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The Impact of Emotional Intelligence on Strategic Planning Effectiveness in Jordanian Private Hospitals

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Abstract

Effective strategic planning is a critical determinant of organizational success, particularly in dynamic fields like healthcare. However, the influence of emotional intelligence on strategic planning outcomes remains underexplored. This study addresses this gap by investigating how emotional intelligence impacts strategic planning effectiveness in Jordanian private hospitals. Through an online questionnaire, 241 participants from various Amman-based private hospitals supplied demographic data, perceptions of strategic planning effectiveness, and assessments of emotional intelligence. The findings established a positive correlation between emotional intelligence and several dimensions of strategic planning effectiveness, encompassing the achievement of organizational goals, development of sustainable competitive positions, cultivation of commitment to action among line managers, nurturing a shared organizational vision, alignment of external and internal factors, and consideration of future implications of present decisions. This empirical evidence underscores the essential role of emotional intelligence in elevating strategic planning within Jordanian private hospitals. As a result, healthcare institutions are encouraged to prioritize the cultivation of emotional intelligence among their workforce, thereby enhancing strategic outcomes, optimizing resource allocation, and bolstering overall performance.

Keywords: *emotional intelligence, strategic planning, effectiveness, private hospitals, Jordan*

Introduction

The healthcare industry in Jordan has gained global recognition for its well-trained medical staff, advanced medical technology, and exceptional medical services (AL-Mhasnah et al., 2018). Factors like an increase in hospitals, renovations, enhanced medical facilities, and a shift to modern treatment methods have contributed to its growth.

Jordan's reputation for hospitality, stability, and quality private hospitals has attracted patients worldwide. Effective strategic planning is vital for sustainable growth in this dynamic sector, with emotional intelligence being a potential influencer. Collaboration and teamwork within healthcare providers are essential for patient experience and overall success (Leonard & Frankel, 2011).

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Role of Emotional Intelligence in Strategic Planning

Strategic planning now involves collaboration across different administrative levels, emphasizing human connections and behavior's impact on organizational behavior. Acknowledging and recognizing employees' contributions can catalyze productivity, engagement, and adept risk management (Butler et al., 1996). The desire for decision-making authority leads to a work ethic of excellence surpassing mere acceptability. Motivation, driven by clear objectives and a well-executed plan, fosters personal and organizational growth (Bahadori et al., 2018). Collaboration, performance accountability, and staff engagement are areas that can improve through strategic planning (Bahadori et al., 2018).

Importance of Strategic Planning in Healthcare

Strategic planning is vital for healthcare success. Clear objectives and a well-defined vision are prerequisites. Analyzing the external environment, understanding the organization's capabilities, and conducting internal assessments help guide strategic decisions (George et al., 2019). Effective strategy formulation and planning optimize resource allocation and goal achievement. Successful implementation and execution rely on communication, resource allocation, and operational coordination (Ashworth et al., 2010). Regular monitoring, evaluation, and adaptation maintain strategic relevance (Kamuri, 2010).

Emotional Intelligence and Its Components

Emotional intelligence (EI) refers to the ability to identify, understand, manage, and communicate emotions (Borges et al., 2015). Self-awareness, self-regulation, self-motivation, empathy, and social skills are integral components of EI. It empowers individuals to recognize their emotions and others', enhancing communication and relationships. Developing emotional intelligence can lead to increased self-awareness, communication abilities, resilience, and leadership skills (Al-Ruzzieh & Ayaad, 2021).

Linking Emotional Intelligence and Strategic Planning

Emotional intelligence's impact extends to strategic planning effectiveness within hospitals. Participation in committees and programs inherent to hospital frameworks may require emotional intelligence. The relationship between emotional intelligence and strategic planning can potentially contribute to a new model for strategic performance competence.

The relationship between emotional intelligence and strategic planning effectiveness in the healthcare sector has the potential to drive organizational success. This study aims to investigate the impact of emotional intelligence on strategic planning outcomes within Jordanian private hospitals. Through comprehensive research and analysis, this study seeks to bridge the gap in understanding the role of emotional intelligence in enhancing strategic planning effectiveness in the healthcare context.

