



PÉCSI TUDOMÁNYEGYETEM  
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Faculty of Business and Economics

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## Thesis Summary

The Interplay of Emotional Intelligence, Job Performance and Job Satisfaction:  
The Moderating Role of Work Environments at Orange Jordan

Doctor of Philosophy

By

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## Abstract

In recent decades, there has been increasing interest in the research of emotional intelligence (EI) and its relationship with other employee outcomes. EI, which encompasses abilities such as recognizing and managing one's emotions, empathizing with others, and navigating social complexities, has significantly enhanced various aspects of work life. Building on this understanding, this thesis explores the interplay between EI, job performance, and job satisfaction, focusing on the moderation effect of work environments (online/office) on these relationships at Orange Jordan company. The research addresses a notable gap in the existing literature, as there is a lack of studies in the domain of telecom companies in Jordan, underscoring the importance and originality of this research.

Using a quantitative design, the research gathered data through surveys incorporating EI, job satisfaction, and performance questionnaires, with responses from 185 Orange Jordan employees. Analysis via SPSS v26 tested six hypotheses, confirming that EI positively influences job satisfaction and performance. Furthermore, job satisfaction significantly impacts performance. However, the work environment (online vs. office) showed no significant moderating effect on these relationships.

The findings contribute to human resource (HR) models by emphasizing EI's role in HR development and advocating for industry-specific EI approaches. The research calls for expanding EI studies geographically and integrating organizational dynamics into EI frameworks, encouraging longitudinal studies for deeper insights.

Practical recommendations for Orange Jordan include implementing EI-focused workshops, coaching, and regular assessments tailored to the telecom sector. Leadership training should emphasize EI for stress management, and fostering social support networks through mentorship and team-building is advised. Integrating EI into recruitment and prioritizing job satisfaction is also recommended to enhance performance. By adopting these strategies, Orange Jordan can bolster its workforce's emotional intelligence, improving job satisfaction, performance, and competitive positioning in the telecom industry.

**Keywords:** Emotional Intelligence, Job Performance, Job Satisfaction, Work Environment, Telecom Industry.

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## Chapter One: Introduction

### 1.1 Introduction

In the contemporary business landscape, transforming traditional employment paradigms has brought new challenges and opportunities for employees and organizations. This dissertation examines relationships between emotional intelligence, job performance, and job satisfaction, specifically focusing on the moderating role of the work environment in these relationships at Orange Jordan.

Emotional Intelligence (EI) has emerged as a pivotal factor in enhancing job performance and job satisfaction across various professional settings. The study of EI has a relatively recent but rich history, tracing back to early 20th-century research on social intelligence. Thorndike (1920) introduced the idea of social intelligence, suggesting that individuals possess the capacity to understand and manage human interactions. This concept laid the groundwork for the later development of EI. The term "emotional intelligence" was coined by Peter Salovey and John D. Mayer in 1990, who defined it as the ability to monitor one's own and others' feelings, to discriminate among them, and to use this information to guide one's thinking and actions (Salovey & Mayer, 1990). Their foundational work marked the beginning of a focused exploration into how emotional competencies influence various life outcomes, including those in professional settings (Goleman, 1995; Mayer et al., 2008).

As research into EI progressed, its significance in the workplace became increasingly apparent. Daniel Goleman's seminal book "Emotional Intelligence," published in 1995, expanded on the concept introduced by Salovey and Mayer, linking EI to various aspects of life, including job performance and leadership effectiveness (Goleman, 1995). This groundbreaking perspective highlighted that emotional competencies are central to professional success. Subsequent studies demonstrated that employees with high EI are more successful in managing their emotions and interacting effectively with colleagues, fostering a more productive and harmonious work environment (Ashkanasy & Daus, 2005).

Understanding the impact of EI on workplace outcomes requires a clear definition of key terms. Job performance is commonly defined as the degree to which an individual successfully fulfils the factors included in their job description, encompassing the efficiency

and effectiveness of job tasks (Viswesvaran & Ones, 2000). On the other hand, job satisfaction refers to the extent to which employees feel fulfilled and content with their job roles, including aspects such as the work environment, job roles, and relationships with colleagues and supervisors (Locke, 1976). These definitions are essential as we explore how EI impacts these critical organizational outcomes.

A pivotal meta-analysis revealed that EI positively correlates with job performance, particularly in roles requiring high emotional labor. This analysis demonstrated that employees adept at managing their emotions are better equipped to handle the demands of jobs involving frequent interactions with clients or customers (Joseph & Newman, 2010). Similarly, EI significantly predicts job performance and job satisfaction across various industries, underscoring the universal relevance of EI in enhancing workplace outcomes (Wong & Law, 2002).

Building on these findings, researchers have delved into the specific mechanisms EI influences job performance. Individuals with high EI are better at managing stress, leading to improved job performance. Managing stress effectively allows employees to maintain high productivity even under pressure (Lopes et al., 2010). Additionally, a meta-analysis reinforced the positive relationship between EI and job performance, noting that EI contributes to performance by enhancing interpersonal interactions and teamwork (O'Boyle et al., 2011).

The work environment has undergone a profound transformation in the aftermath of COVID-19, with the adoption of remote work accelerating significantly across the globe. Before the pandemic, traditional office settings were predominant, with employees working on-site and benefiting from direct, face-to-face interactions. However, the necessity of social distancing and lockdown measures forced organizations to transition to remote work models. As a result, many companies, including technology-driven organizations, have adopted remote models. This shift introduced new dynamics in the relationship between EI, job performance, and job satisfaction. Remote work offers flexibility and reduces commute stress, potentially enhancing job satisfaction (Golden et al., 2008). However, it also presents challenges, such as professional isolation and the need for effective virtual communication skills (Wang et al., 2021).

The impact of EI on job satisfaction is another area of considerable interest. Employees with high EI are better equipped to effectively manage their interactions with colleagues, fostering a work environment that promotes high performance and job satisfaction (Harms & Credé, 2010). Walter, Cole, and Humphrey (2011) found that employees' EI positively affects their job satisfaction and organizational commitment. This relationship suggests that the emotional competencies of employees can enhance overall organizational performance (Brunetto et al., 2012).

This introductory chapter lays the groundwork for the exploration of this research inquiry. It defines the scope of the study, identifies the problem statement, underscores the significance of the investigation, specifies the goals to be accomplished, formulates the research questions, and establishes the hypotheses to be tested. Additionally, it acknowledges potential limitations and provides an overview of the subsequent organization of the study. Central to this inquiry is investigating the interplay between emotional intelligence, job performance, and job satisfaction among Orange Jordan employees, considering the moderator effect of work environments (online/office). Through a nuanced understanding of the interplay between emotional intelligence and these critical organizational outcomes, this research endeavors to empower organizations with effective strategies to amplify job performance and enhance job satisfaction within their teams (Goleman et al., 2002).

