

The Role of Corporate Social Responsibility and Emotional Intelligence Towards Effective Management: Empirical Evidence from Saudi Arabia

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Abstract

In today's fast-paced business world, companies are experiencing rapid changes and fierce competition, where Social and Environmental Responsibility needs to be prioritized for good management practices. Corporate Social Responsibility (CSR) and Emotional Intelligence (EI) have become increasingly important in management. However, there is a shortage of research that scientifically explores how these two elements interact, particularly within Saudi Arabia's private corporate sector. To fill the gap, this research aims to examine the relationship between CSR, EI and effective management in the private corporate sector and its impact on organizational performance, on any possible mediating or moderating factors. An online survey with 200 respondents (employers and managers of the business sector) was conducted and analyzed using SPSS along with factor analysis to extract latent factors from the observed variables. The findings revealed that both EI and CSR have a significant positive impact on effective management. At the same time, CSR and EI emerged as stronger predictor of effective management. These results highlight the importance of fostering EI and integrating CSR initiatives to enhance managerial effectiveness in organizations, leading to long-term sustainability with a positive impact on the community.

Keywords: emotional intelligence, corporate social responsibilities, effective management, CSR, EI

1. Introduction

1.1 General Introduction

The capability to know, comprehend, successfully regulate, and make use of one's own emotions as well as the sentiments of others is a key module of Emotional Intelligence, which is also often abbreviated as (EI) (Zhu et al., 2021). In the first place, EI is a valuable factor in the development of effective interpersonal connections among members of a group (Zafar et al., 2020). Managers that have a high EI are better able to grasp the emotions, needs, and viewpoints of their staff (Lone & Lone, 2018). A supportive environment that in turn, helps the team to perform more effectively since the employees are allowed to voice their thoughts, opinions, and even constructive critiques without the fear of being punished for doing so (Baesu, 2019; Khan et al., 2023).

EI is essential to settle of conflicts, disagreements and disputes that are unavoidable in every workplace, and it is the manager's obligation to resolve them in a timely and impartial manner (Yu et al., 2022). A manager that is emotionally intelligent is able to identify the underlying feelings that are operating a disagreement and successfully address the main reasons for the issue (Kotsou et al., 2018). Manager can foster an open dialogue and assist the parties to settle the current problem, that contributes to the reduction of problems arising in the future by fostering an atmosphere that places a premium on comprehension and sympathy (Lumpkin & Achen, 2018).

In addition, having a high level of EI is essential for successfully motivating and inspiring workers, shows manager's ability to allocate work and create objectives that are in line with an employee's capabilities and

ambitions may be improved by simply being aware of the employee's specific strengths and shortcomings (Alhumuodi, 2017; Widayastuti et al., 2019). Exhibiting a positive attitude, perseverance, and flexibility in the face of adversity helps to inspire and encourage their team, which in turn serves to motivate and uplift the emotionally intelligent manager (Papoutsi & Skianis, 2019; Belal et al., 2023). Managers need to lead their teams through changes to keep their company competitive in a constantly changing business world. When managers pay attention to the emotions of their team, results in a more resilient and adaptable workforce (Di Fabio & Kenny, 2019).

The term Corporate Social Responsibility (CSR) refers to a concept of doing business that places emphasis on a company's dedication to ethical, social, and environmental problems beyond the mere pursuit of profit (Wang et al., 2020). It includes a broad variety of activities, such as charity, ethical work practices, and carbon emission reductions, that seek to improve society and the natural world. In the first place, CSR is crucial to the development and upkeep of a trustworthy image for any given business (Guzzo et al., 2019). Consumers in today's more open and interconnected marketplace are more informed than ever before on how their spending choices and purchasing choices affect a company's ethics and stance on social issues. Effective management is aware of this trend and includes CSR efforts as a responsible and caring institution. As a result, brand loyalty is strengthened, new clients are attracted, and the company's long-term prosperity is ensured (Gallardo-Vázquez et al., 2019).

CSR initiatives that give employees a sense of purpose and a stake in the company's mission. CSR programs often attract top talent, as people look for companies that share their values and are committed to making a positive impact on society. (Nguyen et al., 2020). CSR is vital for establishing trust with all parties involved in a company's operations, including shareholders, vendors, buyers, and communities. Maintaining open lines of communication is a hallmark of efficient management for investment collaboration by implementing CSR programs that cater to the needs of their stakeholders to ensure a company's continued viability and prosperity by fostering positive connections with influential members of the public (Guzzo et al., 2019; Bruwer et al., 2022).