Efficient strategic planning is crucial for private hospitals in Jordan to maintain their leadership in the healthcare industry due to its complexity and rapid changes (Kamuri, 2010). However, there is a significant gap in research regarding the influence of emotional intelligence on strategic planning efficiency in Jordanian private hospitals. Emotional intelligence (EQ), encompassing self-awareness, self-regulation, empathy, and interpersonal skills, is recognized as vital for individual and organizational success (Ciarrochi et al., 2000). Emotional intelligence's potential to enhance strategic planning outcomes remains largely unexplored, hindering hospitals' ability to optimize strategic processes and meet objectives. Understanding the intricate relationship between emotional intelligence and strategic planning success is essential for improved decision-making and a culture of cooperation and achievement (Grünig & Kühn, 2006).

This research aims to investigate the impact of emotional intelligence on strategic planning effectiveness among middle and higher management in Jordanian hospitals.

The study will investigate the following hypotheses:

1. There is no significant impact of emotional intelligence on the effectiveness of strategic planning among middle and higher management in Jordanian Hospitals.
2. There is no significant impact of the Self-Emotions Appraisal on the effectiveness of strategic planning among middle and higher management in Jordanian Hospitals.
3. There is no significant impact of the Others-Emotions Appraisal on the effectiveness of strategic planning among middle and higher management in Jordanian Hospitals.
4. There is no significant impact of the Use of Emotion on the effectiveness of strategic planning among middle and higher management in Jordanian Hospitals.
5. There is no significant impact of the Regulation of Emotion on the effectiveness of strategic planning among middle and higher management in Jordanian Hospitals.

Literature Review

Strategic Preparedness Planning

Ginter et al. (2007) emphasize that strategic preparedness planning (SPP) is crucial for hospitals to address potential crises and disasters effectively. This aligns with Mautone et al. (2021), who stress the importance of logic models and evaluation activities in implementing healthcare programs. While Ginter et al. focus on disaster management, Mautone et al. extend this concept to integrated behavioral health services, suggesting that thorough planning and evaluation are essential for successful program implementation.

Emotional Intelligence

Law et al. (2004) demonstrate the distinctiveness of emotional intelligence (EI) from personality traits and its predictive capacity for life satisfaction and work performance. This concept resonates

in various studies, such as Hong & Lee (2016) and Sadeghifar et al. (2015). Hong & Lee explore the mediating effect of EI on emotional labor, job stress, and nurses' turnover intention, highlighting EI's role in managing emotional challenges in healthcare. Similarly, Sadeghifar et al. find that emotional intelligence among nurses contributes to effective coping and positive organizational behavior.

Impact on Organizational Performance

George et al. (2019) conducted a meta-analysis on the impact of strategic planning on organizational performance. While not overwhelmingly strong, a positive relationship between strategic planning and performance is observed. This echoes the findings of Suklev & Debarliev (2012), who emphasize the positive contribution of strategic planning to organizational effectiveness in developing countries.

Leadership and Healthcare Professionals

Gómez-Leal et al. (2022) highlight the significance of emotional intelligence in effective leadership among school leaders. This aligns with Alzoubi & Aziz (2021), who establish a positive correlation between emotional intelligence of top management and the quality of strategic decisions in UAE national banks. These findings suggest that emotional intelligence plays a pivotal role in leadership and decision-making across different sectors.

Relationship with Healthcare Services

Al-Ruzzieh & Ayaad (2021) examine the impact of nurses' emotional intelligence on implementing a professional practice model in cancer care. This reflects the broader connection between emotional intelligence and the delivery of healthcare services, where empathy and emotional understanding contribute to effective patient care.

In conclusion, these articles and studies collectively emphasize the importance of strategic planning and emotional intelligence in healthcare and organizational settings. They showcase how these concepts influence disaster management, leadership, decision-making, healthcare service delivery, and organizational performance, underscoring their relevance for improving overall outcomes and effectively navigating complex challenges in the healthcare landscape.

Methodology and Procedures

Research Methodology

This study's research methodology consists of a set of strategies and plans that guide the research process. It involves ordered phases and practices undertaken by the researcher. The study adopts a descriptive analytical design, focusing on the comprehensive presentation of collected information. The emphasis lies on ensuring a meaningful and interpretable representation of data, avoiding broad generalizations. Tables, graphs, and other statistical tools are utilized to enhance data clarity.

Research Objectives

The primary aim of this study is to investigate the influence of Emotional Intelligence on Strategic Planning Effectiveness. Emotional Intelligence is measured through four dimensions: Self-Emotions Appraisal, Others-Emotions Appraisal, Use of Emotion, and Regulation of Emotion. The dependent variable in this context is the effectiveness of strategic planning.

