership of knowledge: Beccra defined it as "it is the process through which communicating the frank and implied knowledge is done to individuals". (Jacobson, K, 2006) defined it "it is exchanging knowledge between two persons (parties) one of them both is sender of knowledge to another a receiver works on representing it". (Al-Hamshari, 175) as cleared from both these two definitions that the concept of participation includes three concepts, they are: knowledge transference, knowledge exchange and communication.

- Knowledge transference: the process is considered the first step from the process of knowledge partnership and means "communicate knowledge to the suitable person, in the suitable time, within the suitable form and the suitable cost. Al-Hamshari (2013: 13) adds that the difference between the knowledge participation and knowledge transference is that participation depends on the human capital and interaction among individuals meanwhile the process of transference leans on the organizational capital (structuralism) and transferring knowledge of the individual into the group of individuals knowledge or into organizational knowledge that is the block of the process, products and services.
- Communication: is considered the essence of the process of participation with knowledge and the most important standard for its success and it is meant" processes of information transmission and transferring them from one person to another or from a team, or from an organization to another, for any processes of sending and receiving symbols with meanings connected with them, purpose is informing others with a certain news or giving them the command to do anything. And whenever the communication was effective, messages were totally understood by the receiver, and also was the content, that means the experience of the individuals. This content differs by the difference of individual's experiences at the time. And it is mentioned that participation by knowledge will never happen unless partnership in the content is done (Al-Hamshari, 35).

Obstacles of in Knowledge's Sharing

Open knowledge is considered a property of the organization for its existence in accessible places, but implied knowledge remains particularly for individuals being personal and in their minds, its partnership with others becomes difficult, for they consider it their property, and this indicates to their fear from knowledge sharing, that is for different reasons. Literature had indicated to a group of organizational or personal factors.

Organizational Factors

- Classical vertical organizational structures that do not encourage knowledge sharing (Al-Hamshari, 137).
- Weakness of materialistic motives systems.
- Lack of organizational culture supporting knowledge sharing.
- Weakness technological structure in the organization as technology assists on knowledge sharing among units and makes easy discovering interests and mutual

wishes among employees, the thing that makes participation among them either inside or outside.

- Weakness of communication skills and their means inside the organization, costs of knowledge sharing, the geographic dimension among the partners by knowledge, organizational conflict, change resistance, fear from risks and confusion and uproar in labor environment and unavailability of knowledge sharing scales.

But about the personal factors: weakness of confidence among employees, fear of participation, non-inclination in listening, text misunderstanding, because of language, the thing that leads to weakness of absorbing knowledge, weakness of knowledge value estimation, and non-availability of time for participation (Al-Hamshari, 138).

Knowledge sharing systems (Al-hamshari, 143): systems of knowledge sharing support the process of the open or implied knowledge transference to reach others, and that is done through both processes of exchange, and social interaction among individuals, and the supporting technology for the social interaction that makes easy knowledge transference had been accredited, like groups of (discussing) or groups of (chatting), where recognition is being done among individuals, and for this goal employing machineries and technology of making exchange easy such as memorandums, booklets, reports of accomplishment, lectures, letters and (presentations). Also technology includes data bases and information storerooms, that contain data bases of the best practices, and systems of learned lessons, and systems of specifying places of experiences.

Variables that affect knowledge sharing at the individual level:

Firstly: individual's trends: these trends are connected with both traits of concordance and openness (Marouf & Al-Rikabi, 2015), and these individuals are at a high degree of goodness, friendliness, cooperation, tolerance, and assistance – love. And from the important factors with the great effect on knowledge sharing is learning and sharing, and these patterns are guarantee of enhancing the organizational performance (Yang, 2008), and here managers have to motivate employees on learning and knowledge sharing, because this enhances the organizational performance.

Sharing in knowledge is an aware behavior increases the value of knowledge by re-employment by individuals (Ismael & Yousef, 2010)/

Sharing is not only produced to specify the positive trend, but the additional factors are behind this sharing and conceals in motivating managers and offering facilitations for employees to urge for a high level of sharing and individual learning and employing special systems to transform individuals' knowledge, storing it, and spreading that knowledge for all individuals of the organization. Effective knowledge sharing empowers individuals learn ideas of others and accept them, the thing that leads to enlarge abilities and then is reflected on the organizational abilities (Yank, 2008).

