

## *The Impact of Emotional Intelligence on the Quality of Decision-Making: A Case Study of Saïdal Algeria*

تأثير الذكاء العاطفي على جودة اتخاذ القرار: دراسة حالة شركة صيدال الجزائر

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### **Abstract:**

*This research explores how emotional intelligence affects decision-making quality in Saïdal, Algeria, highlighting its practical significance. Using a quantitative correlational methodology, the study examines self-awareness, self-regulation, and social competence. Data were collected via structured questionnaires and in-depth interviews with professionals making strategic and operational decisions. Findings show a positive correlation between emotional intelligence and decision-making effectiveness, with regression analysis identifying self-awareness as the only significant predictor of decision-making quality. This underscores its crucial role in improving decision outcomes, while the impact of self-regulation and social skills is more context-dependent. By providing empirical insights, the study enhances the understanding of emotional intelligence as a vital factor in decision-making processes, adding meaningful value to the literature.*

**Keywords:** Emotional intelligence; Decision-making; Self-awareness; Self-management; Social skills.

**Jel Classification Codes:** D91; M12

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## **Introduction:**

Sound decision-making is paramount for organizational success in today's dynamic business environment. Emotional intelligence (EI), the ability to understand and manage one's emotions and those of others, is increasingly recognised as a critical factor in enhancing cognitive processes and improving decision quality. While the link between EI and decision-making has garnered scholarly attention, it remains an area where our understanding is not yet fully developed.

Previous research demonstrates the multifaceted impact of EI on decision outcomes, highlighting the roles of self-awareness, self-management, and social skills as key constructs (Azoury et al., 2013; Khir et al., 2016). Despite this progress, a gap persists in fully delineating the individual contributions of these EI components to decision-making quality. Furthermore, most research focuses on general emotional intelligence rather than its specific dimensions. (Khalisah, 2023) Recent studies suggest that self-awareness and self-management might be crucial for rational decision-making (Kozlowski et al., 2017), and social skills promote team-based problem-solving. (I. Osman et al., 2016; M. N. H. Osman & Nahar, 2015). However, effective self-management minimises errors and enhances decision-making quality (Azoury et al., 2013; Sanyal & Biswas, 2014).

Additionally, scholars marginalise self-management as a pivotal element in emotional intelligence. (Alaamri et al., 2023). This oversight may lead to an incomplete understanding of how emotional intelligence contributes to effective decision-making. However, empirical evidence directly linking these components to concrete improvements in decision-making quality, particularly in specific organizational contexts, remains limited.

This research addresses a research problem: ***To what degree do the dimensions of emotional intelligence, notably self-awareness, self-regulation, and social competence, influence the decision-making quality at SAIDAL in Algeria?"***

To address this question, this study proposes the following research questions:

- Is there an impact of emotional intelligence on the quality of decision-making in Saïdal?
- Is there an impact of self-awareness on the quality of decision-making in Saïdal?
- Is there an impact of self-management on the quality of decision-making in Saïdal?
- Is there an impact of social skills on the quality of decision-making in Saïdal?

Based on these questions, the following hypotheses are tested:

- **Main Hypothesis:**

**H<sub>1</sub>:** There is a significant impact of emotional intelligence on the quality of decision-making in Saïdal.

- **Sub-Hypotheses:**

**H<sub>2</sub>:** There is a significant impact of self-awareness on the quality of decision-making in Saïdal.

**H<sub>3</sub>:** There is a significant impact of self-management on the quality of decision-making in Saïdal.

**H<sub>4</sub>:** There is a significant impact of social skills on the quality of decision-making in Saïdal.

This research is crucial as it presents empirical evidence about how emotional intelligence (EI) components relate to decision-making quality. This evidence will be invaluable for management in Saïdal and other organisations in Algeria, helping them recognise the significance of EI in improving their decision-making abilities as professionals. Thus, this study aims to empirically investigate how emotional intelligence- evident in self-awareness, self-management, and social skills- affects decision-making within Saïdal, Algeria, providing practical insights that can be applied in real-world scenarios.