## **1.2 The Evolution and Impact of Orange Jordan on the Jordanian Telecom Sector: A Journey of Growth and Technological Transformation**

The telecom sector in Jordan is a cornerstone of the national economy and a driver of technological progress. It has undergone significant transformation, evolving from traditional telecom to a technology-driven industry, thanks to liberalization policies initiated in the early 2000s. These policies foster competition, innovation, and growth, with mobile and internet services becoming central to Jordan's economic framework. The Telecom Regulatory Commission (TRC) reports continuous growth in subscribers and revenue, affirming the sector's substantial GDP contributions.

The sector's liberalization has attracted private investment, improving service quality and affordability. Digital adoption, spurred by global trends and local initiatives, has unlocked new growth opportunities. Orange Jordan, a key player, has spearheaded this transformation

through investments in broadband infrastructure, 4G enhancements, and the development of 5G technology. These initiatives have supported increased demand for online connectivity and work solutions, boosting efficiency across various economic sectors.

Established in 1997 as Jordan Telecom, the company rebranded as Orange Jordan in 2007 after its acquisition by France Telecom. This marked a new era of modernization and alignment with global standards. Today, Orange Jordan offers a broad spectrum of services, including high-speed internet, mobile telephony, digital content, and cloud solutions. Its fiber optic networks have enabled faster internet speeds, which are vital for e-commerce, online education, telemedicine, and remote work.

Orange Jordan holds a substantial mobile market share, reflecting its strong market presence and customer-centric approach. Its efforts have positioned Jordan as a regional ICT hub, supported by connectivity and digital infrastructure advancements. The telecom sector's rapid growth and modernization have set benchmarks for the region, contributing significantly to socio-economic development.

Challenges persist, including regulatory hurdles, market saturation, and the need for continuous infrastructure investment. However, the industry's resilience and government support through reforms and incentives ensure sustained growth. Regulatory reforms maintain a competitive environment, fostering innovation and improvement.

The sector also plays a vital role in public service delivery and socio-economic development. During the COVID-19 pandemic, its expansion into online services enabled remote work and digital interactions, mitigated economic impacts, and accelerated Jordan's digital transformation. This adaptability underscores the telecom sector's importance in shaping Jordan's economic and technological future.

### **1.3 Research Aims and Objectives**

Orange Jordan, a leading telecom company in Jordan, is the focus of an in-depth study exploring the interactions between Emotional Intelligence (EI), job performance, and employee satisfaction. This research is essential for developing strategies that enhance job satisfaction and performance. The study will measure and analyze EI levels among Orange Jordan employees, identifying the most prevalent and influential emotional competencies. By investigating the interplay between EI, job satisfaction, and performance, the research



aims to provide comprehensive insights for improving these outcomes within the company, considering the unique aspects of its organizational culture, management practices, and employee demographics.

Additionally, the research will delve into the moderating role of different work environments—specifically online and office settings—on the relationships between EI, job satisfaction, and performance. With the rapid changes in work environments driven by technological advancements and the COVID-19 pandemic, understanding how these varying settings influence these relationships is crucial. This study will employ a quantitative survey to gather robust data on how these environments impact employee experiences and outcomes.

The anticipated outcomes include actionable recommendations for Orange Jordan's management and policymakers to optimize workplace practices. These recommendations will enhance employee satisfaction and performance through targeted interventions and strategies. Collaborating with industry experts and policymakers will ensure the developed strategies are comprehensive and sustainable, potentially offering broader benefits beyond the organization.

This research seeks to foster a positive work environment and support organizational growth. By examining the interrelationships between EI, job satisfaction, and performance, along with the moderating effects of the work environment (online/office), this study aims to contribute significantly to academic knowledge and practical applications in organizational settings. The findings are expected to inform best practices in human resource management and organizational development, ultimately contributing to a more engaged and productive workforce at Orange Jordan.

#### **1.4 Research Questions**

To achieve the objectives described above, the following research questions are addressed:

- 1 How does Emotional Intelligence (EI) impact job satisfaction among employees at Orange Jordan within the workplace setting?
- 2 How does Emotional Intelligence (EI) impact job performance among employees at Orange Jordan within the workplace setting?

- 3 How does job satisfaction impact job performance among employees at Orange Jordan within the workplace setting?
- 4 How does the work environment moderate the effect of Emotional Intelligence (EI) on job satisfaction among employees at Orange Jordan?
- 5 How does the work environment moderate the effect of Emotional Intelligence (EI) on job performance among employees at Orange Jordan?
- 6 How does the work environment moderate the effect of job satisfaction on job performance among employees at Orange Jordan?

### **1.5 Research Motivation**

The motivation for conducting this research stems from a blend of personal interest and professional relevance. As a researcher, I am deeply fascinated with understanding the psychological aspects that influence workplace dynamics, particularly emotional intelligence (EI). The telecom sector in Jordan, especially within Orange Jordan, offers a unique opportunity to study these dynamics in a real-world context. This research aims to provide actionable insights that can enhance organizational practices and benefit employees, driven by the desire to explore how EI can improve job performance and satisfaction in both online and office environments.

Moreover, this study seeks to contribute significantly to academic knowledge by investigating the interplay between EI, job satisfaction, and job performance while considering the moderating effects of different work environments. The shift to remote work models presents challenges and opportunities that make this research timely and relevant. The findings are expected to drive positive changes within Orange Jordan by providing evidence-based recommendations, ultimately contributing to the organization's success and employee well-being. The research is motivated by a commitment to understanding and improving workplace dynamics through the lens of EI.

### **1.6 Research Contribution and Novelty**

This research significantly enhances the understanding of Emotional Intelligence (EI) in the telecom sector, focusing on Orange Jordan, by examining the relationship between EI, job satisfaction, and job performance while highlighting the impact of different work

environments (online/office). It addresses a critical gap in EI research within Jordan's telecom sector, particularly its influence on job outcomes. It reveals the moderating effect of work environments on the connection between EI, job performance, and satisfaction. The findings offer valuable insights for HR practices, enabling tailored training and interventions for remote and office workers, thus enhancing employee and organizational performance. Additionally, the research contributes to regional and sector-specific knowledge with broader global implications by proposing a framework linking EI, job satisfaction, job performance, and work environments, adaptable across industries and regions. Focusing on a developing economy lays a foundation for comparative studies in more developed settings, enriching academic understanding and practical applications. Practical recommendations include designing targeted EI training programs to equip employees with the emotional skills necessary to thrive in diverse work settings and drive organizational success. This study extends existing EI theories and provides actionable insights to advance HR strategies in Jordan's telecom sector.