In contemporary times characterized by heightened levels of transparency and interconnectivity, commercial enterprises are subject to a more extensive degree of scrutiny than in previous epochs (Nguyen et al., 2020). To effectively respond to the evolving societal demands while enhancing their reputation and overall performance (Maccarrone & Contri, 2021). The potential of CSR is acknowledged by effective management, which embraces it as a strategy to attain financial as well as non-financial goals (Alhumuodi, 2017; Kucharska & Kowalczyk, 2018). K and Ranjit (2020) suggests that employees tend to exhibit higher levels of motivation, productivity, and loyalty when they perceive that their work is in alignment with their personal values and contributes to a larger societal benefit. A high priority on CSR, organizations have the potential to cultivate a robust employer brand and attain a competitive edge in the talent marketplace (İyigün, 2015). Moreover, CSR serves as a mechanism for mitigating risks and facilitating compliance with regulatory frameworks, implementation of responsible business practices, and incorporation of CSR into risk management strategies, thereby ensuring the preservation of the organization's sustained viability over the long haul (Gallardo-Vázquez et al., 2019).

Finally, it can be argued that CSR plays a significant role in fostering robust connections with various stakeholders to enhance the standing of the brand, an increase in the level of contentment among customers, a boost in the trust of investors, and an overall fortification of the enterprise's ability to withstand challenges (Qian et al., 2021; Belal et al., 2023).

1.2 Problem Statement

The concept of EI and CSR have become increasingly important in management. However, there is a shortage of research that scientifically explores how these two elements interact, particularly within Saudi Arabia's private business sector. An investigation on the relationship between emotional intelligence, corporate social responsibility, and effective management in the private corporate sector becomes essential to identify organizational performance, and any possible mediating or moderating factors (Papoutsi & Skianis, 2019; Nguyen et al., 2020; Alhumoudi and Juayer, 2023).

1.3 Research Questions

- What is the impact of EI on employee job satisfaction in the corporate sector?
- What is the relationship between CSR and organizational performance in the private corporate sector?
- What is the relationship between EI and CSR in the private corporate sector?

1.4 Research Objectives

The research objectives of this project are:

- To examine the impact of EI on employee job satisfaction in the corporate sector.
- To assess the relationship between CSR and organizational performance in the private corporate sector.
- To examine the relationship between EI and CSR in the private corporate sector.

2. Review of Literature

The significance of EI and CSR demonstrate a profound enthusiasm for their profession, as per the study by Maqbool et al. (2017) motivation is a crucial component of EI and the presence of intrinsic motivation within individuals has the potential to serve as a catalyst for inspiring and energizing their respective teams towards achieving higher levels of productivity and innovation (Saeed et al., 2014). Organizations that place emphasis on sustainability by potentially engendering novel, more sustainable commercial frameworks and resolutions (Qian et al., 2021). The implementation of sustainable innovations has the potential competitive edge in the market (Sharma, 2019). Incorporating EI and CSR into their leadership development, strategic planning, and operational practices (Shaukat et al., 2015) enables to navigate the challenges that may arise and maintain a sustainable and responsible business model. CSR strategies and the establishment of robust systems measures and reports the organization's EI and CSR performance (Tata & Prasad, 2014). The implementation of such endeavors with the necessary tools to navigate forthcoming challenges, facilitate their capacity to effectuate constructive change for their various stakeholders and the broader community (Zhu et al., 2021; Yu et al., 2022).

2.1 Understanding Emotional Intelligence and Its Impact on Management

The notion of EI was first proposed by psychologists Peter Salovey and John Mayer, and subsequently gained widespread recognition through the publication of Daniel Goleman's book "Emotional Intelligence" in 1995 as noted by van der Linden et al. (2015). Goleman's model posits that EI encompasses a quintet of fundamental constituents, namely self-awareness, self-regulation, motivation, empathy, and social skills (Mona et al., 2020). The study by Fakhra Batool (2013) highlighted the paramount importance to acknowledge the significant contribution of EI in facilitating effective management. According to Chatterjee and Kulakli (2015) empathy, as the cognitive and affective capacity to comprehend and participate in the emotional experiences of others. Specifically, the capacity to adeptly navigate interpersonal relationships and cultivate professional networks is essential for achieving success in this field (Ouyang et al., 2015). Managers who possess EI has the ability to effectively communicate and negotiate, while also exhibiting proficiency in conflict management and collaboration facilitation, are highly skilled in these areas (Buehler, 2018) and an empirical investigation conducted by Gunkel et al. (2014) exhibit greater success in retaining their workforce, fostering employee satisfaction and commitment, and exhibiting enhanced efficacy in managing organizational change and decision-making procedures.

According to Dabke (2016), Managers who possess EI tend to exhibit a high level of proficiency in the domain of 'organizational awareness'. The acquisition of particular skill holds significant importance in the context of large and intricate organizations, where the decision-making procedures are often characterized by multiple levels of bureaucracy and a diverse range of conflicting interests (Côté, 2014). In addition, Miao et al. (2016) posited that EI can serve to augment a manager's proclivity towards exhibiting a 'service orientation'. According to a research study conducted by the Center for Creative Leadership, executives are most likely to experience derailment due to deficiencies in emotional competence. Sony and Mekoth (2016) highlighted that when considering the broader context, it can be posited that an entity that possesses leadership with a high degree of EI. The creation of a positive work environment has the potential to yield several benefits for an organization (Goleman et al., 2013), the capacity to effectively guide and navigate change is an indispensable attribute for managers (Mattingly & Kraiger, 2019). Suleman et al. (2019) argued that EI is not merely a desirable attribute for managers, but rather a crucial competency.

