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By Prof. Dr. Hameed Al-Tae & Dina Fadhil Jihad Alwaely

*Al Zaytoonah University*

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Data were collected through a questionnaire from a sample of managers (major departments) in the international hotels in Capital Amman. The questionnaire which was developed and distributed during the summer of 2012 includes 14 main dimensions covering the model of study.

LISREL Analysis (Linear Structure Model Analysis) is used in the study to verification the correlations among the independent and independent variables. The degree of the positive fitness of the Hypothetical model and test of the results of each hypotheses indicates that achieve an acceptable level (GFI= 0.78 and CFI= 0.87).

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**GJMBR Classification** : *JEL Code : O15*



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# Examining the Relationships Among Human Resources Roles, Professional Competencies and Emotional Intelligence (An Empirical Study)

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**Abstract** - The study aimed to examine the correlations among human resources roles, professional competencies and emotional intelligence in the sector of Hotel Industry (5 stars) in the Hashemite Kingdom of Jordan.

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In view of the study results, it is recommended that the managers of chain hotels in Amman should be aggressively engaged in HR roles to arrive at synergy of professional competencies and emotional intelligence.

**Keywords** : HR roles, professional competencies, emotional intelligence, hotel industry, international (chain) hotels.

## I. INTRODUCTION

Human Resource (HR) professionals, by virtue of their knowledge of human performance, are well positioned to exercise strategic leadership and contribute significantly to a firm's competitive advantage. This paradigm shift concerning the value of human resources will therefore create opportunities for the HR function to develop a more strategic role in a firm's operation (Lawler & Mohrman, 2003).

Traditionally, the human resource function has been viewed as primarily administrative, focusing on the level of the individual employee, the individual job, and the individual practice (Becker, Huselid & Ulrich, 2001), with the basic premise that improvements in individual employee performance will automatically enhance organizational performance. In the 1990s, an emphasis on strategy and the importance of human resource (HR)

systems began to emerge. Both researchers and practitioners began to recognize the impact of aligning HR practices with organizational strategy. HR has now emerged as a strategic paradigm in which individual HR functions, such as recruitment, selection, training, compensation, and performance appraisal, are closely aligned with each other and also with the overall strategy of the organization.

Based on the increased interest in the relationship between human resource management (HRM) and organizational performance, many researchers have heightened interest in the kinds of competencies the HR professionals should display in order to add value to their firm's performance (Teo, 2002; and Boselie, et al., 2004).

Nowadays, competencies are used in many facets of human resource management, ranging from individual functions such as recruitment and performance management to organizational strategic planning and design of organizational structure and culture. HR competencies are said to be a set of characteristics contributing to the effective HR performance that enables an organization to carry out its business strategies in a competitive market. However, many HR executives are not invited to the strategic planning table because they have failed to display the required competencies (Barney & Wright, 1998). In fact, it is suggested that the competency level of the HR manager has an influence on whether he or she is able to get into the executive board chamber (Selmer & Chiu, 2004).

Based on human recourse role on professional competencies, emotional Intelligence will be proved, to enable the manager to demonstrate intelligent use of their emotions in managing themselves and working with others to be effective at work (Boyatzis, Goleman & Rhee, 2000).

Goleman (1998) defined an "emotional competence" as a "learned capability based on emotional intelligence those results in outstanding performance at work." Emotional intelligence can be observed when a person demonstrates the competencies that constitute self-awareness, self-management, social awareness, and social skills at appropriate times and ways in sufficient frequency to be effective in the situation.

Author<sup>α</sup> : Al Zaytoonah University. E-mail : [altaee47@yahoo.com](mailto:altaee47@yahoo.com)  
Author<sup>σ</sup> : The world Islamic sciences & education university, Jordan.  
E-mail : [d\\_f\\_i\\_1981@yahoo.com](mailto:d_f_i_1981@yahoo.com)

According to previous, this study will examine the relationships among human resource roles, professional competencies and emotional intelligence in the five stars hotels in the Hashemite Kingdom of Jordan.

## II. LITERATURE REVIEW

Now we shed the light on the previous literature review that discussed Human Resource development; the studies are ranged from the new one to the old one.

*Bin Abdullah (2010) "The development of human resource practitioner competency model perceived by Malaysian human resource practitioners and consultants"*

This study focuses on the development of HR competency models/frameworks is an area that has gained a great deal of interest over the years. Most of the notable HR competency models are developed in the US and Europe.

