

# The Impact of Social Intelligence of Administrative Leaders on Improving Organizational Effectiveness

<sup>1</sup>Hasan Emran, <sup>2</sup>Sulayman Al-Naas

<sup>1</sup>Fezzan University, <sup>2</sup>Benghazi University

Corresponding Author : Has.omran@fezzanu.edu.ly

Article history: Received November 02, 2025; revised November 28, 2025; accepted December 16, 2025

This article is licensed under a Creative Commons Attribution 4.0 International

License



## ABSTRACT

*Background: The social intelligence of leaders has become a very popular project; however, research conducted by practitioners to date does not provide convincing evidence of the effectiveness of organizations through the development of social intelligence. There is no solid and informative research on the impact of leaders' social intelligence on improving organizational performance. Objective: This study aimed to identify the impact of the social intelligence of administrative leaders on improving the effectiveness of the General Electricity Company in Libya. Methodology: The study population consisted of employees of the General Electricity Company. We tested our hypothesis using field data from 387 employees working at the General Electricity Company, using a questionnaire consisting of seven items to measure the social intelligence of administrative leaders and seven items to measure the effectiveness of the organization (the General Electricity Company). A mixed methodology (quantitative and qualitative) was used, and the SPSS program was used to analyze the data collected through the questionnaire. Results: Statistical results indicate that social intelligence has a significant impact on organizational effectiveness through the availability of several characteristics, such as social acumen, emotional skills, and flexibility in dealing with employees. The study also revealed that a socially intelligent leader must demonstrate a genuine interest in their team and empathize with their feelings. Thus, social intelligence enables leaders to positively influence and persuade others of their viewpoints without resorting to coercive authority. Furthermore, the results showed a direct correlation between leaders' social intelligence and enhanced organizational effectiveness, as it allows them to understand the emotions and motivations of organizational members, communicate effectively, contribute to building trusting relationships, and manage conflict. The study also found that leaders with high social intelligence significantly contributed to increased team motivation, enhanced employee collaboration, and the creation of a positive and productive work environment, which positively impacted productivity and service delivery.*

*Keywords: Intelligence, Social Intelligence, Leadership, Administrative Leadership, Organizational Effectiveness, Electricity Company.*

## INTRODUCTION

Technological and social changes have made organizational nature more open and accessible than ever before. In recent years, modern leadership methods have been used to manage these radical changes efficiently, and concepts of social and cultural intelligence have been used to gain an advantage over these changes. Social intelligence is an important concept that plays a significant role in the lives of many organizations (2023, Yalçınıyigit, & Aktaş). Leaders are expected to have social skills such as effective communication skills, success in personal relationships, and awareness and fulfillment of their followers' needs. At this stage, the concept of social intelligence plays a supporting role in management fields as it enables individuals to understand human relationships and act intelligently in them. In addition to social needs, the ability to lead in a global context has become invaluable to many organizations. Therefore, a leader's managerial impact is expected to vary according to the leader's ability to recognize the cultural characteristics of their followers. (Sharma & Hussain, 2020) Social intelligence is important not only for organizations operating on a global scale, but also for local organizations. Social intelligence is therefore an important aspect of personality because it is related to an

individual's ability to interact with others. In this study, social intelligence was linked to improving the effectiveness of organizations by highlighting the social intelligence of administrative leaders and its role in improving the effectiveness of the General Electricity Company of Libya.

### Previous studies

The results of previous studies indicate that the results of a study (2022, **Alptekin**), which aimed to explore the relationship between social intelligence and organizational identity, showed that social intelligence as a whole and social skills have a significant and positive contribution to predicting organizational identity, while a study (Elsayed , 2021), which aimed to determine the direct impact of social intelligence and collective self-efficacy on two components of service provider performance: off-role performance and in-role performance, concluded that social intelligence is positively associated with service provider performance. Similarly, a study (Al-Sabawi & Salim, 2019) aimed to measure the level of social intelligence among Mosul University faculty in general and to identify differences in the level of social intelligence according to gender, specialization, and academic title among university faculty. It reached a set of results, the most important of which was that the faculty of Mosul University enjoys a high level of social intelligence. and that there is no significant effect of variables (gender and academic titles) on differences in the social intelligence of Mosul University faculty members. Meanwhile, a study by Habib et al. 2013), which aimed to determine the relationship between social intelligence and organizational performance, indicated that social skills, social information processing, social awareness, and social desire to improve organizational performance played the most important role in social information processing, whereas social awareness and social skills played a secondary role in improving performance. The results (Emran and Elhony ) showed that the presence of transformational leadership enhances the confidence of workers and motivates them.