2.2 Significance of CSR in Today's Business Environment

In contemporary times, Tien et al. (2019) asserted that the concept of CSR holds a paramount significance for businesses, reputation, competitive edge, and interactions with stakeholders. CSR pertains to an organization's dedication not only its immediate stakeholders but also the wider society (Michailides & Lipsett, 2012). Dedication to diverse societal concerns encompassing ecological sustainability, impartiality in social matters, and the advancement of communities (García-Rodríguez et al., 2013). Furthermore, Gatimbu and Wabwire (2016) argued that the proliferation of technological innovations, most notably the emergence of the internet and various social media platforms, have contributed to the heightened level of transparency observed in contemporary

business practices. CSR endeavors can enhance their brand reputation and garner the favour of their customers and other interested parties (Sharma, 2019).

Moreover, İyigün (2015) stated that it is worth noting that CSR can exert a substantial influence on the financial performance of a business. As an illustration, an enterprise that allocates resources towards sustainable practices has the potential to curtail its energy expenditures, alleviate the hazards linked to regulatory penalties or sanctions, and attract the burgeoning demographic of ecologically aware customers (Qian et al., 2021). The study by Waheed and Zhang (2020) indicated that CSR has a significant impact on the interactions between a company and its various stakeholders. Lee et al. (2013) observed that investors are exhibiting a growing inclination towards the social and environmental performance of companies. The emergence of Environmental, Social, and Governance (ESG) investing is indicative of a paradigm shift in investor behavior, whereby companies that exhibit robust CSR practices are increasingly perceived as offering more sustainable and less precarious investment opportunities (Bruwer et al., 2022).

Raluca et al., (2019) indicated that there had been an observable trend of customers exhibiting a heightened level of discernment in their selection of companies to patronize. Furthermore, it is imperative to acknowledge the pivotal role that CSR plays in fostering sustainable economic development across the globe (Nguyen et al., 2020). According to Gallego-Sosa et al. (2021), Businesses, owing to their extensive resources and considerable sway, possess a distinctive capacity to propel societal transformation. Yu et al. (2022) indicated that numerous enterprises with a proactive approach have already harmonized their CSR tactics with these objectives, acknowledging their responsibility to advance sustainable development and comprehending the prospective advantages for their commercial operations (Yu et al., 2022).

Additionally, Camilleri (2017) highlighted that CSR endeavors have the potential to serve as a means of fostering greater collaboration and understanding between the private and public sectors and result in an amelioration of living standards and the promotion of sustainable socio-economic progress over an extended period (K & Ranjit, 2020). The consideration of CSR is of paramount importance in cultivating trust and forging enduring relationships with diverse stakeholders (Taylor et al., 2018). Kucharska and Kowalczyk (2018) demonstrated that the significance of CSR transcends the confines of individual companies, encompassing a broader scope of influence. The impact of this phenomenon extends significant implications for the wider socio-economic landscape can effectively utilize CSR as a tool for managing risks, fostering innovation, and creating value (Waheed & Zhang, 2020).

2.3 Integrating Emotional Intelligence into CSR Initiatives

The contemporary field of business studies has witnessed a burgeoning interest in exploring the dynamic interplay between EI and CSR (Hopkins & Yonker, 2015). This area of inquiry has gained considerable traction owing to its potential to shed light on the complex relationship between these two constructs. On the other hand, CSR refers to a company's voluntary actions aimed at promoting ethical behavior and contributing to the betterment of society. The integration of these two concepts has the potential to significantly augment an organization's overall efficacy and standing (Tuan, 2016). According to Zafar et al. (2020) the promotion of EI is considered a fundamental element in facilitating the effective execution of CSR endeavors. Self-regulatory, managers can cultivate the capacity to make sound and ethical decisions in the face of various dilemmas that may arise during CSR practice (Bruwer et al., 2022). Furthermore, Arikan (2020) demonstrated that the amalgamation of EI and CSR could potentially exert a significant influence on the internal culture of an organization. Motivating employees to engage in CSR initiatives and internalize these values as part of their routine work practices (Maccarrone & Contri, 2021).

In a recent investigation conducted by Tantawy et al. (2019), it was discovered that the utilization of EI within CSR endeavors has a favorable impact on both employee dedication and overall organizational achievement. According to Arikan (2020) Leaders who possess EI demonstrate exceptional proficiency in the domain of internal communication, Pfajfar et al. (2022) stated that the incorporation of emotional and social dimensions into business operations could enable companies to effectively tackle a broader spectrum of sustainability considerations, encompassing areas such as the welfare of employees, ethical practices, environmental conservation, and community advancement.