The competency domains in the generic/behavioral competency category, business competency category, and the technical HR competency category were analyzed using exploratory factor analysis (EFA), Confirmatory factor analysis (CFA), and Structural equation modeling (SEM). Altogether 12 competency domains and 103 items were analyzed.

The result shows that Altogether 14 competency factors were significant in the study and these include process management, flexibility, information seeking, strong initiative, pride at work, pro-activeness, ability to change, leadership, organization development, career planning, succession planning, human performance improvement.

*Long(2009) " Human Resource Competencies: An Empirical Study on the HR Professionals in the Manufacturing Sector in Malaysia".*

The study examines the vital competencies of Human Resource (HR) professionals in the manufacturing companies of Malaysia. The Human Resource Competency Survey (HRCS) model is used in this study. The competencies that are examined in this study are business knowledge, strategic contribution, HR delivery, personal credibility and HR technology. All these competencies will be tested whether or not they are significantly related to a firm's performance. The sample employed here consists of HR professionals from Malaysian manufacturing companies in Johor, the southernmost state of Malaysia. The total number of firms involve in this study are 32 respondents.

This study uses quantitative method such as spearman rho correlation to test the variables. The analysis reveals that the top nine ranking HR competency factors are from the domain of personal credibility and HR delivery. The respondents' self-rated competency shows that personal communication, legal

compliance, effective relationship and performance management rank above all other factors. Competencies such as strategic contribution, business knowledge and HR technology have significant correlation with firm performance.

*Long & Ismail (2008) "Understanding the Relationship of HR Competencies & Roles of Malaysian Human Resource Professionals"*

This study examines the competencies and roles of Human Resource (HR) professionals in the manufacturing companies in Malaysia. The competencies include business knowledge, strategic contribution, HR delivery, personal credibility and HR technology. All these competencies were tested whether they relate to HR roles such as strategic partner, change agent, administrative expert and employee champion. The sample employed consists of HR professionals from Malaysian manufacturing companies in Johor, the southernmost state of Malaysia. This study uses quantitative method such as spearman rho correlation to test the variables. The analysis reveals that the top nine ranking HR competency factors are from the domain of personal credibility and HR delivery.

The respondents' self-rated competency shows that personal communication, legal compliance, effective relationship and performance management rank above all other factors. Other findings of this research show that HR professionals are lacking in their capacity to play an important role as a strategic partner and agent for change. Furthermore, it is observed that business related competencies and HR related competencies are significantly related to certain roles of HR professionals in Malaysia.

*Long (2008) "Examining Human Resource Competencies and Their Relationship to the Success Factors of HR Profession".*

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Furthermore, researcher wanted to study the relationship of these competencies with variables such as experience, education level, firm's size and salary of the sample. The sample employed here consists of HR professionals from Malaysian manufacturing companies in Johor, the southernmost state of Malaysia.

*Azmi (2009) "Competency-based human resource practices in Malaysian public sector organizations".*

The study shows that Malaysian public service started to use competency-based human resource practices at the end of year 2002 as the response to

increase the level of service quality. In Malaysian public service, out of six competency-based human resource practices, only five practices were implemented.

They were recruitment and selection, training and development, career development, performance management and reward. From 300 copies of questionnaire distributed using simple random technique, 140 were useable. The data was analyzed further using factor analysis and it was found out that training and development items had combined with a reward practice. This new dimension was labeled as organizational development. Others remain the same dimensions.

It was also found out that competency-based performance management, organizational development and career development were practiced to a high extent. Meanwhile, competency-based reward and recruitment and selection were practiced to a moderate extent.

*Ram ayah (2012) "Validity and Reliability of the Human Resource Competencies Scale".*

The study is focusing in adapting and analyzing the validity and reliability of the HR Competencies Scale among HR professionals in the Malaysian context. A questionnaire survey was carried out to acquire data from 154 HR professionals.

The exploratory factor analysis (EFA) showed a three-factor structure: Knowledge of Business, HR Functional Expertise and Managing Change. The instrument generates a high degree of confidence in the scale's validity and reliability. This study fulfills an identified need for the development of an empirically validated instrument to measure HR Competencies. This reliable and validated instrument enables and facilitates future studies in the HR competencies research stream.

*Long (2009) "The Effect of the Demographic Factors on the Competency of HR Practitioners in Malaysia".*

The study examines the relationship of demographic factors of HR practitioners with HR competencies in the manufacturing companies of Malaysia. The competencies that are examined are business knowledge, strategic contribution, HR delivery, personal credibility, HR technology and internal consultation. The sample employed here consists of HR practitioners from Malaysian manufacturing companies in the southernmost state of Malaysia, Johor.