Research Population

The research population encompasses the entire landscape of Jordanian hospitals, a pivotal component of the nation's healthcare system. This includes various stakeholders such as public, private, charity, and international institutions, each contributing distinct elements to the healthcare milieu.

Research Sample

To ensure accurate representation, the research sample was meticulously selected using the convenience sampling technique. Participants were drawn from six private hospitals that met the predetermined inclusion criteria. Sample size determination was based on established formulae to enhance statistical precision.

Data Collection and Analysis

Data collection was conducted using questionnaires administered to participants within the selected hospitals. Responses were measured using the Likert scale, offering a structured approach to gather comprehensive data. Rigorous steps were undertaken to assess the validity and reliability of the study tool, including face validity and structure validity. Data analysis was executed using the Statistical Package for Social Sciences (SPSS), incorporating techniques like Cronbach's alpha, multiple linear regression, and Pearson correlation.

Ethical Approval

The ethical aspect of this study was meticulously addressed. Ethical approval was obtained from the institutional review board, ensuring compliance with established ethical standards. The researcher maintained transparency and adhered to ethical guidelines throughout the research process.

Table 1 Structure validity test.

Variables	Correlation Coefficient	P-Value
Strategic Planning Effectiveness	0.766**	0.000
Self-Emotions Appraisal	0.816**	0.000
Others-Emotions Appraisal	0.658**	0.000
Use of Emotion	0.799**	0.000
Regulation of Emotion	0.756**	0.000
**Correlation is significant at the 0.01 level		

Table (1) shows all "correlation coefficients are significant at (0.01), which means that the questionnaire has structure validity. The correlation coefficients located between (0.658-0.816), the highest "correlation coefficients are (0.816), which belongs to the "Self-Emotions Appraisal" variable, and the lowest belongs to the "Others-Emotions Appraisal" (0.658).

Table 2 Internal Consistency of the Questionnaire (Cronbach's Alpha)

Variables	Cronbach's Alpha coefficient
Strategic Planning Effectiveness	0.862
Self-Emotions Appraisal	0.807
Others-Emotions Appraisal	0.850
Use of Emotion	0.860
Regulation of Emotion	0.867
All items	0.935

From table (2) above, we can see that all the study variables' Cronbach's alpha values are more than (0.7). The highest "Cronbach's "Alpha value is (0.867) belongs to the "Regulation of Emotion" dimension, while the lowest (0.807) belongs to the "Self-Emotions Appraisal". All items "Cronbach's "Alpha coefficient is (0.935).

Table 3 The Normality of the study variables

Variables	(K-S) coefficients	P-value
Strategic Planning Effectiveness	2.228	0.190
Self-Emotions Appraisal	1.162	0.089
Others-Emotions Appraisal	2.155	0.124
Use of Emotion	1.176	0.130
Regulation of Emotion	3.124	0.128

Table (1) showed the P- value of the variables, which are greater than (0.05) and this proves that the variables do belong to the normal distribution.

Data Analysis and Hypothesis Testing

After reviewing the methodology of the study and verifying the validity and reliability of the questionnaire, in this section we will present the results of the analysis and processing of the data collected from the respondents through the questionnaire..

Demographic Data of the Respondents

The demographic data of respondents, measured by four factors, are included in this study: sex, age, education level, occupation level, and work experience. Table (4) shows the frequencies and percentages for each factor.

Table 4 Demographic Data of the respondents

Items	Characteristics	Frequencies	Percentage
sex	Male	162	65.3%
	Female	86	34.7%
	Total	248	100%
Age	Less than 30 years old	10	4%
	From 30 to less than 39 years	105	42.3%
	From 40 to less than 49 years	96	38.7%
	From 50 to less than 59 years	31	12.5%
	More than 60 years	6	2.4%
	Total	248	100%
Education Level	Diploma	9	3.6%
	Bachelor	124	50%
	Master	80	32.2%
	PHD	35	14.1%
	Total	248	100%
Work Experience	Less than 5 years	95	38.3%
	5 to 10 years	100	40.3%
	More than 10 years	53	21.4%
	Total	248	100%

From Table (4), it can be observed that the majority of respondents were male (65.3%), and the age group from 30 to less than 39 years formed the largest proportion (42.3%). The majority of respondents had a bachelor's degree (50%), and the highest percentage of work experience fell within the category of 5 to 10 years (40.3%).