Secondly: experience: is considered from the necessities for knowledge sharing, whenever the individual's experience increased, his knowledge and ability to share would be increased, therefore it was cleared that the best communication was that in which communication canals were opened among all administrative levels to allow information to flow and easily circulate for what that has of benefits to the organization (Al-Nashar, 2012)/

Knowledge sharing is considered from the factors that make individuals lose their competitive traits and strength of their experiences as a consequence of knowledge sharing with others, for the sake of that scholars concerned about knowledge management and

invested in developing those systems (Cabrera and Cabrera, 2002). Due to significance of experience systems had been accredited to lay a specified system for experts and knowledge efficiency in the organization and from these distinguished characteristics (Beisra – Ferdinandiz & Saberoil, 2010- 2014):

- Sharing in solving technical problems or constituting a labor team to one of the projects for concordance between the employees and the occupations that they occupy inside the company.
- Sharing: it is a trait specifies if the system reflected the experience in the range of the organization or only represents volunteering experts having readiness of knowledge sharing with others.
- classification and its objectives are cataloguing knowledge efficiencies inside the organization informing that every organization has to develop the knowledge classification of it.
- Self – evaluation: every employee works to evaluate his efficiencies, he allows establishing a container for efficiencies inside the organization, but the self-evaluation is caught with an implied shortage, where results lean to outlook of every employee to himself, and results may be misshapen.

Thirdly- individual's expectations: individual's sharing in the activities of the organization from his point of view are considered and should be at the sum of his expectations from the profits achieved, whenever the satisfaction was greater, the incentive to the positive behavior was stronger, so practicing the theory of expectation, the returns against behavior were just and consent achieved was a motive for the repetition of behavior (Syed – Ekhsan& Rowland, 2004).

Achievement of benefit between sharers by knowledge and demanders should be with mutual benefits, and though it is difficult to achieve this benefit when knowledge enquirers do not participate with what they possess together with knowledge sharers, or when knowledge- enquirers unable of knowledge sharing with the same quality like that owned by sharers. Leaning on that emerges what is called treatment anxiety alike, and in general fears of sharers relate with the extent of knowledge enquirers readiness and ability at them to share and the extent of sharers' benefit from this sharing and the range of knowledge – sharers to prophesy and expect if knowledge enquirers will response to demands.

Fourthly: confidence: (Alester, 1995) defined confidence as the extent of a person's confidence in words, actions, and decisions of another person and the extent of his readiness for information on its basis and had specified two types of confidence:

- Confidence performed on perception: here it is meant the rational decision taken by the individual to grant confidence or non-confidence from a colleague or a group.
- Confidence performed on impact: this type of confidence related with emotions, as develops with time passing and through the deep relations of labor with others.

Knowledge – sharing is affected by beliefs of team members and their feelings towards some of them that leaders of teams have to make easy knowledge sharing and generate confidence among the team members in effectiveness of the team (Lee Gippespie Mann & Wearing, 2010) for the concept of confidence.

And from the factors that affect generating confidence among individuals is the social likeness, the thing that affects growth and developing confidence among groups of individuals with the alike basic characteristics, for example owners of the only one ethnic background are distinguished from others in their ability to create relations built on confidence and it was

noticed that individuals had been gathered on the basis of traits and objectives characteristics like the race, age and sex (Mc Allister, 1995).

Guaranteeing the flow of the good information freely among colleagues at work is a thing with extreme significance for the success of the organization processes, but loss of confidence among colleagues, forms an obstacle for information sharing, the thing that negatively affects effectiveness of labor operations, and some studies had uncovered the positive connection between confidence and knowledge sharing (Rutten et al., 2016).

Knowledge sharing factors at the organizational level:

Motives system: motives are a group of tools and means that the organization seeks to make available for employees either they were materialistic or moral, individual or collective aiming at satisfying needs and wishes of individuals from one side and achieving the hoped effectiveness from other side (Al-Mughrabi, 2007). Knowledge exists inside individuals, for that it cannot share unless these are enthusiastic to its sharing, therefore it is significant to motivate sharing. And from those motivating factors: personal traits, considerations connected with the community, but knowledge sharing includes the following: occupational advancement, better vocational reputation, emotional benefits, and intellectual benefits (Amayah, 2013).

Studies had pin-pointed that rewards and motives facilitate the process of knowledge sharing and it is important to connect the materialistic motives with the table of high cost of diving, also support of enhancing positive labor relations among individuals and directing them in a form harmonizes with objectives of the association, also stabilizing the culture of work in the spirit of the one team forms a moral motivation enables attaining levels of planned performance.