The findings show that the top rank HR competencies are personal credibility and HR delivery. Furthermore, through spearman correlation analysis, this study found that all demographic factors (HR experience, education level, salary and firm size) are significantly related to at least one HR competency of this study.

*Zainuddin & Azmi (2009) "The Effects of Competency Based Career development and Performance Management Practices on Service Quality: Some Evidence from Malaysian Public Organizations".*

This study reports on a study of the effects of the implementation of two competency based human resource practices (career development and performance management) on service quality in 300 Malaysian public organizations. Results provide clear evidence of significant and positive relationship between competency based career development practice and all service quality dimensions found in Malaysian public organizations.

However, there is no relationship at all between competency based performance management practices with all service quality dimensions. Thus, competency based career development is the best practice that should be adopted by any public organizations in Malaysia in a way to increase quality in the services provided to the external customers.

*Distinguishing Features of the Study from the Literature Review.*

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

- The other previous studies were concentrating on two variables, which are human resource and professionals competencies.
- In this study the researchers will concentrate on three variables: human resource, professionals competencies and emotional intelligence.
- In this study the researchers to examine the correlations among human recourse roles, professional competencies and emotional intelligence in the five stars hotels in Amman.

### III. AIMS AND OBJECTIVES OF THE STUDY

The main purpose of the study is to examine the correlations among human recourse roles, professional competencies and emotional intelligence in the five stars hotels in the Hashemite Kingdom of Jordan.

The study also mentions the previous studies and literature review that is related to the study topic to enrich the current study with new recourses.

At the end, the study we concluded many results and suggest a number of recommendations that will guide the managers to activated the roles of HR Roles in the Hotel Industry in Amman.

### IV. QUESTIONS OF THE STUDY

The study should answer the following questions :

1. What is the impact of the human recourse roles on developing professional competencies in the senior management in five Stars Hotels in Amman?

2. What is the impact of the HR roles in improving emotional intelligence in the senior management in five Stars Hotels in Amman?
3. What is the impact of the Emotional Intelligence in improving emotional intelligence in the senior management in five Stars Hotels in Amman?

These questions have motivated the researchers to examine the correlations among human recourse roles, professional competencies and emotional intelligence in the five stars hotels in the Hashemite Kingdom of Jordan.

## V. HYPOTHESES OF THE STUDY

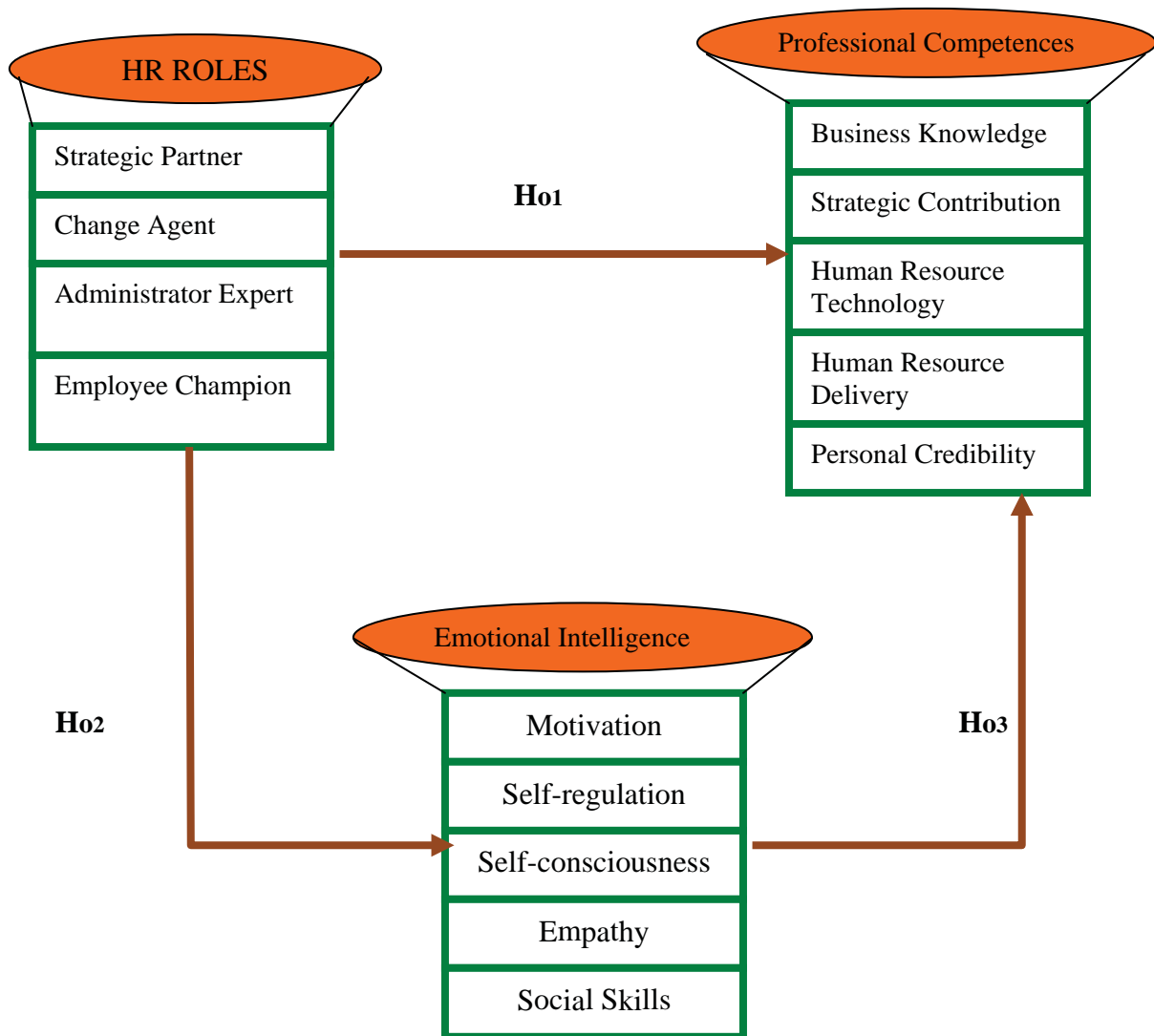
In the light of the results of the previous studies and the objectives of our study a number of basic hypotheses will be tested regarding the cause and effect between the independent and dependent variables. These hypotheses are:

*Ho1* : There is a significant positive statistical impact of the HR roles on professional competencies.

*Ho2* : There is a significant positive statistical impact of the HR roles on Emotional Intelligence.

*Ho3* : There is a significant positive statistical impact of Emotional Intelligence on professional competencies.

Model of the Study(\*)



(\*)According to the literature review and the previous studies.

## VI. CONCEPTUAL FRAMEWORK

*Human recourse* : Is a framework for helping employees, develop their personal and organizational skills, knowledge and abilities. It includes such opportunities as employees training, employee career development, coaching, succession planning, key employee identification, tuition assistance and organizational development (Chiangmai, 2004).

*Professional competencies* : a personnel related concept referring to a set of behavioral dimensions of one's effective performance at work. Some authors suggest more precise definitions that describe competencies as the work-related personal

attributes; knowledge, skills and values that individuals draw upon to do their.

*Emotional intelligence*: is the ability to identify, assess, and control the emotions of oneself, of others, and of groups (Harms & Credé, 2010).

## VII. METHODOLOGY OF THE STUDY

### a) Population and Sample

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

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

No.	Hotel Name	No. of managers in the hotels (**)	Distributed questionnaires	Received Questionnaires
1	InterContinental Jordan	15	15	12
2	Regency Palace	12	12	8
3	Marriott	15	15	12
4	CrownePlaza	13	13	7
5	Le Meridien	15	15	13
6	Grand Hyatt Amman	15	15	8
7	Holiday Inn	13	13	12
8	Sheraton Amman Al Nabil	12	12	9
9	Le Royal	15	15	11
10	Four Seasons	15	15	12
11	Kempinski	14	14	10
12	Land Mark	12	12	8
Total		166	166	122

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

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

The convenient sample of the study consists of (122) managers in the senior management in five Stars Hotels in Amman, as illustrated in table (1). The percentage of sample consists (73.5%) of population, (166) managers.

### b) Data Collection

The study adopts two sources of data: secondary and primary. Secondary data are obtained from literature published in this subject including previous studies. The primary data are collected from field study conducted through a questionnaire that was developed for such purpose. The questionnaire consisted of three parts (14 dimensions):

- The first part includes independent variables, (HR Roles); Strategic Partner, Change Agent, Administrator Expert and Employee Champion.
- The second part includes dependent variables, (Professional Competencies); Business Knowledge, Strategic Contribution, Human Resource Technology, Human Resource Delivery and Personal Credibility.

- The third part includes intermediate variable, (Emotional Intelligence); Motivation, Self-regulation, Self-consciousness, Empathy and Social Skills.