## Chapter Two: Methodology and Research Design

### 2.1 Research Methods

The study's methodology employs various concepts to clarify the progression of the observed occurrence (Joyner et al., 2018). It utilizes an analytical strategy that selects representative samples from a statistical population to generate quantitative data, discover observable results and create a thorough database that extracts features or connections within the data. This entails using a sample representative of the overall population's characteristics (Schindler, 2022).

A quantitative methodology was chosen for its strength in analyzing relationships across samples to produce statistically generalizable insights. While a qualitative or mixed-methods approach could offer deeper perspectives, particularly regarding personal and contextual aspects of emotional intelligence, the study aims to derive patterns generalizable to the broader population. Given the sample size and the need for statistical rigor, a purely qualitative approach would not achieve the same level of generalizability. Future research could incorporate qualitative methods to explore individual experiences and contextual factors more deeply, particularly regarding the moderating role of work environments.

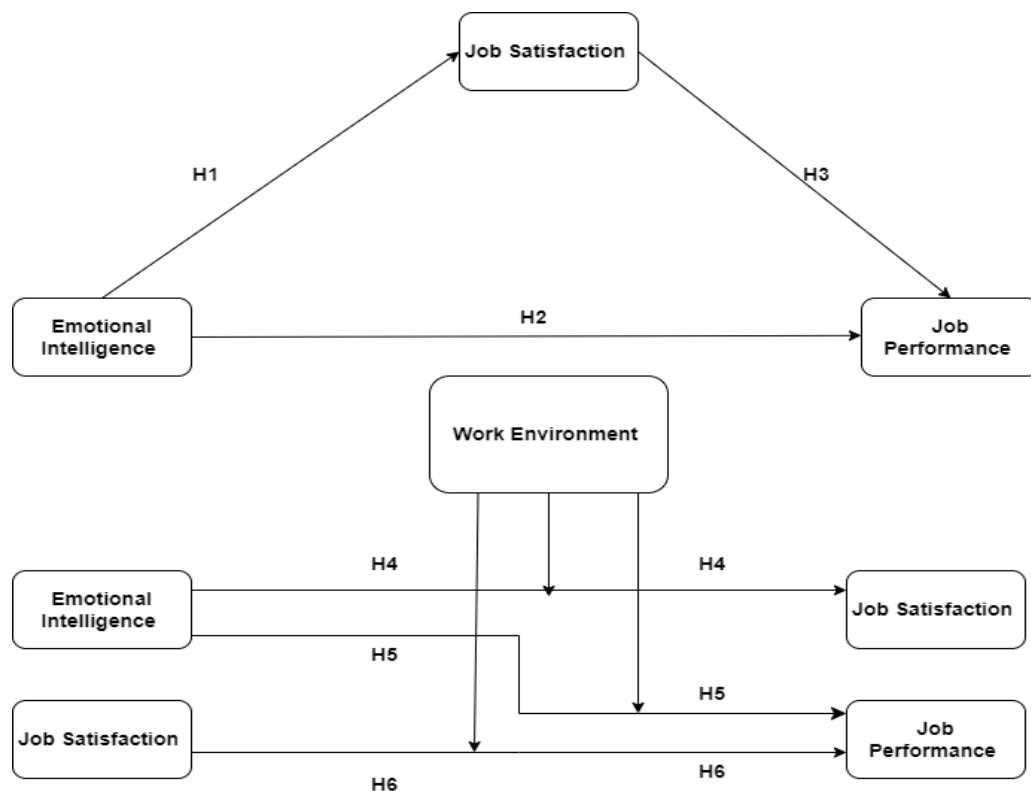
For data collection, three validated questionnaires were employed: The Emotional Intelligence Self-Description Inventory (EISDI), the Individual Work Performance Questionnaire (IWPQ), and the Paul E. Spector Job Satisfaction Survey (JSS) (Spector, 1985; Groves et al., 2008; Koopmans et al., 2014).

Likert scales, or Summated Scales, were the basis for all questionnaire items. A value of 1 indicates the most minor agreement, while 5 indicates the maximum level of agreement, and this value is consistently applied across all five response options (Likert, 1932; Kothari, 2019).

### 2.2 Conceptual Framework

The study's proposed hypotheses (H1-H6) are depicted in the conceptual framework shown in Figure (1).

Figure 1: Conceptual Framework



### 2.3 Population and Sample

The study's target population encompasses all pertinent entities within a particular area of investigation. Due to the time and cost limitations, it is generally unfeasible to investigate every individual in this population. Hence, examining a subset (a sample) can yield adequately precise outcomes. It is crucial that the chosen participants accurately reflect the total population to guarantee a proper cross-section (Saunders et al., 2023).

The research methodology involved distributing an online survey via Google Forms using random sampling to ensure an unbiased and representative participant selection. At the time of the study, Orange Jordan had 1600 employees (Orange Jordan, 2023). 185 responses were received, resulting in a response rate of 11.56%. Respondents included employees, team leaders, and managers from various departments such as Technical, Marketing, HR, Sales, Customer Service, and Administration. This diverse feedback provided valuable insights into different perspectives and experiences within the organization. The survey covered emotional intelligence, job satisfaction, job performance, and demographic information. Statistical methods, including regression analysis, were used to analyze the significance of relationships between variables (Kumar, 2019; Saunders et al., 2023).

## 2.4 Descriptive Statistics

Table 1 presents the demographic and work-related characteristics of the respondents in the study. Most respondents are male (138), with fewer females (47). The largest age groups are 30-40 years (63) and 40-50 years (65), followed by those over 50 years (31) and 18-30 years (26). Most respondents hold a Bachelor's degree (126), while others have a Diploma (28), Master's degree (18), Secondary education (9), or a PhD (4). Regarding job roles, most are Employees (113), with smaller numbers in Team Leader (44) and Manager positions (28). In terms of work experience, the largest group has over 15 years of experience (98), followed by 10-15 years (36), less than 5 years (32), and 5-10 years (19). The majority earn a salary between 501-1500 (128), with fewer earning either 260-500 (26) or more than 1500 (31). Finally, most respondents work in technical roles (138), while a smaller group is in non-technical roles (47).