Organizational Culture: it is defined as a group of values and beliefs in which all employees share (Deiri, 2011: 312), and culture is considered, with what it bears of values, customs, and traditions a key of employees behavior in the organization. The organization has to issue and enhance values and standards of collective work and sharing, in addition to reinforcing values of openness and accepting criticisms and tolerance at mistakes happening. It has to be concentrated on culture that encourages innovation, and the organization may seek generalization of culture through generalizing ethical stories, professional and social ones assist to spread the values meant by the organization. And it has to motivate employees through rewarding the employee and promote them on the basis of their knowledge (cognitive behavior) behavior such as love learning and knowledge exchange to serve objectives of the foundation (Faris, 2011). The organizational culture is considered a significant source of labor to motivate employees to knowledge sharing, and may form an obstacle in front of the change in the organization if there was no understanding and aware perception of culture of the organization (Al-A'Sha'shi and Hoo, 2014).

The Organizational Framework

Is considered from the basics of the organization, especially if it was distinguished with balance, elasticity and continuation (Al-Shama', 2014) or considered responsible for specifying individuals' duties at every administrative unit ignoring their administrative levels, and (Al-Rawashdah, 2016) indicates that the organizational framework is from the most important constituents of finding knowledge and making them tackled among employees, especially if organizational frameworks were supporting knowledge management; for they affect the machinery of transferring knowledge, participating and employing it, if the

organization was employing paramedical framework it will be considered an obstacle in front of knowledge sharing; for it is obliged to lean on frameworks that encourage individual behavior inside the organization and work on spreading knowledge.

Previous Studies

Studies in the Arab Environment

Al-Shawabkah study (2017): the study aimed at recognizing knowledge sharing and its dimensions at both levels; individual and organizational and their impact on the competitive priorities: cost elasticity, quality, and role of social media means as an amended variable in companies of Jordan Telecommunications, where their technique was the quantitative and descriptive method. The community of study consisted of Jordan for Telecommunications (Zain, Orange, and Umniyah). A questionnaire had been distributed to achieve the objective of study. The study deduced a group of results, the most important were: existence of consequence of knowledge sharing with both dimensions: individual and organizational on competitive priorities in the researched companies, and existence of consequence of social media means on improving the consequence of knowledge sharing on competitive priorities at those companies. The study recommended encouragement on knowledge sharing across motivating employees to employ social media means at labor environment.

Durrah, Omar Mohammad Study (2015)

The study aimed at recognizing the level of emotional intelligence in Jordan Banking sector and specifying the role of intelligence in improving effectiveness of labor teams, then distributing a questionnaire. The sample consisted of managers, heads of departments and service offerers working in the bank.

The most important results of study are the level of emotional intelligence at employees is high, and the degree of labor teams effectiveness in banking sector is high and most abundant effectiveness of labor teams factors is the pattern of them – leadership, then confidence in the team and finally coherence of the team. The study recommended with the necessity of entrusting the emotional intelligence more concern in the banking sector by concluding debates, conferences and workshops to spread the concept of emotional intelligence, making the emotional intelligence a standard to select leaders of labor teams, and concern with organizing labor teams substituting the traditional frameworks.

Mohammed Study (2015): the study meant recognizing the academic trends towards activities of knowledge sharing and the affecting factors that comprise: rewards, expected accomplishments from participation and the role of leadership, academic structure, independence, and loyalty to specialization, employing technicalities of information and communications, and a questionnaire had been distributed to achieve the purpose in (15) universities in the State of United Arab Emirates. Results had cleared that culture of knowledge is spread at those universities, and this participation depends on the teaching staff members themselves and not universities. And recommended with the necessity of forming a strategy to activate knowledge sharing.

Dahish Study (2015): the study aimed at identifying the relationship between the organizational confidence and the effectiveness of knowledge management in shadow of inserting knowledge sharing as a mediator variable at companies of drug production at public work sector in Egypt, and the quantitative analytical descriptive technique was depended, and the style of the simple random observation had been employed, and a questionnaire amounted (317) items had been distributed, and deduced numerous results, the most

significant is the level of organizational confidence at drug- companies came at a high level, and there is a strong correlation among confidence elements, elements of knowledge management effectiveness, between knowledge participation and knowledge management effectiveness elements. They recommended the company administration with necessity of enhancing confidence among employees through reinforcing behavioral and ethical values to facilitate the process of knowledge exchange.

Al-Rikabi & Ma'roof Study (2015): the study aimed at investigating the relationship between the trait of personality and knowledge sharing in the Middle East countries. The study concentrated on the personality of the individual depending on the scale of the five factors of personality: extroversion, concordance, acceptance, conscience alertness, neurosis and openness. A survey across the Internet Company had been done, covered (210) participants from three companies in the Council of Gulf Cooperation, and an electronic questionnaire had been distributed covered (139) female participants. Results deduced existence of positive correlation among four dimensions from traits of the personality, they are: (extroversion, conscience, concordance and openness) and one dimension from knowledge sharing, and indicated that individuals enjoying a high degree of conscience alertness are abundant, organizationally, calmly and ability of bearing responsibility.