## VIII. LIMITATIONS OF THE STUDY

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

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

## IX. ANALYSIS OF EMPIRICAL RESULTS

### a) Statistical Results

Table (2) illustrated that there are a positive attitudes towards dimensions mentioned in this table. Because their means are above mean of the scale (4),

also a quick review of the result in table (2) reveals clearly that variable (Y4) has the highest mean value (5.72) and this means that the respondents feel very strongly that the HR Delivery performing in the professional competencies. In other hand the table shows that (Y7), self regulation come the second

variable, has mean value (5.39) that effect on Emotional Intelligence. But the strategic partner rank as the third with mean value (5.03) , that effect on human resources roles. The lowest mean value (4.15) was employee champion.

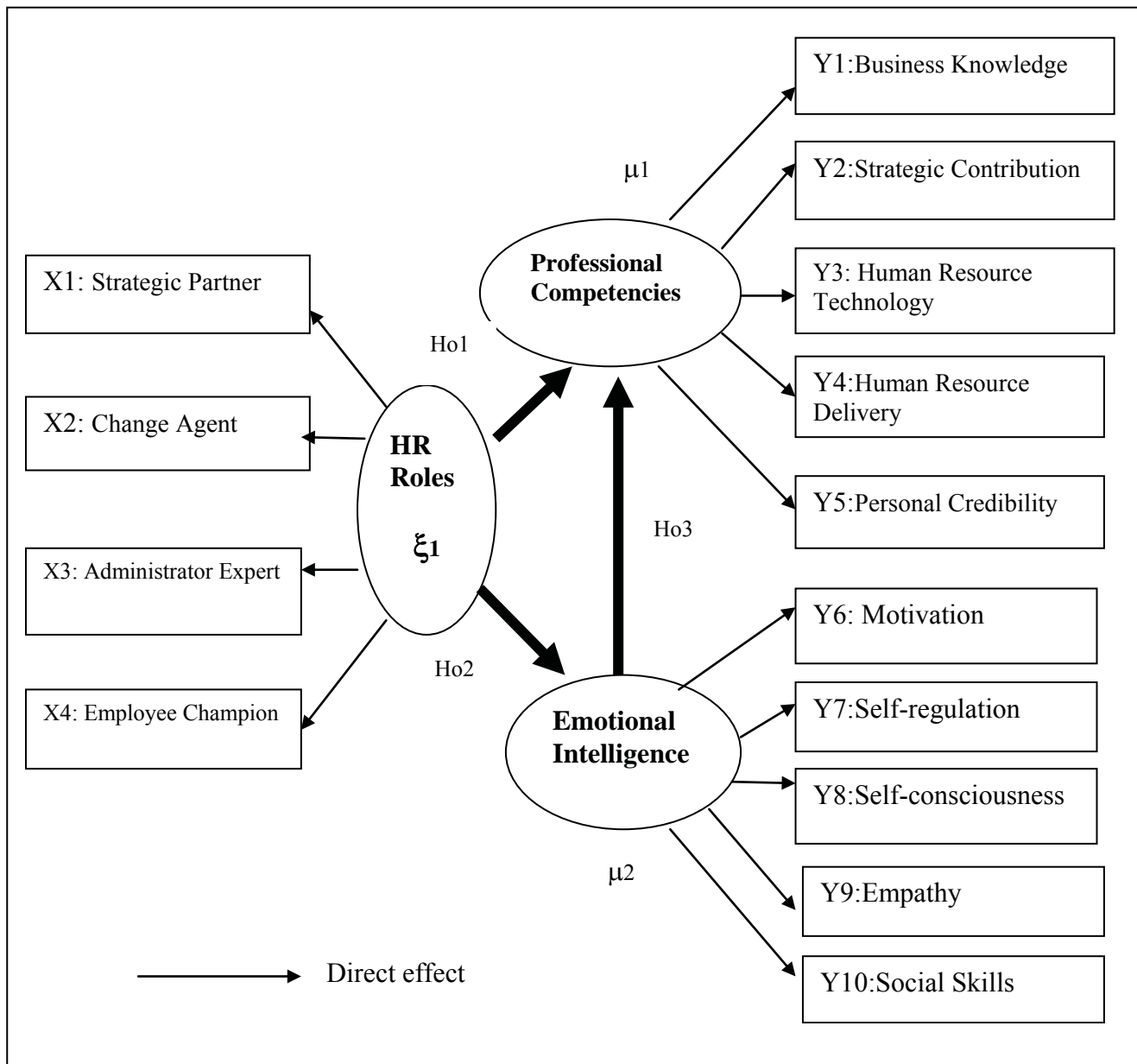
Table 2 : Standard Deviation, mean and importance of (14) dimensions.