**Table 1: Descriptive Analysis Statistics**

<b>Variable</b>	<b>Category</b>	<b>Frequency</b>
<b>Gender</b>	Male	138
	Female	47
<b>Age</b>	18 To Less than 30	26
	30-40	63
	40-50	65
	Over 50	31
<b>Education Background</b>	Secondary	9
	Diploma	28
	Bachelor	126
	Master	18
	PhD	4
<b>Job Position</b>	Employee	113
	Team Leader	44
	Manager	28
<b>Working Experience</b>	Less Than 5 Years	32
	5 To Less Than 10 Years	19
	10 - 15 Years	36
	More Than 15 Years	98
<b>Salary</b>	260-500	26
	501-1500	128
	More Than 1500	31
<b>Work scope</b>	Technical	138
	Nun Technical	47

## 2.5 Survey

The survey was meticulously designed based on two essential criteria: its alignment with the theoretical objectives of the research and its proven track record of delivering reliable and consistent results. In addition to leveraging reliability assessments from previous studies, the current study also evaluated the reliability of the three questionnaires combined to construct the survey, confirming their appropriateness for this research. Initially, participants completed a series of socio-demographic questions. Subsequently, the Emotional Intelligence Self-Description Inventory (EISDI) was employed to assess the emotional intelligence of Orange Jordan personnel (Groves et al., 2008). The researcher utilized the Individual Work Performance Questionnaire (IWPQ) to measure work performance (Koopmans et al., 2014) and the Paul E. Spector Job Satisfaction Survey (JSS) to evaluate employee satisfaction (Spector, 1985).

## Chapter Three: Results and Analysis

### 3.1 Introduction

In contemporary research, data analysis is crucial for uncovering profound insights into complex issues. This study will utilize IBM SPSS Statistics V26, a highly esteemed social sciences and business software. Confirmatory factor analysis (CFA) will be conducted to evaluate how well the variables define their respective constructs and assess the measurement model's fit. Subsequently, reliability will be tested using Cronbach's alpha to ensure the accuracy and consistency of the measurements. Descriptive and frequency analyses will then be performed to summarize the data and obtain initial insights. The final phase involves hypothesis testing through simple linear regression and moderation regression analysis to identify the relationships between the tested variables and the moderating effects within the data. These systematic steps will enable the study to draw well-founded conclusions and provide recommendations based on the data analysis results.

### 3.2 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was utilized in this study to validate the factor structure of Emotional Intelligence, Job Satisfaction, and Job Performance. This technique was chosen as it tests hypothesized relationships between observed variables and their underlying latent constructs, ensuring that the measurement model aligns with theoretical expectations.

Table 2 comprehensively summarizes the standardized loadings derived from the Confirmatory Factor Analysis (CFA). It was conducted using IBM SPSS Amos V.30 to assess the relationships between Emotional Intelligence, Job Satisfaction, and Job Performance. Each standardized loading represents the strength of the relationship between a specific observed variable and its respective latent construct. Twenty-four items represent Emotional Intelligence labelled E1 to E24, each showing a significant loading, such as E1 (.640\*\*) and E2 (.689\*\*), indicating that these items strongly contribute to the latent construct.

Job Satisfaction is evaluated through 36 observed variables labeled S1 to S36, each demonstrating varying levels of standardized loadings. Most variables exhibit moderate to strong associations with the latent construct, as seen with values such as S1 (.590\*\*), S6 (.605\*\*), and S27 (.695\*\*), which indicate significant contributions to the factor. However, certain variables, such as S31 (.092) and S32 (.164\*), display weaker loadings, suggesting these items may be less representative of the underlying construct. Despite some variability, the majority of loadings surpass the acceptable threshold of .30, confirming that the observed variables collectively provide a reliable measure of Job Satisfaction. This consistency



reinforces the validity of the construct, while the weaker loadings highlight potential areas for refinement in future research.

Job Performance, represented by variables P1 to P18, also demonstrates solid and consistent loadings. Items such as P3 (.748\*\*) and P4 (.720\*\*) indicate particularly robust contributions to the latent construct, while lower values like P13 (.423\*\*) and P14 (.179\*) highlight areas where the observed variables are less aligned with the overall construct. These differences in loadings suggest variability in how well the items represent the underlying dimensions of Job Performance.

**Table 2: Confirmatory Factor Analysis for Emotional Intelligence and Job Satisfaction and Job Performance**

Emotional Intelligence	Standardized Loading	Job satisfaction	Standardized Loading	Job satisfaction	Standardized Loading	Job performance	Standardized Loading
E1	.640**	S1	.590**	S26	.637**	P1	.465**
E2	.689**	S2	.358**	S27	.695**	P2	.589**
E3	.610**	S3	.635**	S28	.644**	P3	.748**
E4	.677**	S4	.473**	S29	.744**	P4	.720**
E5	.640**	S5	.471**	S30	.540**	P5	.679**
E6	.729**	S6	.605**	S31	.092	P6	.644**
E7	.257**	S7	.548**	S32	.164*	P7	.667**
E8	.418**	S8	.654**	S33	.161*	P8	.656**
E9	.625**	S9	.437**	S34	.478**	P9	.655**
E10	.477**	S10	.371**	S35	.548**	P10	.716**
E11	.440**	S11	.488**	S36	.615**	P11	.719**
E12	.601**	S12	.305**			P12	.648**
E13	.576**	S13	.453**			P13	.423**
E14	.667**	S14	.406**			P14	.179*
E15	.719**	S15	.363**			P15	.335**
E16	.688**	S16	.555**			P16	.459**
E17	.704**	S17	.524**			P17	.395**
E18	.620**	S18	.619**			P18	.438**
E19	.562**	S19	.507**				
E20	.736**	S20	.549**				

Emotional Intelligence	Standardized Loading	Job satisfaction	Standardized Loading	Job satisfaction	Standardized Loading	Job performance	Standardized Loading
E21	.738**	S21	.701**				
E22	.647**	S22	.613**				
E23	.590**	S23	.578**				
E24	.516**	S24	.489**				
		S25	.489**				

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

(\*) Correlation is significant at the 0.05 level (2-tailed).

### 3.3 Reliability of The Questionnaires

Table 3 summarizes the reliability analysis results for the Emotional Intelligence, Job Satisfaction, and Job Performance questionnaires, assessed using Cronbach's Alpha. The computed Cronbach's Alpha coefficients were 0.90 for Emotional Intelligence, 0.90 for Job Satisfaction, and 0.88 for Job Performance, demonstrating high internal consistency. In accordance with established reliability standards, Cronbach's Alpha values exceeding 0.7 are classified as acceptable, while those above 0.8 are regarded as highly reliable. These findings surpass the minimum acceptable threshold of 0.70, as Nunnally and Bernstein (1994) suggested. Consequently, the analysis confirms that the scales employed for measuring Emotional Intelligence, Job Satisfaction, and Job Performance exhibit high reliability. The consistency of the items within each variable suggests that they effectively measure the intended underlying constructs.