Darvishmotevali et al. (2018) highlighted that to make sound judgements and choices, EI is very necessary striking balance between logical and emotional concerns that one can arrive at conclusions that are ultimately more successful. The study by Abbas (2020) showed that TQM techniques lead to better corporate green performance by encouraging a culture of continuous improvement, raising employees' understanding of environmental issues, and introducing more environmentally friendly policies and procedures. The results also

showed that CSR has a significant mediation role in this connection (Gilar-Corbi et al., 2019). Companies are more likely to make sustainability a top priority, embrace eco-friendly technology, and manage their resources in an ethical and responsible manner if they include CSR efforts in their TQM procedures. Better corporate green performance may be achieved via this integrated approach to environmental stewardship (Harjoto & Rossi, 2019).

2.4 Future Perspectives: The Increasing Relevance of Emotional Intelligence and CSR in Effective Management

According to Ezzi et al. (2020) as we progress towards the future, it is anticipated that the convergence of EI and CSR will assume greater importance in the domain of efficient management. The growing significance of this matter is underscored by a number of emerging trends and challenges. Tuan (2016) stated that the process of digital transformation is currently accelerating at a rapid pace, which is having a significant impact on the overall business landscape. Metcalf and Benn (2012) showed that persistent worldwide issues, such as the phenomenon of climate change, the existence of inequity, and the occurrence of social unrest, are serving to intensify the demands placed on businesses by society to play a role in promoting sustainable development and advancing social justice. Consequently, they are better equipped to develop and execute CSR initiatives that align with these expectations and generate mutual benefits for both the organization and society (Abdullah & Abdul Aziz, 2013; Baldarelli & Gigli, 2011).

Furthermore, Chatterjee and Kulakli (2015) observed that the ongoing transformation of the workforce, which is marked by a growing heterogeneity and shifting attitudes, highlights the significance of EI and CSR. In light of the increasing desire of employees to find greater significance and direction in their professional pursuits, companies that exhibit a steadfast dedication to CSR may be better positioned to both draw in and retain skilled personnel (Ansari & Malik, 2017). The utilization of EI and CSR can be deemed essential instruments in effectively managing diversity and cultivating an inclusive and stimulating work setting (Ezzi et al., 2020). Al-Ghazali et al. (2021) observed that the emergence and expansion of stakeholder capitalism and ESG (Environmental, Social, and Governance) investing are indicative of a notable transformation in the prevailing business paradigm.

Kotzé and Nel (2015) indicated that by considering the prevailing trends and challenges in the contemporary business landscape, it is highly probable that the amalgamation of EI and CSR in organizational management will emerge as a pivotal skill set for prospective leaders. Creating a learning environment that prioritizes empathy, ethical conduct, and social responsibility can help to reinforce these values and promote their integration into students' personal and professional lives (Sergio et al., 2015; Almahamed et al., 2021). With regards to the future outlook, Wang et al. (2020) stated that it is worth noting that the regulatory landscape is progressively tilting towards the incorporation of EI and corporate social responsibility. It is highly probable that the increasing adoption of a circular economy will further emphasize the significance of EI and CSR in the realm of management (Ezzi et al., 2020). The concept of a circular economy is centered around the idea of minimizing waste and maximizing the utilization of resources. The ultimate goal of a circular economy is to create a sustainable system that may arise between economic advancement, ecological preservation, and communal welfare (El-Amin, 2022). Sultana et al. (2021) anticipated that the emergence of Generation Z in the labor market would amplify the importance of EI and CSR. In addition, Pfajfar et al. (2022) highlighted that the escalating intricacy and unpredictability of worldwide predicaments, ranging from pandemics and climate change to technological disruption and geopolitical tensions, intensify the imperative for EI and social responsibility in the realm of

Thus, the strong literature aims our study to examine the function of Corporate Social Responsibility (CSR) in meeting the expectations of stakeholders and its influence on the performance of organizations. According to the tenets of Mediation Theory, a variable that mediates can provide an explanation for the association between two distinct variables. The research will utilize mediation analysis to investigate the potential mediating role of EI in the association between CSR and efficient management. The research endeavors to offer a comprehensive comprehension of the influence of EI on employee job satisfaction, the correlation between CSR and organizational performance, and the plausible mediating function of EI in the association between CSR and effective management in the private corporate sector by amalgamating these theories and concepts.

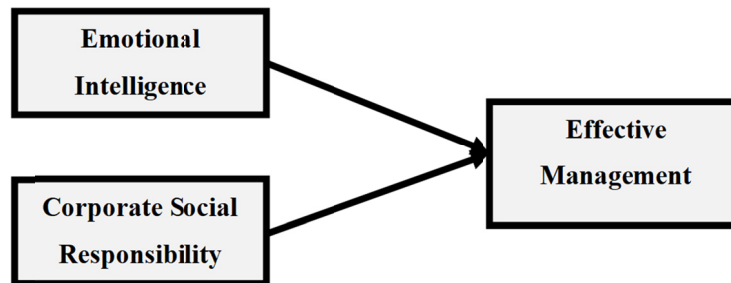


Figure 1. Conceptual model of the study

2.5 Hypothesis

Hypothesis 1

H1: There is a positive relationship between Emotional Intelligence and effective management in the private corporate sector.