		Standard Dv.	Mean	Importance
<b>HR Roles</b>				
X1	Strategic Partner	1.30	(5.03)	(1)
X2	Change Agent	1.51	4.53	2
X3	Administrator Expert	1.55	4.30	3
X4	Employee Champion.	1.62	4.15	4
Grand Mean			4.50	
<b>Professional Competencies</b>				
Y1	Business Knowledge	1.25	5.71	2
Y2	Strategic Contribution	1.54	5.26	4
Y3	Human Resource Technology	1.68	5.03	5
Y4	Human Resource Delivery	1.35	(5.72)	(1)
Y5	Personal Credibility	1.50	5.28	3
Grand Mean			5.40	
<b>Emotional Intelligence</b>				
Y6	Motivation	1.03	5.15	3
Y7	Self-regulation	1.04	(5.39)	(1)
Y8	Self-consciousness	1.05	5.35	2
Y9	Empathy	1.25	5.03	4
Y10	Social Skills	1.24	4.87	5
Grand Mean			5.15	

b) *Linear Structure Hypothetical Model*

Based on the framework of the questionnaire, each sun-construct is weighted to solve the mean value as the scale variable of the concept and further to avail the linear structure hypothetical model as illustrated in figure 1.

Figure 1 : Hypothetical Model of Correlations among HR Roles, Professional Competencies and Emotional Intelligence.



c) Model Analysis and Study Hypotheses Test Results

LISREL analysis is used in this study to examine the correlations among HR Roles, Professional Competencies and Emotional Intelligence (with empirical results illustrated in figure 2) of international hotels in Amman. The degree of positive fitness of the hypothetical model and the test of results of each hypothesis is listed in table 3. Statistical results indicate that the degree of fitness achieves a moderate level (GFI= 0.78, it means need (0.22) to achieve 1). Three hypotheses have been positively verified (reaching the statistical significant level).

d) Conclusion and Recommendations

Empirical results from our study strongly support all the hypotheses, namely that HR roles has positive impact on professional competencies, and emotional intelligence. There was correlation among all the concepts defined in the hypothetical mode of the study, and that correlation attained a significant level and acceptable of fitness. Therefore, hotel managements should be aggressively engaged in HR roles to achieve at a synergy of emotional intelligence and professional competencies.



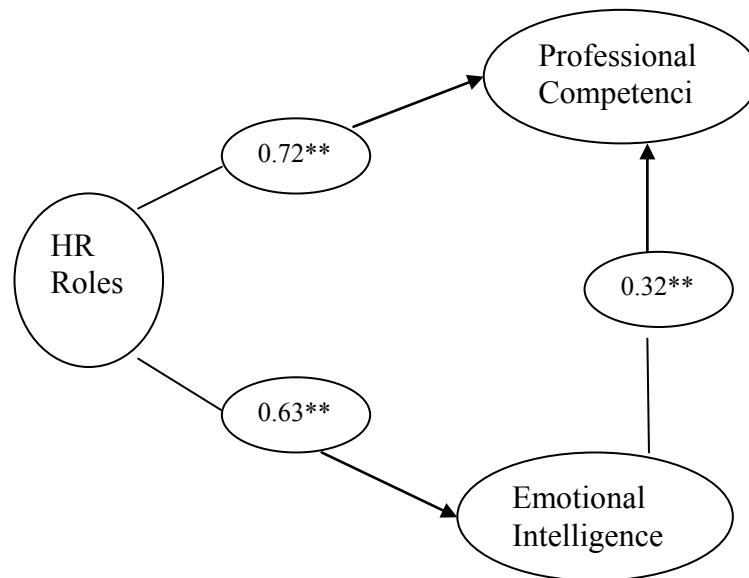
Table 3 : Good of fitness for the hypothetical model and hypotheses test results analysis.

Hypothesis	Hypothetical model
HR Roles → Professional Competencies	0.72 * *
HR Roles → Emotional Intelligence	0.63* *
Emotional Intelligence → Professional Competencies	0.32* *

\*: P<0.05; \* \*:P<0.01

Good of fitness	X2	1112.13
	GFI	0.78
	CFI	0.87
	PNFI	0.71
	RMSEA	0.31
	RMR	0.088

Figure 2 : Empirical Model of the Hypothetical Model.



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