**Table 3: Current Reliability Test for the Questionnaires**

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of items
<b>Emotional intelligence</b>	0.90	0.922	24
<b>Job satisfaction</b>	0.90	0.911	36
<b>Job performance</b>	0.88	0.875	18

### 3.4 Descriptive Statistics of the Study Variables

Table 4 summarises descriptive statistics for Emotional Intelligence, Job Satisfaction, and Job Performance, detailing their central tendencies, variability, and distributional characteristics. Emotional intelligence has a mean score of 3.83 and a median of 3.88, suggesting a slight concentration of scores on the higher end. The standard deviation of 0.45 indicates moderate variability, with scores ranging from a minimum of 2.00 to a maximum of 5.00. The slight negative skewness (-0.552) implies that most employees report higher levels of emotional intelligence, while the kurtosis value (1.445) indicates a distribution that has peaked more than normal. This distribution pattern may suggest that Emotional Intelligence is perceived as a core strength among the respondents, potentially reflecting workplace norms or self-reporting tendencies.

Job Satisfaction shows a mean of 3.24, closely aligned with a median of 3.22, indicating a balanced central tendency. A standard deviation of 0.46 reflects moderate variability, and the range spans from 1.89 to 4.42. The skewness of -0.137 suggests a nearly symmetrical distribution, with a slight leftward tilt, while the kurtosis value (-0.188) indicates a slightly flatter distribution. These findings suggest Job Satisfaction scores are relatively evenly distributed, with no significant clustering or extreme values.

Job Performance has a mean score of 3.86, with a median of 3.11, suggesting some asymmetry in the data. A standard deviation of 0.57 indicates higher variability than the other variables, with scores ranging from 1.83 to 4.94. Negative skewness (-0.514) shows a tendency for higher scores, while the kurtosis value (0.065) reflects a distribution close to normal but slightly more peaked. This pattern highlights that higher levels of Job Performance are more commonly reported, which could reflect performance-related expectations or incentives in the workplace.

**Table 4: Summary of Descriptive Statistics of Emotional Intelligence, Job Satisfaction, Job Performance**

Variable	Mean	Median	SD	Minimum	Maximum	Skewness	Kurtosis
<b>Emotional Intelligence</b>	3.83	3.88	0.45	2.00	5.00	-0.552	1.445

<b>Job satisfaction</b>	3.24	3.22	0.46	1.89	4.42	-0.137	- .188
<b>Job performance</b>	3.86	3.11	0.57	1.83	4.94	-0.514	0.065

### 3.5 Hypothesis Testing

#### **H1: Emotional Intelligence has a statistically significant impact on Job satisfaction.**

Table 5 displays the relationship between Emotional Intelligence and Job satisfaction, and the results are presented as follows:

**Table 5: Relationship between Emotional Intelligence and Job Satisfaction**

<b>Independent Variable:</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>B</b>	<b>SE</b>	<b>Beta</b>	<b>T</b>	<b>Sig</b>
<b>Emotional Intelligence</b>	.345 <sup>a</sup>	.119	.352	.071	.345	4.971	.000
<b>Dependent Variable: Job satisfaction</b>							

The table contains the results of a regression analysis examining the relationship between emotional intelligence (independent variable) and job satisfaction (dependent variable).

The correlation between emotional intelligence and job satisfaction is .345, indicating a moderate positive relationship between the two variables. The R<sup>2</sup> value of .119 means that 11.9% of the variance in job satisfaction can be explained by emotional intelligence.

The significance level (Sig) is .000, which is much less than .05. This indicates that the relationship between emotional intelligence and job satisfaction is statistically significant. In other words, we can confidently say that emotional intelligence significantly impacts job satisfaction. The hypothesis that emotional intelligence has a statistically significant impact on job satisfaction is accepted.

#### **H2: Emotional intelligence has a statistically significant impact on job performance.**

Table 6 displays the relationship between Emotional Intelligence and Job performance, and the results are presented as follows:

**Table 6: Relationship between Emotional Intelligence and Job Performance**

<b>Independent Variable:</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>B</b>	<b>SE</b>	<b>Beta</b>	<b>T</b>	<b>Sig</b>	
Emotional Intelligence	.517 <sup>a</sup>	.267	.646	.079	.517	8.170	.000	
<b>Dependent Variable: Job performance</b>								

The table contains the regression analysis results examining the relationship between emotional intelligence (the independent variable) and job performance (the dependent variable). The correlation between emotional intelligence and job performance is .517, indicating a moderate to strong positive relationship between the two variables. The R<sup>2</sup> value of .267 means that 26.7% of the variance in job performance can be explained by emotional intelligence. The significance level (Sig) is .000, which is much less than .05. This indicates that the relationship between emotional intelligence and job performance is statistically significant. In other words, we can confidently say that emotional intelligence significantly impacts job performance. The hypothesis that emotional intelligence has a statistically significant impact on job performance is accepted.

### **H3: Job satisfaction has a statistically significant impact on job performance.**

Table 7 displays the relationship between Job satisfaction and Job performance. The results are presented as follows.

**Table 7: Relationship between Job Satisfaction and Job Performance**

<b>Independent Variable:</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>B</b>	<b>SE</b>	<b>Beta</b>	<b>T</b>	<b>Sig</b>	
<b>Job satisfaction</b>	.279 <sup>a</sup>	.078	.342	.087	.279	3.931	.000	
<b>Dependent Variable: Job performance</b>								

Table 7 contains the regression analysis results examining the relationship between job satisfaction (independent variable) and job performance (dependent variable). The correlation between job satisfaction and job performance is .279, indicating a weak to moderate positive relationship between the two variables. The R<sup>2</sup> value of .078 means that 7.8% of the variance in job performance can be explained by job satisfaction.

The significance level (Sig) is .000, which is much less than .05, indicating that the relationship between job satisfaction and job performance is statistically significant. In other words, we can confidently say that job satisfaction significantly impacts job performance. The hypothesis that job satisfaction has a statistically significant impact on job performance is accepted.

**H4: The work environment moderates the relationship between emotional intelligence and job satisfaction in a way that the effect of emotional intelligence is more important in the case of employees working mostly in the office**

Table 8 contains the regression analysis results that examine the moderating effect of the work environment (WE) on the relationship between emotional intelligence (EI) and job satisfaction.