Foreign Studies

Sharman and Singh Study (2018)

Relationship of emotional intelligence with cultural intelligence and change readiness of Indian managers in the services sector.

The study aimed at recognizing the establishment of the emotional intelligence relationship with the cultural intelligence and change of Indian managers' readiness in the services sector that is by employing the meaning samples. About (109) managers from the medium level of the Indian services sector together with data including the first five sectors, that share in the local gross products of India (partition sector, real estate sector, banks and insurance sector, information technology sector, and tourism) had cleared that emotional intelligence securely and positively connects with the cultural intelligence, and connects positively with the emotional moderation together with readiness to change. Training managers on the emotional intelligence can lead to better treatment of the administrative conflict and get rid of misunderstanding, because of cultural discrepancy, and assists managers to deal with change at a more effective form, and the emotional intelligence is considered of the most recognized intelligence types in the Twenty- First Century, and the organization seeks to employ managers with high emotional power, so there are motivating powers behind the successful and enthusiastic leaders lead to generate an innovative and emotional power.

Ramezani and Aval Study (2017)

The study aimed at reconnoitering the impact of knowledge sharing the quality of insurance services offered by Dana in the Irani city of Mashhad. The community of study included all employees and clients in the domain of collective medication, and a questionnaire had been distributed to achieve the purpose of study and numerous results had been deduced, the most significant of them: the strategic experience positively affects the quality of insurance services at Dana company for insurance, necessity of exchanging employees' cognitions to acquire experience, because that has to decrease the cost and improve clients'

services and limit the delay in accomplishing tasks. It recommended encouraging transference of knowledge and dividing it in the organization.

Fullwood and Rowley Study (2017)

The study aimed at identifying the factors that affect knowledge sharing among academicians in the United Kingdom, that is by a way of discussing the relations and examining them among knowledge sharing factors and academicians trends to share them and (367) questionnaires had been distributed to recognize the stand of these researched people from knowledge sharing. They had deduced a number of results, the most important of them are the individual beliefs among the academicians who were more effective on their stands in knowledge sharing than the organizational culture, and the leadership had been the factor more effective in the public organizational culture.

Podrug Fillpovic, and Kovac Study (2017)

The aim of study is distinction between the impact of each of individual factors and contains the efficiency and enjoyment in assisting others and the self-knowledge, and the organizational factors support the higher administration, the organizational rewards and the technological factors in processes of knowledge sharing. The community of study covered companies of information technology and communications in the Republic of Croatia. To achieve this goal (196) employees from the researched companies were distributed, and resulted in the following: enjoying the assistance of others as an individual factor and support of the higher administration as an organizational factor and employing information technology as a technological factor affects greatly on processes of knowledge sharing and the behavior of knowledge sharing is abundantly affected by management support, also the role of the leader in encouraging the knowledge sharing.

Methodology of Study

Types of study: this study is considered illustrative from the purposes side; for it connects the cause with the consequence.

Community and Sample of Study: the community of study consisted of all employees in Zain Company, amounting to (700) employees and a random sample was dragged amounted to (248), where (241) questionnaires were restored and valid for analysis.

Methods of Collecting Data

1. **Secondary sources:** cover books, periodicals, references journals, previous studies that tackled the subject of study, reports and articles.
2. **Priority sources:** the study depended in collecting the priority data on the questionnaire as an instrument of study.

The questionnaire had consisted of three parts, they are:

1. **The personal variables:** (sex, age, scientific qualification, and years of experience).
2. **The independent variable:** the emotional intelligence with its dimensions (self-awareness, managing emotion, empathy, social skills).
3. **Subordinate variable:** knowledge sharing with its dimensions (individual level, organizational level).

Validity and Reliability of Study Instrument

Validity of Study: to be asserted from the validity of study instrument, then showing the questionnaire on a group of professors specialized in the Jordanian Universities, and some questions had been amended and omitted.

Reliability of Study Instrument: (Cronbach's Alpha) test had been done to measure the extent of internal consistency in items of the questionnaire. The table No. (1) illustrates values of internal consistency coefficient for the items of the independent variable.

Table No.(1)

Values of (Chronbach's Alpha) Coefficient for the dimensions of *emotional intelligence*

Dimensions of emotional intelligence	Items number	Alpha value
Emotional intelligence	34	.987
Self- awareness	8	.937
Managing emotion	14	.975
Empathy	6	.966
Social skills	6	.976

It is clear from table No. (1) that values of internal consistency coefficient for the subsidiary variables of the independent variables (the emotional intelligence) amounted between (.937-.976) and the value of Alpha for the emotional intelligence items as a whole amounted to (.987) and they are greater than (.70) and this indicates to existence of high consistency in dimensions of the independent variable (Al-Najjar, Al-Najjar& Al-Zu'bi, 2017: 151|).