### Research problem:

Given the changes and developments that organizations face today at all levels, which have resulted in significant challenges, they need to adopt modern practices and strategies to address these challenges. One of the most important challenges is the low level of effectiveness of some organizations, especially public ones, because the efficiency and effectiveness of organizations depend primarily on the efficiency of human resources, which in turn reflects the efficiency of organizational performance.

General Electricity Company faces many challenges, the most important of which is its lower-than-desired level of effectiveness. Through interviews with several leaders at the General Electricity Company, the researchers found that there are many challenges to achieving efficiency and effectiveness in the company, such as a lack of resources and low levels of funding, as the company is part of the public sector. The interviews also revealed low levels of satisfaction among employees.

The researchers found a significant lack of studies linking the two variables, as they were unable to find any studies that attempted to reveal the effectiveness of organizations through the social intelligence of administrative leaders. Therefore, the knowledge gap for this study is to examine the impact of the social intelligence of administrative leaders on improving the effectiveness of the General Electricity Company. The problem of this study can be summarized as follows: To what extent can the social intelligence of administrative leaders have an impact on improving the effectiveness of the General Electricity Company?

## STUDY LITERATURE

### The concept of social intelligence:

The concept of social intelligence is often linked to the concept of emotional intelligence, and most researchers believe that emotional intelligence is derived from social intelligence and defining emotional intelligence as a construct consisting of five skills: self-awareness, self-regulation, motivation, empathy, and social skills. The first three components are self-management skills, while the latter two relate to relationship management (Bailey & Boyatzis, 2006). Goleman divided social intelligence components into two broad categories: social awareness and social competence. Social awareness refers to what an individual feels towards others, whereas social competence refers to what an individual can do behaviorally based on their social awareness. Similarly, Lieven and Chan ) divided social intelligence into two factors: cognitive, which is the knowledge to understand how to decode the verbal and nonverbal behaviors of others, and behavioral, which refers to taking action in a given situation based on cognitive knowledge (2019, Sajulga), who defined social intelligence as the ability to interact effectively with others, including the ability to

understand and interact with others in social situations. Furthermore, Ford defined social intelligence as both an "implicit and explicit" theory. Implicit theories focus on communication and leadership skills, empathy, and explicit self-concept perceptions, which focus on self-confidence and integration. Furthermore, explicit theories have focused on self-affirmation and integration. (2022, Robinson), social intelligence is considered an important aspect of personality, as it is closely related to an individual's ability to interact with others and form successful social relationships with them. It is defined as the ability to understand others' feelings, behaviors, and thoughts and to act appropriately based on that understanding. (2021, Jamil). Dimensions of social intelligence:

Processing social information: This social interaction is classified as a cognitive process, such as the awareness and acceptance of social situations, setting goals, seeking social responses or solutions, making optimal decisions, and implementing the chosen course of action.

Social skills: Social skills include responsibility, self-control, perseverance, and cooperation, as high social intelligence is related to concern about social issues and the need to work with others. Social awareness refers to the ability to listen to others, understand what has not been fully said, ideas and feelings that have been partially expressed, as well as an individual's ability to be part of a group or team, the ability to make decisions, recognize aspects of culture and values, how these aspects affect an individual's actions and behavior, and the desire to help others in order to satisfy their needs ( EKETU & OGBU, 2015).

### **Organizational effectiveness:**

Organizational effectiveness (OE) has been one of the most prominent research topics in organizational theory, and it is not limited to organizational performance, although performance is certainly part of it. Organizational effectiveness has evolved into a prominent, multidimensional construct. Practitioners initially viewed the evaluation process from an economic perspective, focusing on the internal concerns related to efficiency. (2023, Dhoopar et al), and although opinions differ on the concept of effectiveness, many agree on common criteria for effectiveness as outlined here (2024, Yadav & Asho).