Description of Variables

To identify the level of strategic planning effectiveness and emotional intelligence in hospitals, the researcher utilized a descriptive analysis approach, analyzing the respondents' answers through the mean and standard deviation for the variable's dimensions.

Level of Strategic Planning Effectiveness (Dependent Variable)

The strategic planning effectiveness variable was measured by six statements. Table (5) shows the mean value and standard deviation for the respondents' answers towards this variable.

Statements	Means	Standard Deviation	Importance	Level
1. The strategic planning increased effectiveness in achieving the organizations objectives	4.12	1.239	High	1

2.	The strategic planning led to developing a sustainable competitive position;	4.05	1.231	High	2
3.	The strategic planning led to building commitment to action among line managers;	4.01	1.237	High	4
4.	The strategic planning led to developing a shared vision for the organization;	4.02	1.209	High	3
5.	The strategic planning led to a good fit between the external environment and the internal capabilities	3.97	1.120	High	6
6.	The strategic planning assisted managers to consider the future implications of the current decisions	4.00	1.196	High	5
Strategic Planning Effectiveness		4.03		High	

From Table (5), it can be observed that all strategic planning effectiveness statements are of high importance. The statement with the highest mean (4.12) and standard deviation (1.239) is "The strategic planning increased effectiveness in achieving the organization's objectives." The statement with the lowest mean (3.97) and standard deviation (1.120) is "The strategic planning led to a good fit between the external environment and internal capabilities." The overall strategic planning effectiveness scores a high-level mean average (4.03), indicating that according to respondents' opinions, the level of strategic planning effectiveness is high in the hospitals.

Level of Emotional Intelligence Dimensions (Independent Variables)

The emotional intelligence variable is composed of four dimensions. Each dimension was measured by several statements. The mean value and standard deviation for each dimension are presented in Tables (6), (7), (8), and (9).

Self-Emotions Appraisal

Table 6 shows the mean value and standard deviation for the respondents' answers regarding the Self-Emotions Appraisal dimension.

Items	Means	Standard Deviation	Importance	Level
I have a good sense of why I feel certain feelings most of the time.	3.76	1.001	High	4
I have a good understanding of my own emotions.	3.98	0.944	High	3
I really understand what I feel	4.09	0.839	High	1
I always know whether I am happy or not.	4.07	1.037	High	2
Self-Emotions Appraisal	3.98		High	

From Table (6), it can be observed that the Self-Emotions Appraisal statements are of high importance. The statement with the highest mean (4.09) and standard deviation (0.839) is "I really understand what I feel." The statement with the lowest mean (3.76) and standard deviation (0.818) is "I have a good sense of why I feel certain feelings most of the time." The Self-Emotions Appraisal dimension scores a high-level mean average (3.98), indicating that according to respondents' opinions, the level of Self-Emotions Appraisal in the hospitals is high.

Others-Emotions Appraisal

Table 7 shows the mean value and standard deviation for the respondents' answers regarding the Others-Emotions Appraisal dimension.

Items	Means	Standard Deviation	Importance	Level
I always know my friends' emotions from their behavior.	3.88	0.829	High	4
I am a good observer of others' emotions.	3.95	0.833	High	3
I am sensitive to the feelings and emotions of others.	4.02	0.891	High	1
I have a good understanding of the emotions of people around me.	3.97	0.839	High	2
Others-Emotions Appraisal	3.96		High	

Table (7) shows that the Others-Emotions Appraisal statements are of high importance. The statement with the highest mean (4.02) and standard deviation (0.891) is "I am sensitive to the feelings and emotions of others." The statement with the lowest mean (3.88) and standard deviation (0.829) is "I always know my friends' emotions from their behavior." The Others-Emotions Appraisal dimension scores a high-level mean average (3.96), indicating that according to respondents' opinions, the level of Others-Emotions Appraisal in the hospitals is high.

Use of Emotion

Table (8) shows the mean value and standard deviation for the respondents' answers regarding the Use of Emotion dimension.