And table No. (2) shows values of the internal consistency coefficient for the items of the subordinate variable.

Table No. (2)

Values of (Chronbach's Alpha) Coefficient for knowledge sharing variable

Dimensions of knowledge sharing	Items number	Alpha value
Knowledge sharing	15	.980
Individual level	9	.964
Organizational level	6	.987

It is shown from the table No. (2) that values of the internal consistency coefficient for items of the subordinate variable (knowledge sharing amounted between (.964-.987) and that Alpha's value for the items of the subordinate variable as a whole amounted to (.980) and all of them are greater than (.70). And this indicates to existence of the internal consistency in items of the independent variable (Al-Najjar, Al-Najjar& Al-Zu'bi, 2017: 151).

Scale of the relative significance: it will be commented on the relative significance averages for the study variables depending on the following:

Average from 1- less than 2.34 low, from 2.34 – less than 2.67 medium, from 2.67-5 high.

Test of Model Appropriateness

The following tests had been done for testing appropriateness of the test

9.5.1 Test of handwriting correlation: Multi collinearity test had been done to reach the degree, where there is one variable explained by another independent variable, and table No. (3) clears results of test:

Table No.(3)

Test results of variation expansion coefficient (VIF) and (Tolerance)

Dimensions	Coefficient of Variation Expansion	Tolerance
Self- awareness	3.610	.277
Managing emotion	7.668	.130
Empathy	9.702	.103
Social skills	3.375	.296

It is clear from table No. (3) that all values of variation expansion on coefficient (VIF) are greater than (1) and less than (10) and all values of (Tolerance) are greater than (0.10) the thing that indicates to non-existence of handwriting correlation among independent variables of study (Sekaran & Bougei, 2010: 351).

Pierson’s Matrix Correlation Coefficients

Table (4) shows the in between correlations for the dimensions of the independent variable.

Table (4)

Matrix of Pierson’s Correlations Coefficients for the dimensions of the independent variable.

Variable	Self-awareness	Managing-emotion	Empathy	Social Skills
Self-awareness	1			
Managing emotion	.736**	1		
Empathy	.630**	.724**	1	
Social skills	.717**	.771**	.638	1

** at the level of significance 0.01

It is clear from table (4) that Pierson’s correlation coefficients among the independent subsidiary variables all of them less than (0.80) and this indicates to non-existence of the phenomenon of the multi-handwriting correlation among the independent variables (Montgomery Pack & Vining, 2006, 118).

Auto Correlation Test: this test had been done to be asserted from vacancy of data of the problem of self-correlation in the model of dependence, and table No. (5) shows results of Derben Watson’s test.

Table No. (5)

Derben Watson’s test (problem of self-correlation)

Hypothesis	(D-W) Counted value	Di Low table value	Du High table value	Commentary
H01	1.586	1.760	1.825	Non existence of self-correlation
H01-1	1.209	1.785	1.801	Non existence of self-correlation
H01-2	1.213	1.785	1.801	Non existence of self-correlation
H01-3	1.102	1.785	1.801	Non existence of self-correlation

H01-4	1.107	1.785	1.801	Non existence of self-correlation
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It is clear from table (5) that all (D-W) counted values locate outside the low table values (di) and outside the limits of high values (du), the thing that indicates on data vacancy from the problem of self-correlation (Montgomery, Peck, Vining, 2006, 477-478).

Analysis of the Variables and Hypotheses of Study

Describing the characteristics of the study sample: table No. (6) illustrates the different characteristics of the study sample.

Table No. (6)

Distribution of the sample individuals due to variables of (sex, age, the scientific qualification and years of experiences)

The Variable	Repetition	Percent Rates
Sex		
Male	140	58.1%
Female	101	41.9%
Age		
Less than 30 years	88	36.5%
30 – 40 years	143	59.3%
40 – 50 years	10	4.1%
50 years and more	0	
Scientific Qualification		
General Secondary and less	5	%2.5
Medium Diploma	28	%11.6
(B.A) Bachelor of Arts	172	%71.4
Postgraduate Studies	36	%14.9
Years of Experience		
Less than five years	73	%30.3
5 – 10 years	137	%56.8
10 -15 years	29	%12
15 years & more	2	%.8

It is evident from table No. 6) that the great majority of the sample individuals are from males as their rate amounted to (%58.1) while the rate of females amounted to (%41.9). And the majority of the sample individuals are from the age of (30-40) years, where their rate amounted to (%59.3), but what relates with the scientific qualification the rate of B.A. bearers amounted (%71.4) and (category of general secondary and less) at a rate of (%2.5). But years of experience, the great majority of them were (5-10) years.

