

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

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8 **Abstract**

9 The study aimed to examine the correlations among human resources roles, professional
10 competencies and emotional intelligence in the sector of Hotel Industry (5 stars) in the
11 Hashemite Kingdom of Jordan. Data were collected through a questionnaire from a sample of
12 managers (major departments) in the international hotels in Capital Amman. The
13 questionnaire which was developed and distributed during the summer of 2012 includes 14
14 main dimensions covering the model of study. LISREL Analysis (Linear Structure Model
15 Analysis) is used in the study to verification the correlations among the independent and
16 independent variables. The degree of the positive fitness of the Hypothetical model and test of
17 the results of each hypotheses indicates that achieve an acceptable level (GFI= 0.78 and CFI=
18 0.87).

19

20 **Index terms**— HR roles, professional competencies, emotional intelligence, hotel industry, international
21 (chain) hotels.

22 **1 Introduction**

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

27 Traditionally, the human resource function has been viewed as primarily administrative, focusing on the level of
28 the individual employee, the individual job, and the individual practice (Becker, Huselid & Ulrich, 2001), with the
29 basic premise that improvements in individual employee performance will automatically enhance organizational
30 performance. In the 1990s, an emphasis on strategy and the importance of human resource (HR) practitioners
31 began to recognize the impact of aligning HR practices with organizational strategy. HR has now emerged as a
32 strategic paradigm in which individual HR functions, such as recruitment, selection, training, compensation, and
33 performance appraisal, are closely aligned with each other and also with the overall strategy of the organization.

34 Based on the increased interest in the relationship between human resource management (HRM) and
35 organizational performance, many researchers have heightened interest in the kinds of competencies the HR
36 professionals should display in order to add value to their firm's performance (Teo, 2002; and Boselie, et al.,
37 2004).

38 Nowadays, competencies are used in many facets of human resource management, ranging from individual
39 functions such as recruitment and performance management to organizational strategic planning and design of
40 organizational structure and culture. HR competencies are said to be a set of characteristics contributing to
41 the effective HR performance that enables an organization to carry out its business strategies in a competitive
42 market. However, many HR executives are not invited to the strategic planning table because they have failed to

5 AZMI (2009) "COMPETENCY-BASED HUMAN RESOURCE PRACTICES IN MALAYSIAN PUBLIC SECTOR ORGANIZATIONS".

43 display the required competencies (Barney & Wright, 1998). In fact, it is suggested that the competency level of
44 the HR manager has an influence on whether he or she is able to get into the executive board chamber (Selmer
45 & Chiu, 2004).

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

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

53 According to pvious, this study will examine the relationships among human recourse roles, professional
54 competenciesand emotional intelligence in the five stars hotels in the Hashemite Kingdom of Jordan.

55 2 II.

56 3 Literature Review

57 Now we shed the light on the previous literature review that discussed Human Resource development; the studies
58 are ranged from the new one to the old one. The competencies include business knowledge, strategic contribution,
59 HR delivery, personal credibility and HR technology. All these competencies were tested whether they relate to
60 HR roles such as strategic partner, change agent, administrative expert and employee champion. The sample
61 employed consists of HR professionals from Malaysian manufacturing companies in Johor, the southernmost state
62 of Malaysia. This study uses quantitative method such as spearmen rho correlation to test the variables. The
63 analysis reveals that the top nine ranking HR competency factors are from the domain of personal credibility
64 and HR delivery.

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

70 4 Long (2008) "Examining Human Resource

71 Competencies and Their Relationship to the Success Factors of HR Profession".

72 This study examines competencies of Human Resource (HR) professionals in the manufacturing companies of
73 Malaysia. The Human Resource Competency Survey (HRCS) model is used in this study. The competencies
74 that are examined in this study are business knowledge, strategic contribution, HR delivery, personal credibility
75 and HR technology. All these competencies will be tested whether or not they are significantly related to a firm's
76 performance.

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

80 5 Azmi (2009) "Competency-based human resource practices 81 in Malaysian public sector organizations".

82 The study shows that Malaysian public service started to use competency-based human resource practices at
83 the end of year 2002 as the response to The exploratory factor analysis (EFA) showed a three-factor structure:
84 Knowledge of Business, HR Functional Expertise and Managing Change. The instrument generates a high degree
85 of confidence in the scale's validity and reliability. This study fulfils an identified need for the development of an
86 empirically validated instrument to measure HR Competencies. This reliable and validated instrument enables
87 and facilitates future studies in the HR competencies research stream.

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

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

94 The findings show that the top rank HR competencies are personal credibility and HR delivery. Furthermore,
95 through spearmen correlation analysis, this study found that all demographic factors (HR experience, education
96 level, salary and firm size) are significantly related to at least one HR competency of this study. This study
97 reports on a study of the effects of the implementation of two competency based human resource practices (career
98 development and performance management) on service quality in 300 Malaysian public organizations. Results
99 provide clear evidence of significant and positive relationship between competency based career development
100 practice and all service quality dimensions found in Malaysian public organizations.

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

105 Distinguishing Features of the Study from the Literature Review.

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

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

113 **6 III. Aims and Objectives of The Study**

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

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

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

120 IV.

121 **7 Questions of The Study**

122 The study should answer the following questions : 1. What is the impact of the human recourse roles on
123 developing professional competencies in the senior management in five Stars Hotels in Amman?