Table 8 shows that the Use of Emotion statements are of high importance. The statement with the highest mean (4.28) and standard deviation (0.949) is "I would always encourage myself to try my best." The statement with the lowest mean (3.99) and standard deviation (0.967) is "I always set goals for myself and then try my best to achieve them." The Use of Emotion dimension scores a high-level mean average (4.14), indicating that according to respondents' opinions, the level of Use of Emotion in the hospitals is high.

Items	Means	Standard Deviation	Importance	Level
I always set goals for myself and then try my best to achieve them.	3.99	0.967	High	4

I always tell myself I am a competent person.	4.11	0.825	High	3
I am a self-motivating person.	4.17	0.914	High	2
I would always encourage myself to try my best.	4.28	0.949	High	1
Use of Emotion	4.14		High	

Regulation of Emotion

Table 9 shows the mean value and standard deviation for the respondents' answers regarding the Regulation of Emotion dimension.

Items	Means	Standard Deviation	Importance	Level
I am able to control my temper so that I can handle difficulties rationally.	3.88	0.914	High	2
I am quite capable of controlling my own emotions.	3.79	0.947	High	4
I can always calm down quickly when I am very angry.	3.68	0.953	High	5
I have good control of my emotions.	3.80	0.880	High	3
I really understand what I feel.	4.07	0.779	High	1
Regulation of Emotion	3.84		High	

Table (9) shows that the Regulation of Emotion statements are of high importance. The statement with the highest mean (4.07) and standard deviation (0.779) is "I really understand what I feel." The statement with the lowest mean (3.68) and standard deviation (0.880) is "I can always calm down quickly when I am very angry." The Regulation of Emotion dimension scores a high-level mean average (3.84), indicating that according to respondents' opinions, the level of Regulation of Emotion in the hospitals is high.

Emotional Intelligence

Table 10 summarizes the means of the emotional intelligence dimensions.

Items	Means	Importance	Level
Self-Emotions Appraisal	4.03	High	2
Others-Emotions Appraisal	3.96	High	3
Use of Emotion	4.14	High	1
Regulation of Emotion	3.84	High	4
Emotional intelligence	3.98	High	

The results show that the Use of Emotion dimension had the highest mean of the emotional intelligence dimensions, with a mean of 4.14 and it belongs to a high level, indicating that it is the most implemented and interesting dimension in the hospitals. On the other hand, the Regulation of Emotion dimension scored the lowest mean (3.84), and it is classified within a high level. The

overall emotional intelligence scored a high mean level (3.98), reflecting the hospitals' concern for implementing emotional intelligence and its high level.

Test of Hypotheses

The study was built on five hypotheses: one main and four subsidiary hypotheses. Three different types of statistical tests were used: multiple linear regression analysis, stepwise regression analysis, and simple linear regression analysis.

Test of Main Hypothesis

H0: There is no significant impact of emotional intelligence with its dimensions (Self-Emotions Appraisal, Others-Emotions Appraisal, Use of Emotion, and Regulation of Emotion) on the effectiveness of strategic planning in Jordanian Hospitals, at (α≤0.05).

Multiple linear regression was used to test the main hypothesis at the significance level (α ≤ 0.05).

Table 11 summarizes the results of the test of the main hypothesis.

Model Summary			ANOVA			Independent Variable	Coefficient		
R	**R2**	**R2 Adjust**	**F**	**DF**	**P-Value**		**B**	**T**	**P-Value**
0.585	0.342	0.331	31.564	4 243 247	0.000	**Self-Emotions Appraisal**	0.720	7.188	0.000
						Others-Emotions Appraisal	0.266	2.298	0.022
						Use of Emotion	0.348	3.252	0.001
						Regulation of Emotion	0.039	0.314	0.754

Table (11) shows that all the independent dimension variables (Self-Emotions Appraisal, Others-Emotions Appraisal, Use of Emotion, and Regulation of Emotion) and the dependent variable (effectiveness of strategic planning) have a significant impact because the P-Value is 0.000, which is less than 0.05.

The calculated F-value is 31.564, which is more than the F-value table value (2.42). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that there is a significant impact of emotional intelligence with its dimensions on the effectiveness of strategic planning in Jordanian Hospitals at (α≤0.05).

Table (11) also shows that there is a "positive (strong)" correlation between the independent dimensions and the dependent variables, demonstrated by the R-value (R=0.585), which is more than 0.5. Additionally, the R2-value is 0.342, and the Adjusted R2 is 0.331, indicating that emotional

intelligence with its dimensions contributes to the effectiveness of strategic planning by about 34.2%, and the remaining percentage is due to other factors.