Hypothesis 2

H2: Corporate Social Responsibility positively influences Effective Management in the private corporate sector.

Hypothesis 3

H3: Emotional Intelligence mediates the relationship between Corporate Social Responsibility and Effective Management in the private corporate sector.

Hypothesis 4

H4: The combination of high Emotional Intelligence and strong Corporate Social Responsibility practices leads to the highest level of effective management in the private corporate sector.

3. The Methodology

This research project utilized the quantitative approach through a cross-sectional research methodology to explore the interconnectedness of the principal constructs. The target population of this research work was all the 200 employers and managers of business sector with a questionnaire and online surveys through the Google form platform to collect data. The current investigation utilized Microsoft Excel and the statistical software SPSS for the purpose of data analysis, due to their extensive usage in the realm of social sciences.

3.1 Research Design

This research work utilized a cross-sectional research methodology to explore the interconnectedness of the principal constructs. The chosen design was selected based on its capacity to facilitate the researcher's efficient collection of quantitative data from a substantial sample size. The method of sampling ensured that a wide range of businesses and viewpoints are represented in the study, broadening the applicability of the results and providing a solid foundation for exploring the connection between EI and CSR in the effective management in the for-profit sector (Alvi, 2016). The objective of employing this particular methodology is to mitigate the likelihood of encountering any sampling bias and enhance the precision of the research findings. The present investigation endeavors to incorporate a sample size of approximately 200 subjects with a 95% level of confidence and a 5% margin of error (Bujang et al., 2018).

3.2 Data Analysis

The principal objective of performing data analysis is to generate reliable forecasts of forthcoming occurrences by extracting significant insights from the gathered data. The process of removing inaccurate or duplicate information, commonly known as "data cleansing," is a crucial component of any data analysis undertaking. The reliability of the survey was calculated using Cronbach's alpha. Principal component analysis and factor analysis are two examples of multivariate analytic methods that was used to minimize the volume of independent variables (Pallant, 2020).

3.3 Summary Statistics

Summary statistics refer to a set of quantitative measures that aid in summarizing and synthesizing a given dataset. The utilization of measures of central tendency is a commonly recognized practice in the field of

statistical analysis. The statistical analysis commonly utilizes measures of dispersion, which include range, variance, and standard deviation, to assess the extent of deviation of individual data points from the mean value of a particular dataset. Kurtosis and skewness are frequently utilized statistical measures to describe the central tendency and tail characteristics of a given distribution.

3.3.1 Correlation Matrix

The correlation matrix is a statistical instrument employed to assess the linear association among two or more variables. A square matrix is utilized to exhibit the correlation coefficients between all possible pairs of variables in a given dataset. A matrix is a well-defined arrangement of numerical entities that spans the range from negative one to positive one. The correlation matrix is a commonly utilized statistical method for examining the associations between numerous variables (Mallik, 2018).

3.3.2 Multivariate Analysis

Multivariate analysis is a statistical technique that involves the simultaneous investigation of multiple variables to detect potential correlations and patterns that may be present among them. The probability of achieving significant outcomes in intricate research settings and extensive data collection is contingent upon favorable circumstances. The incorporation of multivariate analysis methods has the potential to enhance the dependability and comprehensibility of research results, as well as reveal underlying connections (Dugard et al., 2022).

3.3.3 Multiple Linear Regression

The present study employed the technique of Multiple Linear Regression Analysis to examine the association between the dependent variable and two or more independent variables. The methodology employed in multiple linear regression entails the development of a model that depicts an independent variable as a linear amalgamation of dependent variables and a residual term (Sarstedt & Mooi, 2018). Bhardwaj (2019) has demonstrated that the utilization of multiple linear regression analysis is a reliable technique for hypothesis testing, as well as for identifying associations among variables and generating predictions.

3.3.4 Cronbach's Alpha

Cronbach's Alpha is a commonly utilized statistical measure that assesses the internal consistency or reliability of a given scale or assessment tool. The application of the reliability criterion is a customary procedure in academic research, which conforms to an established threshold of 0.70. The principal aim of this endeavor is to guarantee the coherence of all measurement components that are devised to assess the identical underlying concept. The primary aim of this investigation is to assess the dependability of the measuring apparatus (Bujang et al., 2018).

3.4 Ethical Considerations

The research was carried out with a significant focus on ethical considerations to comply with ethical standards and ensure the confidentiality of the results. The ethical implications pertaining to research are of utmost importance as they endeavor to ensure the protection of participants' confidentiality, uphold the study's integrity, and sustain the researcher's credibility. The study's objectives, methodology, potential risks, and benefits were thoroughly explained to the participants, and their consent was obtained in accordance with ethical standards. The incorporation of ethical considerations in research endeavors is intended to safeguard the welfare of participants, promote transparency, and uphold the researcher's credibility.