124 2. What is the impact of the HR roles in improving emotional intelligence in the senior management in five
125 Stars Hotels in Amman? 3. What is the impact of the Emotional Intelligence in improving emotional intelligence
126 in the senior management in five Stars Hotels in Amman? These questions have motivated the researchers to
127 examine the correlations among human recourse roles, professional competencies and emotional intelligence in
128 the five stars hotels in the Hashemite Kingdom of Jordan.

129 V.

130 **8 Hypotheses of The Study**

131 In the light of the results of the previous studies and the objectives of our study a number of basic hypotheses
132 will be tested regarding the cause and effect between the independent and dependent variables. These hypotheses
133 are: Ho1 : There is a significant positive statistical impact of the HR roles on professional competencies.

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

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

136 **9 Model of the Study(*)**

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

138 **10 Conceptual Framework**

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

143 Professional competencies : a personnel related concept referring to a set of behavioral dimensions of one's
144 effective performance at work. Some authors suggest more precise definitions that describe competencies as the
145 work-related personal attributes; knowledge, skills and values that individuals draw upon to do their.

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

148 VII.

149 **11 Methodology of The Study a) Population and Sample**

150 The study population consist all mangers in the senior management in five Stars Hotels in Amman, whom
151 manage the five stars hotels in Amman. The following table shows the names of five stars hotels in Amman.

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

154 **12 b) Data Collection**

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

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

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

165 **13 VIII.**

166 **14 Limitations of The Study**

167 As it is expected to contribute to theoretical and practical areas, this study is limited to the following : 1. It is
168 based only on questionnaire that was especially developed to fulfill the objectives of the study. Therefore, the
169 results are confined to its validity and reliability. 2. It is restricted to the managers manage the hotel industry
170 in Amman. 3. It has been conducted within a short period of time which may not reflect an accurate and valid
171 profile about HR Roles and professional competencies in five star hotels in Amman.

172 **15 IX. Analysis of Empirical Results**

173 **16 a) Statistical Results**

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

181 **17 d) Conclusion and Recommendations**

182 Empirical results from our study strongly support all the hypotheses, namely that HR roles has positive impact
183 on professional competencies, and emotional intelligence. There was correlation among all the concepts defined
184 in the hypothetical mode of the study, and that correlation attained a significant level and acceptable of fitness.
185 Therefore, hotel managements should be aggressively engaged in HR roles to achieve at a synergy of emotional
186 intelligence and professional competencies. ^{1 2 3}

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Figure 1:

increase the level of service quality. In Malaysian public service, out of six competency-based human resource practices, only five practices were implemented. They were recruitment and selection, training and development, career development, performance management and reward. From 300 copies of questionnaire distributed using simple random technique, 140 were useable. The data was analyzed further using factor analysis and it was found out that training and development items had combined with a reward practice. This new dimension was labeled as organizational development. Others remain the same dimensions. It was also found out that competency-based performance management, organizational development and career development were practiced to a high extent. Meanwhile, competency-based reward and recruitment and selection were practiced to a moderate extent.

Ramayah (2012) "Validity and Reliability of the Human Resource Competencies Scale". The study is focusing in adapting and analyzing the validity and reliability of the HR Competencies Scale among HR professionals in the Malaysian context. A questionnaire survey was carried out to acquire data from 154 HR professionals.

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Figure 2:

VI.	Administrator	Ho1	Emotional	Strategic	Contribution
2012	Expert		Intelligence	Human Resource	Technology
ear Y	Strategic			Human Resource	Delivery
2 4	Partner				Personal
and Business Research	Change Agent			Credibility	Business
Volume XII Issue	Employee			Knowledge	Professional
XXIII Version I	Champion HR			Competences	
	ROLES				
Global Journal of Man-	Ho2	Self-		Ho3	
agement		consciousness			
		Motivation			
		Empathy	Self-		
		regulation	regulation		
		Social Skills			

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Figure 3:

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N No.	Hotel Name	No. of managers in the hotels (**)	Distributed questionnaires	Received Questionnaires
1	0 B InterContinental Jordan	1 B 15	2 B 15	3 B 12
2	4 B Regency Palace	5 B 12	6 B 12	7 B 8
3	Marriott	15	15	12
4	CrownePlaza	13	13	7
5	Le Meridien	15	15	13
6	Grand Hyatt Amman	15	15	8
7	Holiday Inn	13	13	12
8	8 B Sheraton Amman Al Nabil	9 B 12	1 0 B 12	1 1 B 9
9	Le Royal	15	15	11
10	Four Seasons	15	15	12
11	Kempinski	14	14	10
12	Land Mark	12	12	8
	Total	166	166	122

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

[Note: (**) General Manager, Assistant Manager, Night Manager and Major Departments in the Hotel.]

Figure 4: Table 1 :

17 D) CONCLUSION AND RECOMMENDATIONS

2

Standard Dv. HR Roles	Mean	Importance
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[Note: ©2012 Global Journals Inc. (US)]

Figure 5: Table 2 :

3

	Hypothesis	Hypothetical model
HR Roles	Professional Competencies	0.72 * *
HR Roles	Emotional Intelligence	0.63* *
Emotional Intelligence	Professional Competencies	0.32* *
*: P<0.05; **:P<0.01		
Good of fitness		
	X2	1112.13
	GFI	0.78
	CFI	0.87
	PNFI	0.71
	RMSEA	0.31
	RMR	0.088

Figure 2 : Empirical Model of the Hypothetical Model.

Figure 6: Table 3 :

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