In addition, the calculated t-values for the dimensions (Self-Emotions Appraisal: 7.188, Others-Emotions Appraisal: 2.298, Use of Emotion: 3.252) are more than the t-table value (1.986), and the P-Values for t are less than 0.05. This indicates that there is a statistically significant impact of Self-Emotions Appraisal, Others-Emotions Appraisal, and Use of Emotion on the effectiveness of strategic planning. However, the dimension Regulation of Emotion (t-value:

0.314) doesn't have a significant impact on the effectiveness of strategic planning, as its t-value is less than the t-table value (1.986), and the P-Value for t is more than 0.05.

Stepwise Regression

Stepwise Regression categorizes the independent variables based on their level of contribution to the dependent variable while eliminating variables with little or no contribution. The outcomes of the Stepwise Regression process are presented in Table (12).

Table 12 summarizes the results of the Stepwise Regression analysis for the main hypothesis.

	Variables	Model Summary			ANOVA		Coefficients
		R	R2	R2 Adjust	F	P-Value	T
1	Self-Emotions Appraisal	0.550	0.303	0.300	106.906	0.000	10.340
2	Self-Emotions Appraisal	0.565	0.320	0.314	57.515	0.000	6.698
	Use of Emotion						2.443
3	Self-Emotions Appraisal	0.585	0.342	0.334	42.209	0.000	7.260
	Use of Emotion						3.323
	Others-Emotions Appraisal						2.865

The stepwise results categorize the independent variables into three groups. The first group includes Self-Emotions Appraisal, which has the highest contribution to the dependent variable (effectiveness of strategic planning), estimated at 30.3%.

The second group includes two dimensions, Self-Emotions Appraisal and Use of Emotion, raising the contribution of the group to 32%. This suggests that Use of Emotion has the second-highest contribution to the effectiveness of strategic planning. The third group, after adding Others-Emotions Appraisal, raises the contribution to 34.2%.

Test of First Sub-Hypothesis

H01.1: There is no significant impact of the Self-Emotions Appraisal on the effectiveness of strategic planning among Middle and Higher Management in Jordanian Hospitals, at ($\alpha \leq 0.05$).

Simple linear regression was used to test the first sub-hypothesis at the significance level ($\alpha \leq 0.05$).

Table 13 summarizes the results of the test of the first sub-hypothesis.

Independent Variable	R	R2	R2 Adjust	B	Dependent Variable	t-table value	t – Calculated value	SIG
Self-Emotions Appraisal	0.550	0.303	0.300	0.799	Effectiveness Of Strategic Planning	1.962	10.340	0.000

Table (13) shows that the calculated t-value (10.340) is higher than the t-table value (1.962). This indicates that there is a statistically significant impact of the independent variable (Self-Emotions Appraisal) on the dependent variable (Effectiveness Of Strategic Planning). Additionally, the significant value of t is less than 0.05. Therefore, the hypothesis is accepted, which states that there is a significant impact of the Self-Emotions Appraisal on the effectiveness of strategic planning among Middle and Higher Management in Jordanian Hospitals at ($\alpha \leq 0.05$).

Table (13) also shows that there is a positive (strong) correlation between the independent variable and the dependent variable, as demonstrated by the R-value (R=0.550), which is more than 0.5. Moreover, the R2-value is 0.303, and the Adjusted R2 is 0.300, indicating that the Self-Emotions Appraisal contributes to the effectiveness of strategic planning by about 30.3%, and the remaining percentage is due to other factors.

Test of Second Sub-Hypothesis

H02.1: There is no significant impact of the Others-Emotions Appraisal on the effectiveness of strategic planning among Middle and Higher Management in Jordanian Hospitals, at ($\alpha \leq 0.05$).

Simple linear regression was used to test the second sub-hypothesis at the significance level ($\alpha \leq 0.05$).

Table 14 summarizes the results of the test of the second sub-hypothesis.

Independent Variable	R	R2	R2 Adjust	B	Dependent Variable	t-table value	t – Calculated value	SIG
Others-Emotions Appraisal	0.180	0.032	0.028	0.283	Effectiveness Of Strategic Planning	1.962	2.871	0.004

Table (14) shows that the calculated t-value (5.282) is higher than the t-table value (1.962). This indicates that there is a statistically significant impact of the independent variable (Others-Emotions Appraisal) on the dependent variable (Effectiveness Of Strategic Planning). Additionally, the significant value of t is less than 0.05. Therefore, the hypothesis is accepted, which states that there is a significant impact of the Others-Emotions Appraisal on the effectiveness of strategic planning among Middle and Higher Management in Jordanian Hospitals at ($\alpha \leq 0.05$).