This research is motivated by both contextual and theoretical considerations. Contextually, Saïdal Algeria represents a valuable case due to the growing importance of strategic decision-making in the pharmaceutical industry and the limited existing research on the impact of EI in the Algerian context. Theoretically, the study contributes to the ongoing debate about the relative importance of different EI dimensions by providing empirical evidence from a non-Western cultural setting (Research motivations).

This study contributes uniquely in three key areas:

Theoretically, it offers a deeper understanding of how self-awareness, self-management, and social skills impact decision-making quality.

Practically, it delivers actionable insights for Saïdal and other organisations in Algeria on how to develop and utilise emotional intelligence (EI) to improve decision-making effectiveness.

## **I- LITERATURE REVIEW**

Emotional intelligence is critical in modern decision-making. Moreover, it enhances cognitive processing. However, it remains under-explored.(Kozlowski et al., 2017) Furthermore, research has demonstrated its relevance. Additionally, scholars have noted its multifaceted impact. Consequently, this review highlights key constructs R(Azoury et al., 2013; Khir et al., 2016).

Self-awareness is essential. Indeed, it involves recognising one's emotions. Moreover, it informs accurate decisions. However, its role is not yet fully delineated. Furthermore, self-awareness improves cognitive clarity. Thus, it positively influences decision quality(Khir et al., 2016; Kozako et al., 2013). Additionally, researchers marginalise self-awareness in decision-making models(Chadegani & Jari, 2016).

Self-management regulates impulses, fosters rational choices, and promotes consistent behaviour. However, some studies argue that self-management remains inconsistent (Kelly et al., 2020). Furthermore, effective self-management minimises errors, enhancing decision-making quality(Azoury et al., 2013; Sanyal & Biswas, 2014). Additionally, scholars marginalise self-management as a pivotal element in emotional intelligence.(Alaamri et al., 2023) This oversight may lead to an incomplete understanding of how emotional intelligence contributes to effective decision-making.

Social skills enable effective interactions, enrich decision-making, and facilitate better communication.(McDaniel et al., 2022). However, their influence is sometimes underestimated. Consequently, robust social skills ensure informed decisions and promote team-based problem-solving (I. Osman et al., 2016; M. N. H. Osman & Nahar, 2015). Hence, social skills are indispensable in quality decision-making.

Nevertheless, existing studies provide limited empirical evidence regarding the interplay of emotional intelligence components and decision-making quality. Moreover, most research focuses on general emotional intelligence rather than its specific dimensions. Furthermore, the literature marginalises self-awareness, self-management, and social skills when linked to decision outcomes. Additionally, prior studies rarely explore these variables in the Algerian context. Consequently, research on Saïdal Algeria remains scarce. Moreover, existing findings are fragmented and often theoretical. However, empirical validation is needed. (Guedjali, 2022) Likewise, methodological rigour is insufficient.

Additionally, the role of cultural context is under-investigated. Ultimately, this study addresses these gaps and clarifies these relationships. (Foley et al., 2023)

### **I-1 Quality of Decision-Making**

The quality of decision-making is often defined by its effectiveness in achieving desired outcomes, alignment with rational or evidence-based processes, and adaptability to contextual demands.(Dowie Jack & Kaltoft Mette Kjer, 2020) According to research, high-quality decision-making is characterised by accuracy, timeliness, and the ability to balance competing priorities(Geisler & Allwood, 2015; Ninson et al., 2022). In organisational settings, decision quality is further linked to strategic alignment and the ability to drive performance (Fasolo et al., 2024)(Fasolo et al., 2024)

### **I-2 Emotional Intelligence**

#### **II-2-1 Self-Awareness (Independent Variable):**

Self-awareness is the capacity to become the object of one's attention, involving the ability to actively identify, process, and store information about oneself(Morin, 2011). It is a critical component of emotional intelligence and is often described as the foundation for other emotional and social competencie(Gunawardena, 2018; Wamsler & Restoy, 2020). Self-awareness encompasses recognising one's emotions, thoughts, and behaviours and how these elements influence interactions with others, (Wamsler & Restoy, 2020).