**Table 8: Relationship between Emotional Intelligence and Job Satisfaction: Work Environment as a Moderator**

	<b>B</b>	<b>SE</b>	<b>Beta</b>	<b>T</b>	<b>Sig</b>
<b>work environment</b>	.711	.589	.749	1.207	.229
<b>Emotional Intelligence</b>	.652	.259	.639	2.521	.013
<b>WE*EI</b>	.183	.153	.718	1.199	.232
<b>a. Dependent Variable: job satisfaction</b>					

The interaction between work environment and emotional intelligence (WE\*EI) has a B value of 0.183 and an SE value of 0.153. That indicates a weak positive relationship between the interaction of these variables and job satisfaction. The significance level (Sig) is .232, which is greater than .05, indicating that the interaction between the work environment (WE) and emotional intelligence (EI) does not have a significant impact on job satisfaction. Therefore, the hypothesis that the work environment moderates the relationship between emotional intelligence and job satisfaction in a way that the effect of emotional intelligence is more important in the case of employees working mostly in the office is rejected.

**H5: The work environment moderates the relationship between emotional intelligence and job performance in a way that the effect of emotional intelligence is more important in the case of employees working mostly in the office.**

Table 9 contains the regression analysis results that examine the moderating effect of the work environment (WE) on the relationship between emotional intelligence (EI) and job performance.

**Table 9: Relationship between Emotional Intelligence and Job Performance: Work Environment as a Moderator.**

	<b>B</b>	<b>SE</b>	<b>Beta</b>	<b>T</b>	<b>Sig</b>
<b>work environment</b>	.379	.658	.326	.576	.565
<b>Emotional Intelligence</b>	.496	.289	.397	1.716	.088
<b>WE*EI</b>	.077	.171	.246	.450	.653
<b>a. Dependent Variable: Job performance</b>					

The interaction between work environment and emotional intelligence (WE\*EI) has a B value of .077 and an SE value of 0.171. That indicates a very weak positive relationship between the interaction of these variables and job performance. The significance level (Sig) is .653, which is greater than .05, indicating that the interaction between the work environment (WE) and emotional intelligence (EI) does not have a significant impact on job performance. Therefore, the hypothesis that the work environment moderates the relationship between emotional intelligence and job performance in a way that the effect of emotional intelligence is more important in the case of employees working mostly in the office is rejected.

**H6: The work environment moderates the relationship between job satisfaction and job performance in a way that the effect of job satisfaction is more important in the case of employees working mostly in the office.**

**Table 10: Relationship between Job Satisfaction and Job Performance:**

**Work Environment as a Moderator**

	<b>B</b>	<b>SE</b>	<b>Beta</b>	<b>T</b>	<b>Sig</b>
<b>work environment</b>	.201	.580	.173	.347	.729
<b>Job satisfaction</b>	.501	.258	.409	1.939	.054
<b>WE*JS</b>	.131	.178	.384	.737	.462
<b>a. Dependent Variable: Job performance</b>					

Table 10 contains the results of a regression analysis that examines the moderating effect of the work environment (WE) on the relationship between Job Satisfaction and job performance. The interaction between work environment and job satisfaction (WE\*JS) has a B value of .131 and an SE value of 0.178. That indicates a weak positive relationship between the interaction of these variables and job performance. The significance level (Sig) is .462, which is greater than .05, indicating that the interaction between the work environment (WE) and job satisfaction does not have a significant impact on job performance. Therefore, the hypothesis that the work environment moderates the relationship between job satisfaction and job performance in a way that the effect of job satisfaction is more important in the case of employees working mostly in the office is rejected.



## Chapter Four: Discussion, Conclusion and Implications

### 4.1 Overall Hypothesis Results and Discussion

A simple linear regression analysis was conducted to investigate the interplay between emotional intelligence, job performance, and job satisfaction and assess the impact of the environment on these relationships among Orange Jordan employees. The hypothesis results are shown in Table 11:

**Table 11: Hypothesis Results**

No,	Hypothesis	Results
<b>Hypothesis 1</b>	<i>Emotional intelligence has a statistically significant impact on job satisfaction.</i>	<i>Accepted</i>
<b>Hypothesis 2</b>	<i>Emotional intelligence has a statistically significant impact on job performance.</i>	<i>Accepted</i>
<b>Hypothesis 3</b>	<i>Job satisfaction has a statistically significant impact on job performance.</i>	<i>Accepted</i>
<b>Hypothesis 4</b>	<i>The work environment moderates the relationship between emotional intelligence and job satisfaction in a way that the effect of emotional intelligence is more important in the case of employees working mostly in the office.</i>	<i>Rejected</i>
<b>Hypothesis 5</b>	<i>The work environment moderates the relationship between emotional intelligence and job performance in a way that the effect of emotional intelligence is more important in the case of employees working mostly in the office.</i>	<i>Rejected</i>
<b>Hypothesis 6</b>	<i>The work environment moderates the relationship between job satisfaction and job performance in a way that the effect of job satisfaction is more important in the case of employees working mostly in the office.</i>	<i>Rejected</i>

### **Hypothesis 1: Emotional Intelligence has a statistically significant impact on job satisfaction**

The study highlights the significant impact of Emotional Intelligence (EI) on job satisfaction, evidenced by a positive correlation coefficient of 0.345 and an  $R^2$  value of 0.119, indicating that 11.9% of the variance in job satisfaction is attributable to EI. The relationship is statistically significant ( $p < 0.05$ ), consistent with prior research affirming EI's importance in workplace satisfaction. At Orange Jordan, organizational practices such as feedback sessions, stress management workshops, and leadership programs foster a workplace culture that enhances EI, further strengthening its link to job satisfaction. Additionally, Jordan's cultural values, marked by high power distance and collectivism, underscore the importance of EI in promoting group cohesion, loyalty, and interpersonal harmony, amplifying its role in ensuring employee engagement and fulfillment.

### **Hypothesis 2: Emotional Intelligence has a statistically significant impact on job performance**

Emotional Intelligence (EI) has a significant positive impact on job performance, with a correlation coefficient of 0.517 indicating a moderate to strong relationship and an  $R^2$  value of 0.267, meaning that EI explains 26.7% of job performance variance. Empirical studies consistently support this finding, showing that EI enhances employee engagement, satisfaction, and operational efficiency. Key components like social awareness and relationship management improve team dynamics and knowledge sharing, as Shahzad et al. (2011) and Koutsoumpa (2023) noted. Managers with high EI foster positive work environments and drive better team performance, particularly in complex settings (Farh et al., 2012). Case studies, such as Orange Jordan's training initiatives, highlight the role of EI in improving employee ratings, retention, and organizational outcomes. This evidence strongly validates EI as a critical factor in boosting job performance and organizational success.