The relative significance of variables

The relative significance for the variables of emotional intelligence (Table 7) the independent variable:

Table No. (7)

The relative significance for variables of emotional intelligence

Dimensions of the emotional intelligence	Arithmetic mean	Arrangement	Relative significance
Emotional intelligence	4.44	-	High
Self-awareness	4.45	2	High
Managing emotion	4.41	3	High
Empathy	4.45	2	High
Social skills	4.47	1	-

It appears from table (7) that social skills came in the first rank at an arithmetic mean of (4.47) while managing emotion at an arithmetic mean of (4.41) and at the last rank.

10.2.2 The relative significance for variables of knowledge sharing (table No. 8) the subordinate variable.

Table No. (8)

The relative significance for variables of knowledge sharing

Dimensions of knowledge sharing	Arithmetic mean	Arrangement	Relative significance
Knowledge sharing	4.43	-	High
Individual level	4.42	2	High
Organizational level	4.46	1	High

It appears from the table (8) that the individual level came in the second rank at an arithmetic mean of (4.42) while the organizational level came at an arithmetic mean of (4.46) and in the first rank.

Test of Study Hypotheses

The main hypothesis Ho1: there is no effect with statistical significance at a moral level ($P \leq 0.05$) for the emotional intelligence with its dimensions (individual level, organizational level) in Zain Company.

And to analyze this main hypothesis, the first Standard Multi-Handwriting Decadence had been employed.

Table (9a)

Summary of the model and analysis of variation for the first main hypothesis

Model	Model Summary ^b		ANOVA ^b Variation Analysis		
	R Correlation Coefficient	R ² Specification Coefficient	Counted F	Degree of freedom	Sig. F
1	.843 ^a	.711	145.408	4	0.000a

a. Predictor: self-awareness, managing emotion, empathy, social skills.

b. Subordinate variable: knowledge sharing.

It is clear from table (9a) and summary of the model and in the first model of it that the value of specification coefficient ($R^2=711$) at (4) degrees of freedom, and F. value is = (145.408) at moral level (.000) and this indicates to that self-awareness, managing emotion,

empathy and social skills altogether explained what its rate is (%84.3) of variation in knowledge sharing and this proves the morality of decadence. And table (9b) shows coefficients analysis.

Table (9b)

Results of coefficients analysis

Model No.	Model	Coefficient ^a table		
		β	Counted T	Sig. T Significance level
1	Self-awareness	.209	3.139	.000
	Managing emotion	.355	3.664	.000
	Empathy	-.769	-7.056	.000
	Social skills	1.025	15.950	.000

a. Subordinate variable: knowledge sharing.

It is clear from table (9b) that all β values at the different level from values of (T) locate at moral level (0.000) and all of them one less than (0.05) and they are moral at level ($P \leq 0.05$) and this proves morality of coefficients of decadence in the model.

And leaning on to what preceded it never can accept the first main nihilism hypothesis and we can accept the substitute hypothesis saying: "There exists an effect with statistical significance at the moral level ($P \leq 0.05$) for emotional intelligence with its dimensions (self-awareness, managing emotion, empathy, and social skills) with knowledge sharing with its dimensions altogether (individual level, organizational level) in Zain Company.

The First Subsidiary Hypothesis

Ho1-1 "there is no effect with statistical significance at the morality level ($P \leq 0.05$) for self-awareness in knowledge sharing at Zain Company.

Table (10)

Results of the model summary and analysis of variation and coefficients of the first subsidiary hypothesis

Subordinate variable	Model Summary ^b		Variation Analysis ANOVA ^b		Table of Coefficients ^b		
	R correlation coefficient	R ² specification coefficient	Counted F	Sig. F	β Standard Beta coefficient	Counted T	Sig. T significance level
Knowledge sharing	.602 ^a	.362	135.82	.000 ^a	.602	11.654	.000

a. Predictor: self-awareness.

b. Subordinate variable: knowledge sharing.

It is clear from table (10) and from the model summary that self-awareness had explained what its rate is (%60.2) from the variation in knowledge sharing, and from the table of analyzing variation showed that the value of (F-135.822) at the level (.000) and at the degree of freedom (1) and this asserts morality of decadence. Also we cleared from table of coefficient that the value ($\beta=.602$), and the value (T=11.654) at the (.000) and this asserts the morality of coefficient.

And leaning on that it will never accept the first subsidiary nihilism hypothesis and we accept the substitute hypothesis saying:

“There exists an effect with statistical significance at a moral level ($P \leq 0.05$) for self-awareness in knowledge sharing at Zain Company.