#### **I-2-2 Self-Management (Independent Variable):**

Self-management is how individuals proactively apply cognitive and behavioural strategies to manage their thoughts, moods, behaviour, and environment(Carrier, 2022). It is a goal-oriented process emphasising self-regulation techniques to achieve desired outcomes(Gbarale, 2022; Mol et

al., 2022). Effective self-management enhances emotional intelligence, leading to more informed and balanced decision-making processes(Khalisah, 2023).

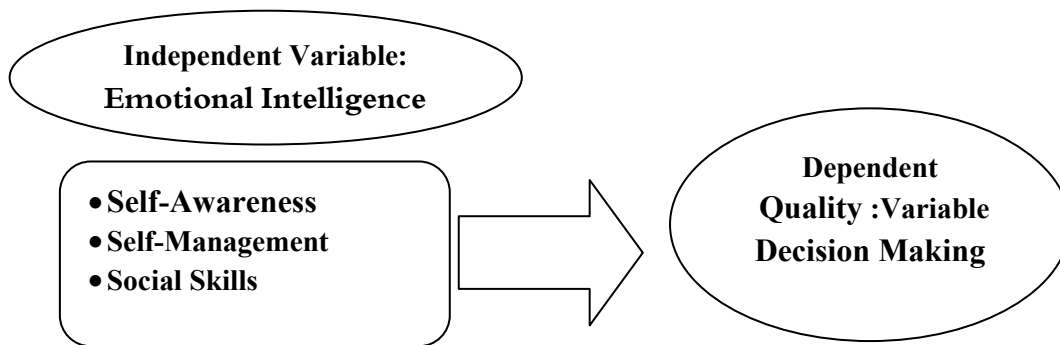
### **I-2-3 Social Skills (Independent Variable):**

Social skills are the complex behavioural and cognitive skills that facilitate social behaviour and interpersonal interactions(Heggestad et al., 2023). These skills are essential for building and maintaining relationships, communicating effectively, and navigating social situations (Grover et al., 2020; Horishna, 2022). Practical emotional intelligence enhances these social skills by allowing individuals to understand and manage their emotions and empathise, ultimately leading to a more informed and considerate decision-making process (Bulut, 2022).

### **I-3 Conceptual Framework**

The conceptual framework of the research is depicted in Figure 1.

**Figure 1. Conceptual Framework of the Research**



**The Source:** Prepared by the researchers

## **II. Methods and Materials:**

### **II.1 Research Methodology**

This study adopts a quantitative research approach to assess the impact of emotional intelligence on decision-making quality, with a particular focus on a case study of Saïdal, Algeria. A correlational research design was chosen to analyse and identify the relationships between the key dimensions of emotional intelligence—self-awareness, self-management, and social skills—and critical indicators of decision-making quality.

### **II.2 Research Design**

The research employs a correlational design, which is appropriate for examining the strength and direction of the associations between emotional intelligence and various facets of decision-making quality (e.g., accuracy, timeliness, and strategic alignment). By utilising this design, the

study can effectively capture how different emotional intelligence aspects contribute to enhanced real-time decision outcomes. Moreover, this design offers insights into potential causal links that warrant further investigation in future research.

### **II.3 Population and Sampling Procedures**

The target population for this study consists of professionals involved in decision-making processes within organisations operating in Saïdal. This includes managers, supervisors, and operational staff regularly making strategic and operational decisions. Given the case study nature of the research, a purposive sampling technique was employed to ensure that only individuals with substantial experience and insight into emotional intelligence and decision-making processes were included. However, the organisations in Saïdal represent a diverse range of industries, and a sample size of approximately 200 respondents was targeted to secure a representative cross-section of employees who are knowledgeable in the subject matter. This approach balances the need for in-depth insight with the generalizability of the findings.