1. Effectiveness can be defined as the degree to which an organization achieves its objectives.
2. The effectiveness of an organization can be seen in terms of its survival.
3. Organizational effectiveness is the extent to which an organization achieves its goals with the resources available without placing undue pressure on its members.
4. Effectiveness is the ability of an organization to mobilize its strengths to produce work and adapt.

### **The social intelligence of the administrative leader and organizational effectiveness**

Emotional intelligence abilities are the basis for building human relationships, communication skills, and sensitivity to mistakes, and are described as social intelligence. Social intelligence is defined in terms of behavioral outcomes as an individual's ability to achieve relevant goals in specific social environments. It can be considered a comprehensive construct for understanding how successful people manage their social relationships. One of the key aspects of developing social intelligence is learning to be as clear and as present as possible. In addition, leadership, as a social process, is an individual's ability to influence, motivate, and empower others to contribute to the effectiveness and success of the organization. Some emerging leadership theories suggest that social intelligence is more important for leaders, as cognitive and behavioral diversity and flexibility are important characteristics of competent leaders. Socially intelligent individuals seem to live rich and meaningful lives in contrast to truncated emotional experiences. Furthermore, aspects of social intelligence have been found to be associated with enhanced social problem-solving abilities, leadership, and positive experiences in dealing with others. Social intelligence can serve as a foundation to facilitate leadership effectiveness and success (Beheshtifar & Roasael, 2012). Numerous studies have pointed to the practical implications of leadership on organizational effectiveness. (2008, Walumbwa et al), noting that a high-order authentic leadership measure is positively associated with a variety of follower outcomes, including supervised follower performance leading to positive returns on investment, enhanced follower commitment, promising citizenship behaviors, long-term motivation and maintenance of high performance levels, employee engagement, and higher ethical and moral principles in terms of decisions, actions, and behaviors. The results of a study (Yukl, 2008) also indicated that to survive and thrive in today's turbulent and uncertain environment, organizations need leaders who are flexible and adaptable. These leaders must be able to understand the complex relationships between performance determinants and recognize what can be done to influence them in a beneficial manner. Senior executives must also be prepared to modify their leadership behaviors, competitive strategies, programs, and formal structures to meet the challenges

they face in an increasingly turbulent environment.

## ANALYSIS AND DISCUSSION:

Table 1 illustrates the social intelligence variable for administrative leaders.

M	Topic	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Average	Rank
1.	Social awareness and understanding of others' feelings and motivations	69.3	24.6	4.6	0.	1.5	4.62	1
2.	Empathy with colleagues in most situations	26.2	53.8	15.4	0	4.6	4.02	2
3.	Flexibility in dealing with employees of the Organization	33.8	35.4	18.5	0	12.3	3.91	3
4.	Convey ideas clearly without Ambiguity	35.4%	36.9	15.4	7.7	4.6	3.90	4
5.	Behaving in a way that appears genuine and honest with oneself and others	36.9	27.7	23.1	4.6	7.7	3.82	6
6.	Ability to control emotions and think before acting.	35.4	27.7	21.5	9.2	6.2	3.77	7
7.	Self-perception as seen by Others	36.9	29.3	21.5	9.2	3.1	3.88	5
Overall average							3.99	

The analysis highlights the importance of social intelligence and flexibility in administrative leaders, which is consistent with the findings of a previous study (1991, et al. Zaccaro). suggested that successful leaders are characterized by two elements of social intelligence: social intelligence and behavioral flexibility. The results of the study also pointed to the importance of emotional skills in administrative leaders, which is consistent with the results of a previous study (2008, Riggio & Reichard), which pointed to the importance of emotional and social skills that complement effective leadership. The results also point to the importance of a leader's ability to communicate ideas to subordinates in a clear and understandable manner. Respondents also pointed to the importance of self-awareness for administrative leaders through their ability to understand feelings, thoughts, motives, and desires and to recognize and objectively evaluate their strengths and weaknesses. Acting in a way that appeared genuine and honest with oneself and others was ranked as the most important, while the ability to control emotions and think before acting was ranked last in terms of importance.