The Second Subsidiary Hypothesis

Ho1-2: there is no effect with statistical significance never exists at a moral level ($P \leq 0.05$) for managing emotion in knowledge sharing with its dimensions altogether (individual level, organizational level) at Zain Company.

Table (11)

Model summary, analysis of variation and coefficient for the second subsidiary hypothesis

Subordinate variable	Model Summary ^b		Variation Analysis ANOVA ^b		Table of Coefficients ^b		
	R correlation coefficient	R ² specification coefficient	Counted F	Sig. F	β Standard Beta coefficient	Counted T	Sig. T significance level
Knowledge sharing	.609 ^a	.371	140.79	.000 ^a	.609	11.866	.000

a. Predictor: managing emotion.

b. Subordinate variable: knowledge sharing.

It is clear from table (11) and from the model summary it shows that managing emotion had explained what its rate is (%60.9) from knowledge sharing, and from the table of variation analysis shows that the value of ($F=140.79$) at a morality level (0.000) and at degree of freedom (1) and this asserts the morality of decadence. Also was cleared from the table of coefficients that the value of ($T=11.866$) at a morality level (0.000) and this asserts the morality of coefficients.

Leaning on what preceded, the second subsidiary nihilism hypothesis cannot be accepted, and we accept the substitute hypothesis saying “there exists an effect with statistical significance at the morality level ($P \leq 0.05$) for managing emotion in knowledge sharing at knowledge sharing at Zain Company.

The Third Subsidiary Hypothesis

Ho1-3: “there is no effect with statistical significance at a moral level ($P \leq 0.05$) to sympathize in knowledge sharing with its dimensions altogether (individual level, organizational level) at Zain Company.

Table (12)

Model summary and variation analysis and coefficient for the third subsidiary hypothesis

Subordinate variable	Model Summary ^b		Variation Analysis ANOVA ^b		Table of Coefficients ^b		
	R correlation coefficient	R ² specification coefficient	Counted F	Sig. F	β Standard Beta coefficient	Counted T	Sig. T significance level
Knowledge sharing	.591 ^a	.349	128.036	.000 ^a	.591	11.316	.000

a. Predictor: empathy.

b. Subordinate variable: knowledge sharing.

It is clear from table (12) and model summary that empathy had explained what its rate is (%59.1) in knowledge sharing, and from table of variation analysis appears that the value of (F=128.603) at the morality level (0.000) and at the degree of freedom (1) and this asserts the morality of decadence. Also appeared from coefficients table that (T=11.316) at a moral level (0.000) and this asserts the morality of coefficients.

Leaning on what preceded the third subsidiary nihilism hypothesis cannot be accepted and we accept the substitute hypothesis saying: there exists an effect with statistical significance at morality level ($P \leq 0.05$) for empathy in knowledge sharing at Zain Company.

The Fourth Subsidiary Hypothesis

Ho1-4: "there is no effect with statistical significance at morality level ($P \leq 0.05$) for social skills in knowledge sharing with its dimensions altogether (individual level, organizational level) at Zain Company.

Table (13)

Model summary and variation analysis and coefficient analysis

Subordinate variable	Model Summary ^b		Variation Analysis ANOVA ^b		Table of Coefficients ^b		
	R correlation coefficient	R ² specification coefficient	Counted F	Sig. F	β Standard Beta coefficient	Counted T	Sig. T significance level
Knowledge sharing	.804 ^a	.646	436.767	.000 ^a	.804	20.899	.000

a. Predictor: social skills.

b. Subordinate variable: knowledge sharing.

It is clear from table (13) and from model summary that social skills had explained what its rate (%80.4) from the variation of knowledge sharing, and from table of variation analysis appears that the value of (F=436.767) at moral level and at the degree of freedom (1) and this

asserts the morality of decadence. Also appeared from coefficients table the value of ($T=20.899$) at morality level (0.000) and this asserts morality of coefficients.

And leaning on what preceded, the fourth subsidiary nihilism hypothesis cannot be accepted and we accept the substitute hypothesis saying: “exists an effect with statistical significance at morality level ($P \leq 0.05$) for social skills in knowledge sharing at Zain Company.