Using Cochran's formula with finite population correction for N=500

- First compute the initial sample size (assuming  $Z=1.96$ ,  $p=0.5$ ,  $q=0.5$ ,  $e=0.05$ ):

$$n_0 = \frac{Z^2 pq}{e^2} = \frac{(1,96)^2 \times 0,5 \times 0,5}{(0,05)^2} \approx 384,16$$

- Then, apply the finite population correction:

$$n = \frac{n_0}{1 + \frac{n_0-1}{N}} = \frac{384,16}{1 + \frac{384,16-1}{500}} \approx 218$$

### **II.4 Data Collection Method**

Data were primarily collected using structured questionnaires designed to quantitatively measure the degree of emotional intelligence and its perceived impact on decision-making quality. The questionnaire items were developed based on a thorough review of the existing literature and subsequently validated through a pilot study and expert feedback to ensure reliability and content validity. In addition to the questionnaire, semi-structured interviews were conducted with key informants to provide supplementary qualitative insights and contextualise the quantitative findings.

The questionnaire was disseminated electronically to the selected respondents to facilitate a broader reach within the organisations and to ensure efficient data collection. The collected data were then subjected to statistical analysis using software such as SPSS25, which allowed for applying correlation and regression techniques. This analysis examined the relationship between the independent variable (emotional intelligence) and the dependent variable (decision-making quality), providing a comprehensive view of how emotional competencies impact decision outcomes.

**III- Results and discussion :**

The data analysis process involved rigorous statistical procedures to test the hypothesised relationships. Descriptive statistics were first employed to summarise the data, followed by inferential statistics, such as Pearson's correlation coefficient, to quantify the strength of the relationships among the variables. Regression analysis was further utilised to explore the predictive power of digital technology adoption on supply chain performance. These analyses comprehensively understand how digital initiatives translate into measurable performance enhancements within Sonatrach's supply chain operations.

**III-1 Reliability Assessment of the Measurement Scale:**

**Table 1. Values of Cronbach's alpha**

Cronbach's Alpha	Number of elements
0.788	<b>18</b>

**Source:** The preparation of researchers and the adoption of the 25

Table 1 reports the results of a reliability coefficient of 0.788, indicating an acceptable level of internal consistency for the 18 items, suggesting that the scale used to measure the constructs is sufficiently reliable for empirical analysis.

**III-2 Correlation Analysis:**

**Table 2. Correlation with Supply Chain Performance**

Independent Variable	Pearson Correlation with Quality of Decision Making	Sig. (2-tailed)	N
Self-awareness	0.350**	0.000	218
Self Management	0.207**	0.003	218
Social Skills	0.183**	0.010	218

**Source:** The preparation of researchers and the adoption of the 25

The correlation coefficients suggest that self-awareness exhibits the strongest positive association with decision-making quality, followed by self-management and social skills. In particular, the correlation between self-awareness and the quality of decision-making is 0.350 and statistically significant at conventional levels, indicating that individuals with higher self-awareness tend to report better decisions. Self-management and social skills also show positive and significant correlations of 0.207 and 0.183, respectively, though their magnitudes are notably smaller. These findings imply that while all three personal competencies relate positively to decision-making quality, self-awareness may influence individuals' capacity to make sound decisions.

From a statistical standpoint, the significance of these correlations points to a robust linear relationship in the sample. However, caution should be exercised when drawing causal inferences without a more rigorous identification strategy (Tikka et al., 2021). The intercorrelations among the independent variables (particularly the strong association between self-awareness and self-management) underscore the potential for overlapping constructs. (Tendolkar et al., 2021) However, they remain within a range that does not immediately suggest problematic multicollinearity (Kim, 2019). Economically, these results imply that enhancing personal competencies—especially self-awareness—could yield measurable improvements in decision outcomes (Xu et al., 2021). Nonetheless, the modest correlation magnitudes indicate that other factors not captured in the model also play an essential role in determining decision-making quality. (Sałek, 2019)