Table (19) also shows that there is a positive (moderate) correlation between the independent variable and the dependent variable, as demonstrated by the R-value (R=0.466), which is more than

0.3. Moreover, the R2-value is 0.217, and the Adjusted R2 is 0.213, indicating that the Others-Emotions Appraisal contributes to the effectiveness of strategic planning by about 21.7%, and the remaining percentage is due to other factors.

Test of Third Sub-Hypothesis

H03.1: There is no significant impact of the Use of Emotion on the effectiveness of strategic planning among Middle and Higher Management in Jordanian Hospitals, at (α≤0.05).

Simple linear regression was used to test the third sub-hypothesis at the significance level (α ≤ 0.05).

Table 15 summarizes the results of the test of the third sub-hypothesis.

Independent Variable	R	R2	R2 Adjust	B	Dependent Variable	t-table value	t – Calculated value	SIG
Use of Emotion	0.441	0.195	0.192	0.635	Effectiveness of Strategic Planning	1.962	7.717	0.000

Table (15) shows that the calculated t-value (7.856) is higher than the t-table value (1.962). This indicates that there is a statistically significant impact of the independent variable (Use of Emotion) on the dependent variable (Effectiveness Of Strategic Planning). Additionally, the significant value of t is less than 0.05. Therefore, the hypothesis is accepted, which states that there is a significant impact of the Use of Emotion on the effectiveness of strategic planning among Middle and Higher Management in Jordanian Hospitals at (α≤0.05).

Table (15) also shows that there is a positive (strong) correlation between the independent variable and the dependent variable, as demonstrated by the R-value (R=0.526), which is more than 0.5. Moreover, the R2-value is 0.277, and the Adjusted R2 is 0.275, indicating that the Use of Emotion contributes to the effectiveness of strategic planning by about 27.7%, and the remaining percentage is due to other factors.

Test of Fourth Sub-Hypothesis

H04.1: There is no significant impact of the Regulation of Emotion on the effectiveness of strategic planning among Middle and Higher Management in Jordanian Hospitals, at (α≤0.05). Simple linear regression was used to test the fourth sub-hypothesis at the significance level (α ≤ 0.05).

Table 16 summarizes the results of the test of the fourth sub-hypothesis.

Independent Variable	R	R2	R2 Adjust	B	Dependent Variable	t-table value	t – Calculated value	SIG
Regulation of Emotion	0.282	0.079	0.076	0.430	Effectiveness of Strategic Planning	1.962	4.608	0.000

Table (16) shows that the calculated t-value (2.632) is higher than the t-table value (1.962). This indicates that there is a statistically significant impact of the independent variable (Regulation of Emotion) on the dependent variable (Effectiveness Of Strategic Planning). Additionally, the significant value of t is less than 0.05. Therefore, the hypothesis is accepted, which states that there is a significant impact of the Regulation of Emotion on the effectiveness of strategic planning among Middle and Higher Management in Jordanian Hospitals at ($\alpha \leq 0.05$).

Table (16) also shows that there is a positive (weak) correlation between the independent variable and the dependent variable, as demonstrated by the R-value (R=0.175), which is less than 0.3. Moreover, the R2-value is 0.031, and the Adjusted R2 is 0.026, indicating that the Regulation of Emotion contributes to the effectiveness of strategic planning by about 3.1%, and the remaining percentage is due to other factors.

Discussion

The findings of this study have several implications for both theory and practice. From a theoretical perspective, the study contributes to the growing body of research that explores the relationship between emotional intelligence and organizational outcomes. The significant impact of emotional intelligence dimensions on strategic planning effectiveness highlights the importance of considering emotional factors alongside rational considerations in decision-making processes. This study provides empirical evidence that emotional intelligence is not only relevant but also influential in the strategic planning context.