Results and Recommendations

Results

1. Results of study showed that the great majority of the sample individuals are from males as their rate amounted (%58.1) while the rate of females (%41.9). Results of study also showed that the majority of sample individuals are from age (30-40) years as their rate amounted to (%59.3), but in what relates with the scientific qualification, the great majority was for bachelor – holders as their rate amounted to (%71.4) and the smallest rate was for years of service (15 years and more).
2. Results of study had shown that the relative significance of the emotional intelligence came at a high degree and an arithmetic mean amounted to (4.44), for the variable of social skills came in the first rank, with an arithmetic mean amounted to (4.47) and a high relative significance, and this indicates that Zain Company saves the appropriate climate for its employees to communicate with each other.
3. Results of study showed that the relative significance for knowledge sharing came at a higher degree and an arithmetic mean amounted (4.43), as the organizational level came in the first rank and an arithmetic mean (4.46) and a high relative significance, this indicates to Zain Company experts a great effort for the sake of knowledge exchange among employees.
4. Results of the main hypothesis test had shown existence of effect with statistical significance at morality level ($P \leq 0.05$) for the emotional intelligence with its dimensions (self-awareness, managing emotion, empathy, social skills) in knowledge sharing with its dimensions altogether (individual level, organizational level) at Zain Company, for it was cleared that the emotional intelligence explained what its rate was (%843) from variation in knowledge sharing.
5. Results of the first subsidiary hypothesis test had shown existence of an effect with statistical significance at a morality level ($P \leq 0.05$) for the self-awareness in the knowledge sharing with its dimensions altogether at Zain Company, where the self-awareness explained (%60.2) from the variation in the knowledge sharing.
6. The results of analyzing the test of the second subsidiary hypothesis had shown existence of an effect with statistical significance at morality level ($P \leq 0.05$) of managing emotion in the knowledge sharing at Jordan Zain Company, where managing emotion explained (%60.9) from the variation in the knowledge sharing at Zain Company.
7. Results of analyzing the test of the third subsidiary hypothesis had shown existence an effect with statistical significance at a morality level ($P \leq 0.05$) for the empathy in the knowledge sharing at Zain Company, where empathy explained (%59.1) from the variation in the knowledge sharing.
8. The results of analyzing the test of the fourth subsidiary hypothesis had shown existence of an effect with statistical significance at morality level ($P \leq 0.05$) for social skills in the knowledge sharing at Zain Company.

Objectives of the Research	Findings of the Study
Recognizing the relative significance of the emotional intelligence in Zain Company.	The relative significance of the emotional intelligence came at a high degree and an arithmetic mean amounted to (4.44), for the variable of social skills came in the first rank, with an arithmetic mean amounted to (4.47) and a high relative significance.
Recognizing the relative significance for knowledge sharing in Zain Company.	The relative significance for knowledge sharing came at a higher degree and an arithmetic mean amounted (4.43), as the organizational level came in the first rank and an arithmetic mean (4.46) and a high relative significance.
Recognizing the impact of emotional intelligence on knowledge sharing at Zain Company.	Results of the main hypothesis test had shown existence of effect with statistical significance at morality level ($P \leq 0.05$) for the emotional intelligence with its dimensions on knowledge sharing with its dimensions altogether at Zain Company.

Deductions

1. Zain Company for Telecommunications entrusts a great interest in the emotional intelligence and a high relative significance, as occupied in the first rank the variables of social skills followed by the self-awareness and empathy, but in the last rank had come the variable of managing emotion.
2. Employees in Zain Company enjoy social skills due to their ability to deal with others in spite the difference in point of view, also initiative of recognizing new people.
3. Employees in Zain Company enjoy the high self-confidence and they are on absolute cognizance with power and weakness points at them, and accept the positive criticism.
4. Employees in Zain Company seek searching the new means to accomplish deeds and tasks with high concentration and activity.
5. Employees in Zain Company understand feelings of others easily and response to their wishes and emotions, and have the ability to read the feelings of others from face expressions.
6. Employees in Zain Company share knowledge they have through the direct interaction with others, or through other means like the electronic mail.
7. Employees in Zain Company exchange knowledge to achieve a group of objectives represented in increasing the productivity of the company, and solving the problems that confront work, and create new opportunities for the company.

Recommendations

1. Increase the enhancing of stabilizing the concept of the emotional intelligence at employees in Zain Company for what it has of significance and great role in knowledge sharing through organizing workshops, periodicals, and discussion seminars related with this subject.
2. Increasing interest by saving the appropriate environment to guarantee increase of interaction between employees and knowledge sharing, through concluding

periodical meetings among employees and sharing them in decisions-making and problems- solving.

3. Necessity of the higher administration interest in Zain Company by recognizing obstacles of knowledge sharing among employees and limiting them, for the sake of achieving objectives of the organization and increasing its productivity.
4. Increase of developing skills and social abilities for employees in Zain Company for the sake of creating loyalty and spirit of cooperation to achieve objectives of the company.
5. Entrusting concern of developing the skills related with managing emotion at employees, like ability to control feelings at confronting any problem and control of negative feelings, and dominating self at receiving any annoying thing.

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