### III-3 Multiple Linear Regression Analysis:

**Table 3. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.354 <sup>a</sup>	.125	.112	.89394

<sup>a</sup>. Predictors: (Constant), Social\_Skills, Self\_Awareness, Self\_Management

**Source:** The preparation of researchers and the adoption of the 25

**Table 4. Coefficients of the Dependent and Independent Variables**

Model	Unstandardised B	Coefficients Std. Error	Standardised Coefficients Beta	t	Sig.	Collinearity Tolerance	Statistics VIF
(Constant)	1.169	0.592		1,977	0,049		
Self_Awareness	0.742	0.182	0.389	4,085	0,000	0,494	2,026
Self_Management	-0.109	0.143	-0.073	-0,760	0,448	0,448	2,051
Social_Skills	0.041	0.142	0.023	0,286	0,775	0,690	1,450

*Dependent Variable: Quality of Decision Making*

**Source:** The preparation of researchers and the adoption of the 25

Table 3 presents the regression results, revealing that emotional intelligence accounts for a modest but meaningful portion of the variance in decision-making quality ( $R = 0.354$ ,  $R^2 = 0.125$ , adjusted  $R^2 = 0.112$ ), indicating that while self-awareness, self-management, and social skills together explain roughly 12.5 % of outcome variability, much remains influenced by other factors (Geisler & Allwood, 2015; Xu et al., 2021). The standard error (0.89394) suggests that the model's predictions are moderately precise. However, the relatively low explained variance underscores the inherently multifactorial nature of managerial decision processes (Dowie Jack & Kalsoft Mette Kjer, 2020).

Table 4 presents the standardised coefficients, which capture each independent variable's effect on the decision-making quality. When examining the individual coefficients, self-awareness emerges as a robust positive predictor ( $\beta = 0.389$ ,  $p < 0.001$ ), corroborating findings that heightened introspective capacity enables executives to interpret contextual cues and regulate biases more effectively (Kozlowski et al., 2017; Morin, 2011). In contrast, self-management exhibits a slight negative, non-significant effect ( $\beta = -0.073$ ,  $p = 0.448$ ), suggesting that in Saïdal's highly structured, hierarchy-driven environment, attempts at emotion regulation may be constrained or even counterproductive when rigid protocols limit autonomy (Alaamri et al., 2023; Sanyal &

Biswas, 2014). Similarly, social skills carry a negligible and non-significant coefficient ( $\beta = 0.023$ ,  $p = 0.775$ ), implying that while collegial interactions are superficially linked to decision quality, their direct impact may be overshadowed by organisational norms or mediated through team cohesion mechanisms not captured here (Bulut, 2022; I. Osman et al., 2016). Importantly, variance inflation factors below 2.1 confirm that these predictors function independently rather than reflecting redundant constructs (Kim, 2019).

These findings highlight self-awareness as the pivotal EI dimension for fostering effective decision-making in the Algerian pharmaceutical context while pointing to the cultural and structural contingencies that may attenuate the utility of self-management and social competency (Foley et al., 2023). Future investigations should, therefore, integrate additional cognitive and contextual moderators—such as leadership style, emotional climate, and risk tolerance—to more fully elucidate the pathways through which EI influences strategic and operational decisions (Tikka et al., 2021; Uğurlar & Wulff, 2022).

In unstandardised form, the estimated decision-making quality ( $\hat{Y}$ ) is given by:

$$\hat{Y} = 1,169 + 0,742(\textit{Self - Awareness})s - 0,109(\textit{Self - Management}) + 0,041(\textit{Social Skills})$$

### **Discussion and conclusion:**

The correlational analysis demonstrated positive and significant associations between decision-making quality and the three components of emotional intelligence—self-awareness, self-management, and social skills. However, the subsequent regression analysis revealed that only self-awareness emerged as a significant predictor of decision-making quality within this sample. Although self-management and social skills positively correlated with decision-making quality, they did not retain significance in the regression model.