Table 2 illustrates the effectiveness of the organization.

T	Statement	Strongly agree	Agree	Somewhat	Disagree	Strongly disagree	Arithmetic mean	Rank
1	My relationship with colleagues is good	61.5	23.1	3.1	9.2	3.1	4.31	1
2	Wages and bonuses are fair	26.2	46.1	10.8	13.8	3.1	3.01	7

T	Statement	Strongly agree	Agree	Somewhat	Disagree	Strongly disagree	Arithmetic mean	Rank
3	I feel happy and proud to belong For the organization.	24.5	35.4	26.2	10.8	3.1	3.12	5
4	Career advancement opportunities available	30.8	35.4	18.5	13.8	1.5	3.11	6
5	Feel energetic and motivated	21.5	41.6	16.9	15.4	4.6	3.16	4
6	I feel appreciated and respected	32.3	33.8	18.5	10.8	4.6	3.78	2
7	Opportunities for continuous learning are available for employees	23.1	38.6	20.0	12.3	6.2	3.60	3
Overall average							3.44	

To measure the effectiveness of the organization in this study, human resource dimensions such as job satisfaction, motivation, and training were considered. Through the analysis, it appears that there is a good relationship between co-workers and that there is a sense of appreciation and respect within the company. However, employees feel frustrated because of their dissatisfaction with their wages, which greatly affects their productivity and level of satisfaction. The paragraph states that wages and bonuses are considered fair, with a minimum average of 3.01, and that opportunities for promotion are not at the desired level from the employees' perspective.

### Hypothesis testing:

This study was based on the hypothesis that social intelligence does not have a significant effect on the effectiveness of the General Electricity Company.

Table (3) hypothesis testing.

Model	Regression coefficients	t-test	Statistical significance	Correlation coefficient R	Coefficient of determination R <sup>2</sup>	F test
Constant	0.44	3.27	0.019	0.801	0.641	373.3
Social intelligence of administrative leaders	0.88	19.32	0.00			

The table shows that the value of (F) is significant and that the regression coefficients for the social intelligence of administrative leaders in model (B), which reached 0.88, are positive and statistically significant according to the test value (T). The correlation coefficient between the independent and dependent variables (R), which reached (0.801), indicated a strong and statistically significant positive relationship between the two variables. The coefficient of determination (0.641) indicates that the contribution of administrative leaders' social intelligence to bringing about changes in organizational effectiveness was 64.1%. Therefore, we accept the hypothesis that the social intelligence of administrative leaders has a significant effect on organizational effectiveness.

## RESULTS AND RECOMMENDATIONS

Statistical findings indicate that social intelligence significantly impacts organizational effectiveness through the availability of several characteristics such as social acumen, emotional skills, and flexibility in dealing with employees. The study also revealed that a socially intelligent leader must demonstrate a genuine interest in their team and empathy for their feelings. Thus, social intelligence enables leaders to positively influence and persuade others of their viewpoints without resorting to coercive authority. Furthermore, the results demonstrated a direct correlation between leaders' social intelligence and enhanced organizational effectiveness, as it allows them to understand the feelings and motivations of organizational members, communicate effectively, contribute to building trusting relationships, and



manage conflict. The study also found that leaders with high social intelligence contribute significantly to increasing team motivation, fostering employee collaboration, and creating a positive and productive work environment, which positively affect productivity and service delivery. The study recommends that organizational effectiveness can be enhanced by setting clear and measurable goals, investing in leadership and employee development through training, focusing on building strong relationships and the ability to manage emotions in the workplace, improving internal communication, fostering a culture of innovation and collaboration, and work to create an organizational culture that encourages creativity, calculated risk-taking, and employee teamwork and knowledge sharing.