### **Hypothesis 3: Job satisfaction significantly impacts job performance (Hypothesis 3)**

Job satisfaction significantly impacts job performance, with data revealing a positive correlation between the two variables (correlation coefficient = 0.279). Although the relationship is weak to moderate, it is statistically significant, explaining 7.8% of the variance in job performance ( $R^2 = 0.078$ , Sig = 0.000). These findings align with previous studies, emphasizing the benefits of job satisfaction on performance. At Orange Jordan, strategic initiatives have enhanced job satisfaction, including development programs, effective leadership, and work-life balance improvements. Managers promote open communication, regular feedback, and recognition, while wellness

programs and flexible hours support employees' personal and professional needs. These efforts have significantly boosted both satisfaction and performance levels.

**Hypothesis 4: The work environment moderates the relationship between emotional intelligence and job satisfaction in a way that the effect of emotional intelligence is more important in the case of employees working mostly in the office.**

The analysis reveals that the working environment does not moderate the relationship between Emotional Intelligence (EI) and job satisfaction among Orange Jordan employees. Whether in-office or remote, EI consistently enhances job satisfaction, as its benefits are robust across diverse work settings. Studies in various Jordanian industries, including telecom and insurance, affirm that managers' and employees' EI significantly influence job satisfaction without being affected by the physical work environment. Orange Jordan's use of advanced digital tools supports seamless communication and collaboration, fostering EI and job satisfaction irrespective of location. Additionally, Jordan's collectivist culture and EI's adaptability contribute to employee cohesion and motivation across settings, underscoring the consistent positive role of EI in enhancing job satisfaction.

**Hypothesis 5. The work environment moderates the relationship between emotional intelligence and job performance in a way that the effect of emotional intelligence is more important in the case of employees working mostly in the office**

The analysis indicates that the working environment at Orange Jordan does not moderate the relationship between emotional intelligence (EI) and job performance, as the interaction effect is statistically insignificant (Sig = 0.653). Advanced communication technologies have reduced differences between remote and office environments, underscoring that EI is equally important. Thus, EI remains crucial for job performance regardless of the work setting.

**Hypothesis 6. The work environment moderates the relationship between job satisfaction and job performance in a way that the effect of job satisfaction is more important in the case of employees working mostly in the office**

The analysis reveals that the working environment at Orange Jordan does not moderate the relationship between job satisfaction and performance. Whether employees work remotely or in-office, job satisfaction positively influences performance due to equal access to resources, robust remote work technologies, and a strong organizational culture. Investments in tools like Microsoft Teams and supportive policies promoting work-life balance ensure that location is irrelevant in

shaping this relationship. Moreover, individual preferences, flexibility, and effective remote practices further diminish the office setting's moderating role. These factors collectively affirm that job satisfaction equally drives performance across diverse work environments.

## **4.2 Practical Implications and Recommendations.**

This study has several practical implications and recommendations for Orange Jordan, which can be summarized in the following points:

### **1- Promotion of Emotional Intelligence Development Programs:**

Develop tailored Emotional Intelligence (EI) training for Orange Jordan's telecom sector, addressing specific industry needs. Include workshops, coaching, and assessments to enhance employees' self-awareness, empathy, and social skills. Focus on customer service, technical support, and management roles for impactful results.

### **2- Integration of Emotional Intelligence in Leadership Training:**

Train leaders at Orange Jordan in an EI-focused leadership approach to effectively manage their and employees' emotions. This is essential for managing high-stress situations like network outages or high-demand periods. The approach aims to boost job performance and employee satisfaction.

### **3- Leadership Adaptability to Environmental Factors:**

Equip managers at Orange Jordan with the ability to adapt their leadership styles to various contexts, including remote work, high-pressure scenarios, and technical crises. Focus on strategies to sustain high performance and satisfaction. Emphasize adaptability during rapid technological changes and market competition.

### **4- Promoting a Positive Organizational Culture:**

Foster a culture at Orange Jordan that prioritizes emotional well-being, open communication, and mutual support. Introduce policies for work-life balance, mental health support, and recognition of emotionally intelligent behaviors. Create a supportive environment to enhance employee retention and satisfaction.

### **5- Regular Monitoring and Feedback Mechanisms:**

Establish feedback mechanisms tailored for the telecom industry, including employee surveys and performance reviews. Use insights to enhance EI training, refine interventions, and drive continuous improvement. Align these efforts with the evolving needs of Orange Jordan.

#### **6- Encouraging Social Support Networks:**

Promote social support networks at Orange Jordan through mentorship programs, team-building activities, and peer support groups. Focus on enhancing emotional and social skills for teams managing high customer interaction and technical challenges. Strengthen collaboration and resilience across the organization.

#### **7- Fostering Continuous Learning and Development:**

Offer ongoing EI learning opportunities for all Orange Jordan employees through workshops, seminars, and e-learning modules. Focus on customer interaction, stress management, and teamwork to boost performance and satisfaction. Prioritize emotional development to drive growth and stability in the competitive telecom market.

#### **8- Leveraging Technology to Enhance EI Initiatives:**

Leverage advanced technology to support EI initiatives at Orange Jordan with AI-driven emotion recognition, online training, and virtual team-building. Ensure scalable and efficient EI enhancement, especially for remote and hybrid work setups in the telecom sector. Promote innovation in emotional development across the organization.

By implementing these customized recommendations, Orange Jordan can enhance the emotional intelligence of its employees, leading to improved job performance and satisfaction while ensuring that the work environment supports these positive outcomes specific to its role as a leading telecom operator in Jordan. Additionally, these recommendations will help address the observed disparity where managers exhibit higher job satisfaction than employees and team leaders, fostering a more balanced and inclusive sense of fulfillment across all levels of the organization.

### **4.3 Theoretical implications**

This study has several theoretical implications, which can be summarized in the following points:

#### **1. Expanding Emotional Intelligence Applications in the Telecom Sector:**

The study highlights the positive influence of emotional intelligence (EI) on job performance and satisfaction at Orange Jordan, a leading telecom operator. It emphasizes EI's critical role in dynamic, customer-focused telecom environments and calls for further research into its specialized applications. Future studies should explore EI components' specific impacts on roles like customer service, technical support, and sales to deepen theoretical insights.