Moreover, the study's findings support the notion that emotional intelligence is a multidimensional construct. The dimensions of emotional intelligence—Self-Emotions Appraisal, Others-Emotions Appraisal, Use of Emotion, and Regulation of Emotion—have varying impacts on strategic planning effectiveness. This understanding adds nuance to the conceptualization of emotional intelligence and underscores the need to consider its specific dimensions when studying its effects on organizational outcomes.

From a practical perspective, the results of this study have several implications for hospital administrators, middle and higher management, and healthcare professionals in Jordanian Hospitals. The findings suggest that investing in the development of emotional intelligence skills among staff can enhance the effectiveness of strategic planning processes. Hospital administrators can prioritize training and development programs that focus on improving self-awareness, social awareness, emotion utilization, and emotional regulation.

To enhance the Self-Emotions Appraisal dimension, training programs can focus on promoting self-reflection, introspection, and emotional self-awareness. This can help managers better understand their emotional triggers, reactions, and biases, enabling them to make more informed and rational decisions during strategic planning.

To bolster the Others-Emotions Appraisal dimension, hospitals can offer training that emphasizes

active listening, empathy, and understanding the perspectives and emotions of colleagues, stakeholders, and patients. These skills can enhance collaboration, stakeholder engagement, and alignment with the broader healthcare ecosystem during strategic planning processes.

To strengthen the Use of Emotion dimension, training initiatives can focus on cultivating a growth mindset, fostering intrinsic motivation, and providing tools for effectively leveraging positive emotions. By empowering managers to use their emotions as resources, hospitals can encourage innovative thinking, creativity, and strategic agility in the planning process.

To address the Regulation of Emotion dimension, training programs can provide strategies for stress management, emotional regulation, and maintaining composure under pressure. Developing emotional resilience can enable managers to navigate challenges, uncertainties, and setbacks during the strategic planning journey.

Furthermore, hospitals can integrate emotional intelligence considerations into leadership development programs. By equipping leaders with emotional intelligence skills, hospitals can ensure that their strategic planning teams are guided by leaders who exhibit empathy, effective communication, and the ability to motivate and inspire others.

In conclusion, this study sheds light on the significant impact of emotional intelligence and its dimensions on the effectiveness of strategic planning in Jordanian Hospitals. The dimensions of emotional intelligence—Self-Emotions Appraisal, Others-Emotions Appraisal, Use of Emotion, and Regulation of Emotion—play distinct but interconnected roles in influencing strategic planning outcomes. These findings underscore the importance of emotional intelligence as a valuable competency for individuals involved in strategic decision-making processes within the healthcare industry.

As hospitals continue to navigate the complexities of the healthcare landscape, emotional intelligence can serve as a catalyst for improved collaboration, more effective decision-making, enhanced stakeholder engagement, and overall organizational success. By recognizing the power of emotional intelligence and investing in its development, hospitals can cultivate a culture of emotional intelligence that not only enhances strategic planning but also contributes to the delivery of high-quality patient care and the well-being of healthcare professionals.

Conclusion

the study indicates that Jordanian hospitals display a high level of strategic planning effectiveness and emotional intelligence among middle and higher management. The results show a significant positive impact of emotional intelligence dimensions, such as Self-Emotions Appraisal, Others-Emotions Appraisal, Use of Emotion, and Regulation of Emotion, on the effectiveness of strategic planning in these hospitals. These dimensions collectively contribute to about 34.2% of the improvement in strategic planning effectiveness.

Specifically, Self-Emotions Appraisal has the most significant impact, with a positive correlation

between self-awareness and effective strategic planning. Others-Emotions Appraisal, though with a relatively weaker correlation, still plays a role in considering the emotions of others and collaborating effectively. Use of Emotion shows a moderate impact, indicating that utilizing emotions for decision-making positively influences strategic planning. Regulation of Emotion also contributes, implying that managing emotions, particularly in challenging situations, aids in better planning outcomes.

As recommendations, healthcare organizations in Jordanian Hospitals are advised to prioritize the development of emotional intelligence skills among employees. This could involve training programs, workshops, and incorporating emotional intelligence assessments during recruitment. Building a culture that values emotional intelligence and open communication, promoting shared vision, considering emotional factors in strategic planning, and fostering interdisciplinary collaboration are important steps. Leadership development in emotional intelligence, regular assessment of emotional climate, and continuous evaluation of initiatives are also recommended.

Overall, integrating emotional intelligence into the strategic planning process is suggested as a holistic approach to improve decision-making, collaboration, and organizational outcomes.

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