4. Analysis and Results

The primary data analysis was conducted by using two statistical software such IBM SPSS and MS Excel. The factor analysis has been used to construct the latent factors in the form of emotional intelligence that was measured indirectly from five factors. On the other hand, Effective management is measured with five observed variables. All the hypotheses of the study have been accepted based on the significant p-value of the Pearson correlation and the multiple regression analysis. The data coding and data mining have been conducted in MS Excel to eliminate the messy data and the outliers from the data. The complete description of the results has been presented below has been extracted after applying the reliability test on the data and results of Cronbach's Alpha.

4.1 Demographic Analysis

Table 1. Age of the participants

		FrEQuency	Percent	Valid Percent	Cumulative Percent
Valid	25–35 Years	65	32.5	32.5	32.5
	36–45 Years	53	26.5	26.5	59.0
	46–55 Years	49	24.5	24.5	83.5
	More than 55 Years	33	16.5	16.5	100.0
	Total	200	100.0	100.0	
Gender of the Participants					
		FrEQuency	Percent	Valid Percent	Cumulative Percent
Valid	Male	94	47.0	47.0	48.0
	Female	106	53.0	53.0	100.0
	Total	200	100.0	100.0	
Current Education Level					
		FrEQuency	Percent	Valid Percent	Cumulative Percent
Valid	High School	18	9.0	9.0	9.0
	Bachelors Degree	86	43.0	43.0	52.0
	Master's Degree	59	29.5	29.5	81.5
	Ph.D.	26	13.0	13.0	94.5
	Other	11	5.5	5.5	100.0
	Total	200	100.0	100.0	
Job Position					
		FrEQuency	Percent	Valid Percent	Cumulative Percent
	Entry-level/Junior Employee	39	19.5	19.5	20.5
	Mid-Level Employee	61	30.5	30.5	50.0
	Senior/Managerial Employee	70	35.0	35.0	85.0
	Executive/Leadership Level	30	15.0	15.0	100.0
	Total	200	100.0	100.0	
Work Experience					
		FrEQuency	Percent	Valid Percent	Cumulative Percent
	Less than 1 Year	34	16.5	16.5	17.0
	1–5 Years	73	36.5	36.5	53.0
	6–10 Years	47	23.5	23.5	76.5
	More than 10 Years	47	23.5	23.5	100.0
	Total	200	100.0	100.0	

Interpretation of data:

Table 1 indicate the results extracted based on the demographic questions asked of the participants. The above figure shows the age of participants, and it has been indicated that 32% of the participants belong to 25–35 years of age group, 26% of participants belong to 36–45 years of age group, 25% of participants belong to 46–55 years of age group, 17% of participants were more than 55 years of age group. The share of the gender of participants, and it has been indicated that 47% of the participants were male, and 53% of the participants were female. the level of education of the participants, and it has been indicated that 13% of participants have PhD degree, 43% of participants have a bachelor's degree, 9% of participants have a high school degree, and 29% of participants have a master's degree. The job position of the participants, and it has been indicated that 19% of participants belong to entry-level. 31% are from mid-level, 35% are from senior/managerial level, and 15% are from the executive/leadership level. the work experience of participants, and it has been indicated that 17% have less than 1 year of experience, 36% have 1–5 years of experience, 24% have 6–10 years of working experience, 23% have more than 10 years of working experience.

4.2 Summary Statistics of Emotional Intelligence

Table 2. Descriptive statistics of emotional intelligence

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
<i>Item 1</i>	200	3.75	1.151	-.917	.172	.101	.342
<i>Item 2</i>	200	3.76	1.246	-1.099	.172	.233	.342
<i>Item 3</i>	200	3.89	1.145	-1.213	.172	.932	.342
<i>Item 4</i>	200	3.79	1.187	-1.101	.172	.390	.343
<i>Item 5</i>	200	3.72	1.212	-.952	.172	-.024	.342
<i>Valid N (listwise)</i>	200						

The descriptive statistics of the emotional intelligence that most of the research participants agree with the statements mentioned above because the value of the mean is highly close to the four values, which shows that the option of agreeing has appeared and is marked more than other given options. At the same time, the value of the standard deviation shows that the data is scattered from the value of the mean.

4.3 Summary Statistics of Corporate Social Responsibilities

Table 3. Descriptive statistics of Corporate Social Responsibilities

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
<i>Item 1</i>	200	3.82	1.192	-1.094	.172	.350	.342
<i>Item 2</i>	200	3.59	1.265	-.784	.172	-.439	.342
<i>Item 3</i>	200	3.87	1.106	-1.126	.172	.813	.342
<i>Item 4</i>	200	3.74	1.171	-1.006	.172	.229	.342
<i>Item 5</i>	200	3.70	1.186	-.932	.172	.076	.342
<i>Valid N (listwise)</i>	200						

The descriptive statistics of the CSR that most of the research participants agree with the statements mentioned above because the value of the mean is highly close to the four values, which shows that the option of agreeing has appeared and is marked more than other given options. At the same time, the value of the standard deviation shows that the data is scattered from the value of the mean.