Moreover, the positive correlations indicate that each dimension of emotional intelligence contributes to improved decision-making. In particular, the more substantial effect of self-awareness suggests that understanding one's emotions and personal capabilities exerts a powerful influence on decision-making quality in Saïdal, Algeria. Conversely, the non-significant results for self-management and social skills in the regression analysis imply that other factors may mediate their influence or be less directly impactful in this specific setting.

Furthermore, these findings are broadly consistent with previous research. For instance, studies by (Azoury et al., 2013; Khir et al., 2016) have underscored the overall role of emotional intelligence in enhancing decision quality; however, they primarily focused on emotional intelligence as a unified construct. In contrast, the current study delves deeper by examining the specific dimensions, and the strong influence of self-awareness aligns with the observations (Kozlowski et al., 2017). On the other hand, the unexpected non-significance of self-management and social skills in our regression model may contradict some earlier research (I. Osman et al., 2016; M. N. H. Osman & Nahar, 2015) and suggest that additional factors and contextual variables could play a more critical role.

In addition, this study is limited by its correlational design, which precludes any causal inferences. Furthermore, since the research is based on a single case study in Saïdal, Algeria, the

generalizability of the findings is restricted. Although the sampling approach targeted professionals directly involved in decision-making, the reliance on self-reported data and potential biases should be acknowledged as factors that might influence the results.

Despite their positive correlations, the lack of significance for self-management and social skills in the regression analysis is surprising. This finding could indicate several possibilities. First, mediating variables may influence the relationship, whereby these dimensions indirectly affect decision-making quality through their impact on self-awareness or other unmeasured factors. Second, the cultural context of Saïdal might modulate the importance of self-management and social skills in decision-making processes. Third, methodological issues such as the measurement instruments or sample size may have contributed to the inability to detect significant effects for these variables.

Consequently, future research should consider longitudinal designs to better explore the causal relationships between emotional intelligence and decision-making quality. Additionally, comparative studies across diverse industries and cultural contexts would be beneficial to examine how the relative importance of each emotional intelligence component may vary. Finally, further investigation should explore whether self-management and social skills mediate the relationship between self-awareness and decision-making quality.

### **Conclusion:**

This study examined how emotional intelligence, precisely its dimensions of self-awareness, self-management, and social skills, influences the quality of decision-making in Saïdal, Algeria. We tested four hypotheses: that overall emotional intelligence ( $H_1$ ), self-awareness ( $H_2$ ), self-management ( $H_3$ ), and social skills ( $H_4$ ) each significantly affect decision-making quality.

Our findings support  $H_1$  and  $H_2$  but lead us to reject  $H_3$  and  $H_4$ . Correlation analysis demonstrated that all three EI dimensions were positively associated with decision outcomes; however, multiple regression revealed that only self-awareness emerged as a statistically significant predictor ( $\beta = 0.389$ ,  $p < 0.001$ ), confirming that individuals' capacity to recognise and understand their own emotions substantially enhances their decision-making effectiveness. In contrast, neither self-management ( $\beta = -0.073$ ,  $p = 0.448$ ) nor social skills ( $\beta = 0.023$ ,  $p = 0.775$ ) maintained significance once the shared variance among predictors was accounted for, indicating their effects may be context-bound or mediated by other organisational factors.

These results underscore self-awareness as the linchpin of EI's influence on decision-making within the Algerian pharmaceutical context while highlighting that the roles of self-management and social skills warrant further exploration under different cultural or structural conditions. By isolating the unique contribution of each EI dimension, this study enriches the literature on emotional intelligence and decision processes, particularly in non-Western settings where empirical evidence has been scarce. Our work validates the primacy of self-awareness in managerial judgments and paves the way for future research into additional moderating variables, such as leadership climate and risk tolerance, that may unlock the full explanatory power of emotional intelligence in organisational decision-making.

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