## **2. Unveiling Psychological Pathways of Emotional Intelligence Impact:**

The study explores how the work environment moderates the impact of emotional intelligence (EI) on job performance and satisfaction at Orange Jordan, demonstrating EI's consistent effectiveness across diverse conditions. It calls for expanding models to include stress resilience, motivation, and adaptability, which are essential in high-stress telecom roles. This integration could offer deeper insights into EI's mechanisms, especially in demanding, high-interaction positions.

## **3-Integrating Emotional Intelligence in Human Resource Development Theories:**

The study highlights the significance of emotional intelligence (EI) in HR theories at Orange Jordan, showing its role in improving job performance and satisfaction. It recommends incorporating EI as a core element in HR development frameworks for the high-tech, high-stress telecom sector. Future research should explore the long-term impacts of EI enhancement on career growth and organizational stability in the dynamic telecom industry.

## **4- Refining Emotional Intelligence Models for Industry-Specific Insights:**

The study reinforces the positive impact of emotional intelligence (EI) on organizational performance, offering insights tailored to Jordan's telecom sector. It calls for refined theoretical models addressing industry-specific factors like technological changes, customer demands, and competition. Future research should incorporate cross-cultural comparisons to create culturally sensitive EI frameworks for global telecom operators like Orange Jordan.

## **5- Extending Emotional Intelligence Research Across Global Regions:**

The study expands emotional intelligence (EI) research to a non-Western context, emphasizing its relevance in diverse cultural and industrial settings like Orange Jordan. It advocates for future comparative studies across Middle Eastern and other culturally distinct

regions to develop nuanced EI models. Such research would enhance the practical applicability of EI frameworks for telecom operators in varied cultural and operational environments.

## **6- Evaluating Organizational Culture and Long-Term Emotional Intelligence Effects:**

The study reveals that Orange Jordan's organizational culture significantly shapes how emotional intelligence (EI) impacts job performance and satisfaction. Future research should explore cultural elements like innovation, customer focus, and teamwork that interact with EI, offering more profound insights into their joint influence on employee behavior. Longitudinal studies tracking EI development over time could inform dynamic models that account for temporal changes and cultural factors, enriching EI theories for rapidly evolving sectors like telecom.

### **4.4 Research Limitation**

The proposed research limitations for this research can be summarized as follows:

#### **1. Geographical and Sector-Specific Limitation**

This study is geographically focused on the Telecom sector in Jordan, specifically on employees at Orange Jordan. While the findings provide valuable insights into this context, they may not be generalizable to other geographical regions or industry sectors. Therefore, further research in different locations and across various industries would be beneficial to validate and extend these findings.

#### **2. Subjectivity of Perception-Based Data**

The research relies on employees' self-reported perceptions of their emotional intelligence, job performance, job satisfaction, and environmental factors. Such perceptions are inherently subjective and may not fully capture the objective reality of these constructs. Future research could enhance the validity of the results by incorporating more objective measures, such as third-party evaluations or psychometric assessments of emotional intelligence.

#### **3. Potential Bias in Self-Reported Data**

This study utilizes self-reported survey data, which may be susceptible to social desirability and recall biases. Participants might over-report positive behaviors and attitudes or not accurately remember past events. Future studies could address this limitation by triangulating survey data with other sources, such as performance metrics, peer evaluations, or direct observations.

#### **4. Absence of Qualitative Data**

The study primarily employs quantitative methods to analyze the relationships between emotional intelligence, job performance, job satisfaction, and environmental factors. While quantitative analysis provides valuable numerical insights, it may not fully capture the complexity and depth of these phenomena. Future research should consider incorporating qualitative methods, such as interviews or focus groups, to gain a richer and more nuanced understanding of these relationships.

#### **5. Cross-Sectional Study Design**

The research design is cross-sectional, meaning data were collected simultaneously. This design limits the ability to draw causal inferences about the relationships between emotional intelligence, job performance, job satisfaction, and environmental factors. Longitudinal studies, which follow participants over time, would be valuable for examining the causal dynamics and changes in these relationships.

#### **6. Limited Scope of Environmental Factors**

The study investigates the moderating influence of the environment on the relationship between emotional intelligence and job outcomes, explicitly considering whether the environment is online or office-based. Future research could broaden the scope by incorporating additional environmental variables, such as organizational culture, leadership styles, and team dynamics, to offer a more comprehensive understanding of these moderating effects.



**References** All the mentioned references here are available in the full version of the thesis.

## **Appendix: List of publications**

### **A. Journal Publications**

- 1- Ayoub, A., & Balawi, A. (2022). Herd Behavior and its Effect on the Stock Market: An Economic Perspective. *Quality - Access to Success*, 23(188). <https://doi.org/10.47750/qas/23.188.38>
- 2- Ayoub, A., & Balawi, A. (2022). A New Perspective for Marketing: The Impact of Social Media on Customer Experience. *Journal of Intercultural Management*, 14(1), 87–103. <https://doi.org/10.2478/joim-2022-0003>
- 3- Balawi, A., & Ayoub, A. (2023). A Review of The Main Differences Between Behavioral and Traditional Economics: A Focus on The Impact of Nudge Theory on Public Policies and Its Applications. *Modern Management Review*, 28(4), 17–31. <https://doi.org/10.7862/rz.2023.mmr.22>
- 4- Balawi, A., & Ayoub, A. (2022). Assessing the entrepreneurial ecosystem of Sweden: a comparative study with Finland and Norway using Global Entrepreneurship Index. *Journal of Business and Socio-Economic Development*, 2(2). <https://doi.org/10.1108/jbsed-12-2021-0165>
- 5- Balawi, A., & Ayoub, A. (2022). How can companies pursue better strategies through innovation? A Review of various perspectives on innovation, competitiveness, and technology. *International Journal of Operations and Quantitative Management*, 28(1), 280-294. <https://doi.org/10.46970/2022.28.1.16>

## **B. Conferences**

Ayoub, A. (2022). The Correlation between Emotional Intelligence and Transformational Leadership and Leadership Effectiveness. *János Szentágothai International Multidisciplinary Conference and Student Competition*, (pp. 168-168) ISBN: 978-963-429-954-7.

Ayoub, A. (2022). Pricing Strategies in Oligopolistic Market. In Proceedings of the 11th Interdisciplinary Doctoral Conference (IDK22) (pp. 42-49). Pecs University. ISBN: 9789636260705.

Ayoub, A. (2022). The Entry Barriers of Oligopoly Market Jordan Telecom Market. In Proceedings of *Ferenc Farkas International Scientific Conference: "Management Revolutions"* (pp 121-129). ISBN: 9789634299950.