4.4 Summary Statistics of Effective Management

Table 4. Descriptive statistics of effective management

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
<i>Item 1</i>	200	3.92	1.086	-1.124	.172	.767	.342
<i>Item 2</i>	200	3.95	1.060	-1.205	.172	1.028	.342
<i>Item 3</i>	200	3.89	1.069	-1.024	.172	.506	.342
<i>Item 4</i>	200	3.85	1.135	-1.109	.172	.560	.342
<i>Item 5</i>	200	3.92	1.048	-1.213	.172	1.188	.342
<i>Valid N (listwise)</i>	200						

The descriptive statistics of the effective management that most of the research participants agree with the statements mentioned above because the value of the mean is highly close to the four values, which shows that the option of agreeing has appeared and is marked more than other given options. At the same time, the value of the standard deviation shows that the data is scattered from the value of the mean.

4.5 Results of Correlation Analysis

Table 5. Results of correlation analysis

		Emotional Intelligence	Corporate Social Responsibilities	Effective Management
<i>Emotional Intelligence</i>	Pearson Correlation	1	.779**	.766**
	Sig. (2-tailed)		.000	.000
	N	200	200	200
<i>Corporate Social Responsibilities</i>	Pearson Correlation	.779**	1	.779**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
<i>Effective Management</i>	Pearson Correlation	.766**	.779**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

Note. **. Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis conducted in this study examined the relationships between EI, CSR and effective management using Pearson correlation coefficients. The findings revealed strong positive correlations among all three variables. The correlation coefficient between emotional intelligence and effective management was found to be $r = 0.766$, indicating a significant positive correlation. This suggests that individuals with higher levels of emotional intelligence are more likely to exhibit effective management skills. The correlation coefficient between corporate social responsibilities and emotional intelligence was $r = 0.779$, also indicating a significant positive correlation. This implies that organizations that prioritize CSR initiatives are more likely to have managers with higher levels of emotional intelligence. Similarly, the correlation coefficient between CSR and Effective Management was $r = 0.779$, again indicating a significant positive correlation. This implies that organizations that engage in CSR activities are more likely to demonstrate effective management practices. Overall, these findings highlight the positive associations between EI, CSR, and effective management. Higher levels of EI and the integration of CSR initiatives in organizational practices are positively correlated with improved management performance. Organizations that foster emotional intelligence development and incorporate CSR principles are more likely to enhance their managerial effectiveness and ultimately achieve better outcomes.

4.6 Results of Regression Analysis

Table 6. Results of ANOVA Test

<i>Model</i>		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.414	2	36.104	55.858	.000
	Residual	127.686	198	.646		
	Total	200.000	200			

a. Dependent Variable: Effective Management
b. Predictors: (Constant), Corporate Social Responsibilities, Emotional Intelligence

The above-presented table of ANOVA shows that all the presented variables are significantly distinct from each other because the value of p is less than 0.05, which represents the significant differences between the groups of the mean of each variable.

Table 7. Results of regression analysis

<i>Model</i>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.003	.057		.056	.956
	Emotional Intelligence	.795	.070	.195	2.787	.006
	Corporate Social Responsibilities	.769	.070	.468	6.700	.000

a. Dependent Variable: Effective Management

The regression analysis conducted in this study aimed to examine the impact of EI and CSR on effective management. The results of the regression analysis are presented in Table 7. The regression model included two independent variables: EI and CSR. The dependent variable was effective management. The regression coefficients indicate the relationship between the independent variables and the dependent variable while controlling for other variables in the model. The coefficient for EI was $B = 0.795$, with a standard error of 0.070. The t-value was 2.787, and the associated p-value was 0.006, suggesting that the relationship between EI and effective management is statistically significant. The coefficient for CSR was $B = 0.769$, with a standard error of 0.070. The standardized coefficient (beta) was 0.468, indicating a stronger positive relationship with effective management. The t-value was 6.700, and the associated p-value was 0.000, indicating a highly significant relationship between CSR and effective management. Overall, these findings suggest that both EI and CSR have a significant positive impact on effective management. At the same time, EI and CSR emerged as a stronger predictor of effective management. These results highlight the importance of fostering emotional intelligence and integrating CSR initiatives to enhance managerial effectiveness in organizations.

All the hypothesis of this research work has been accepted based on the findings of correlational and regression analysis.

H1: There is a positive relationship between EI and effective management in the private corporate sector.

H2: CSR positively influences effective management in the private corporate sector.

H3: EI mediates the relationship between CSR and effective management in the private corporate sector.

H4: The combination of high EI and strong CSR practices leads to the highest level of effective management in the private corporate sector.