## REFERENCES

- Habib Ebrahimpoor<sup>1</sup>, Adel Zahed<sup>2</sup>, Azim Elyasi<sup>3</sup>, (2013) THE STUDY OF RELATIONSHIP BETWEEN SOCIAL INTELLIGENCE AND ORGANIZATIONAL PERFORMANCE (CASE STUDY: ARDABIL REGIONAL WATER COMPANY'S MANAGERS), INTERNATIONAL JOURNAL OF ORGANIZATIONAL LEADERSHIP, VOL. 2; NO. 1; 1-10.
- Alptekin Devel, Nazmiye Ülkü Pekkan, Mustafa Fedai Çavuş, (2022), Social intelligence at work and its implication for organizational identification, Independent Journal of Management & Production Vol. 13 No. 1.
- Seal, C.R., Boyatzis, R.E., & Bailey, J.R. (2006). Fostering Emotional and Social Intelligence in Organizations. *Organization Management Journal*, 3(3), 190-209.
- Cherrie Mae B. Sajulga, (2019), Social Intelligence, Creative Behavior, Decision Making Styles and Productivity of School Administrators, *International Journal of Science and Research*, Volume
- Aniefiok Gilead Robinson, (2022), SOCIAL INTELLIGENCE AND SUCCESSFUL STRATEGIC CHANGE MANAGEMENT, *International Journal of Business and Management Review*, Vol10., No.3,
- Elsayed Sobhy Ahmed Mohamed, (2021), The impact of social intelligence and employees' collective self-efficacy on service provider's performance in the Egyptian governmental hospitals, *International Journal of Disruptive Innovation in Government*, Vol. 1 No. 1.
- CONTINUE AND DISCUSS EKETU, 2 EDEH, FRIDAY OGBU, 2015, SOCIAL INTELLIGENCE AND EMPLOYEE INTENTION TO STAY, *International Journal of Novel Research in Marketing Management and Economics*, Vol. 2, Issue 1, pp: (27-34).
- Gary Yukl, (2008), How leaders influence organizational effectiveness, *The Leadership Quarterly*. Volume 19, Issue 6.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89–126.
- f.Roasaei, M., Beheshtifaei, (2012), Role of social intelligence in organizational leadership, *European Journal of Social Sciences* 28(2):200-206.
- Dhoopar, Aastha, Priyanka Sihag, Bindu Gupta, (2023), Antecedents and measures of organizational effectiveness: A systematic review of literature, *Human Resource Management Review*, Volume 33, Issue 1.
- Ashok Kumar Mishra, Priya Yadav, (2024), Organizational Effectiveness and Quality Education: A Comprehensive Analysis, *International Journal of Creative Research Thoughts*, Volume 12, Issue
- Ronald E. Riggio and Rebecca J. Reichard, 2008, The emotional and social intelligences of effective Leadership, *Journal of Managerial Psychology* Vol. 23 No. 2, pp 169–185.
- Stephen J. Zaccaro, Janelle A. Gilbert, Kirk K. Thor, Michael D. Mumford, 1991, Leadership and social intelligence: Linking social perspectiveness and behavioral flexibility to leader effectiveness, *The Leadership Quarterly*, Volume 2, Issue 4, Winter, Pages 317-342.
- Serap Yalçinyiğit, Hakkı Aktaş, 2023, A Research on the Relationship of Social Intelligence and Cultural Intelligence with Leadership Styles, *Istanbul Business Research*, 52(1), 107-132.
- Sharma, N., & Hussain, D. (2020). Dynamics of social identity and cultural intelligence in acculturative adaptation of an ethnic minority group in India. *Analyses of Social Issues and Public Policy*.
- Al-Sabawi Fadila Arafat, Salim Iman Fadil, (2019), Social Intelligence among University of Human Sciences Students, *Journal of Education and Human Sciences*, Volume (2), Issue (5). Al-18
- Jamil, Reem Saad, (2021), The Role of Social Intelligence in the Field of Good Health for Human Resources Management, *Rafidain Development Journal*, Volume (40), Issue (131).
- Emran hasan, Fathia Elhony, (2023) Determinants of Organizational Citizenship Behavior: An Analytical

Study of the Opinions of a Sample of Workers in the General Electricity Company, International Journal of Science and Research, vol. 12, No 7, pp 1106- 1109.