5. Discussion and Conclusion

5.1 Discussion

The paper aimed to examine the relationship between EI and CSR, and effective management in the context of Saudi Arabia. The findings of the study indicate a positive relationship between EI and effective management. It was observed that managers with higher levels of EI exhibited better management skills, including effective decision-making, conflict resolution, and team collaboration (Lambrechts et al., 2013). This suggests that EI plays a crucial role in enhancing managerial effectiveness within organizations in Saudi Arabia. Furthermore, the study found a positive association between CSR and effective management (Abdullah & Abdul Aziz, 2013). Organizations that actively engaged in CSR initiatives demonstrated higher levels of effective management practices. This suggests that integrating CSR practices into business strategies and operations can contribute to improved management performance, including employee motivation, customer satisfaction, and organizational reputation (Manasakis et al., 2013). The study by Abbas (2020) showed that TQM techniques lead to better corporate green performance by encouraging a culture of continuous improvement, raising employees' understanding of environmental issues, and introducing more environmentally friendly policies and procedures. The results also showed that CSR has a significant mediation role in this connection (Gilar-Corbi et al., 2019; Gallardo-Vázquez et al., 2019).

5.2 Conclusion

This research project utilized the quantitative approach, which involved gathering, examination, and explanation of numerical data. This research work utilized a cross-sectional research methodology to explore the interconnectedness of the principal constructs. The chosen design was selected based on its capacity to facilitate the researcher's efficient collection of quantitative data from a substantial sample size. The findings revealed that both EI and CSR have a significant positive impact on effective management. At the same time, emotional intelligence and corporate social responsibilities emerged as stronger predictors of effective management. These results highlight the importance of fostering EI and integrating CSR initiatives to enhance managerial effectiveness in organizations.

5.3 Managerial Relevance

With organizations striving to thrive in a competitive environment and meet the evolving expectations of stakeholders, understanding the interplay between EI and CSR is crucial for sustainable success. Emotional intelligence, encompassing self-awareness, empathy, and relationship management, has emerged as a key determinant of effective leadership and managerial performance. By delving into the emotional aspects of human interactions, EI enables managers to navigate complex social dynamics, inspire teams, and foster a positive work environment. The study on the role of EI and CSR towards effective management holds significant managerial

relevance in today's business landscape. Firstly, understanding the impact of EI on managerial effectiveness is crucial for leaders at all levels. By developing their EI skills, managers can better understand and regulate their own emotions, as well as empathize with and effectively communicate with their team members. This leads to improved relationships, enhanced team collaboration, and increased employee engagement, ultimately resulting in higher productivity and better overall performance. Secondly, incorporating corporate social responsibilities into managerial practices is vital for organizations aiming to build a positive reputation and gain a competitive edge. Managers who prioritize CSR initiatives are better equipped to address societal and environmental concerns while aligning their organizations with the values of stakeholders. This not only enhances brand image but also attracts and retains top talent, as employees are increasingly seeking to work for socially responsible organizations. Additionally, the study's findings can guide managers in making ethical and empathetic decisions. By understanding the interplay between EI and CSR, managers can adopt a holistic approach to decision-making, considering the impact on both internal stakeholders and the wider society. This helps foster a culture of social responsibility within the organization, leading to long-term sustainability and a positive impact on the community.

5.4 Scientific Implications

The findings of this study can guide corporate leaders in developing comprehensive strategies that integrate EI principles and socially responsible practices. Ultimately, such insights can lead to more ethical and empathetic decision-making, stronger employee engagement, improved organizational reputation, and a positive impact on the broader society (Taylor et al., 2018). The study on the role of EI and CSR towards effective management holds significant scientific relevance within the field of organizational psychology and management. Firstly, understanding the relationship between EI and managerial effectiveness contributes to the scientific literature on leadership and human behaviour in organizations. This knowledge can contribute to the development of theoretical models and frameworks that further our understanding of the complex nature of leadership in the workplace (Sultana et al., 2021). Secondly, investigating the impact of corporate social responsibilities on managerial effectiveness adds to the growing body of research on organizational sustainability and responsible business practices. These findings contribute to the scientific understanding of the mechanisms through which CSR practices influence managerial decision-making and organizational performance, providing evidence for the benefits of socially responsible business practices. Furthermore, the study's empirical reference from the private corporate sector adds practical relevance to the scientific community. This empirical evidence enhances the scientific rigour of the study and strengthens the generalizability of its findings, allowing for more robust conclusions and recommendations (Suleman et al., 2019).

5.5 Limitations and Scope for Future Research

The limitations of this study include potential issues with generalizability, as the findings may be specific to the Saudi Arabian context and may not be universally applicable. The sample size and selection process may also introduce biases, which can affect the representativeness of the findings. The cross-sectional design of the study limits the ability to establish causality or determine the direction of relationships between the variables. In terms of scope, this study focuses on examining the relationship between emotional intelligence, CSR, and effective management within Saudi Arabia. It aims to provide empirical evidence on the role of EI and CSR in enhancing managerial effectiveness. The study's scope encompasses data collection from diverse organizations operating in Saudi Arabia to ensure a comprehensive understanding of the topic. Further research is encouraged to validate and expand upon the results in different contexts, with larger sample sizes, and using longitudinal or experimental designs to establish stronger causal relationships.

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