

## Tourism Leadership by Emotional Intelligence as an Instrument for Arab Tourism Integration

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### ABSTRACT

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Emotional intelligence (EQ) is a requirement in home, corporation, community, country, and the entire world, for its importance in this period, for self-control, and the reduction of material and moral losses when humanity passes both together. In COVID-19, the best solution to get out of the crisis is not only using new technology but also using emotional intelligence (EQ) as well. Establishing outstanding leadership requires twice as much EQ as other skills. Controlling emotions and communicating fairly with others achieve power and prosperity.

Tourism authorities, like all others, are confronted with several challenges, needing numerous decision-making tactics to find the optimal solution to problems. The study aims to help tourism leaders develop EQ skills to deal efficiently with the obstacles that lead to efficient management. The issue is how to achieve tourism integration versus competition.

The research contributes EQ management as a flexible core of integration in the tourism sector, and Consider abundance rather than scarcity.

### 1. Introduction

The capacity to get it, utilize and control one possesses and others' feelings are alluded to as emotional intelligence (Walsh et al., 2015). Emotional data impacts thought and behavior, permitting emotions to reply to changing circumstances (Weschler, 1940). Because tourism and administration included in, are made and expended concurrently, with a high degree of connection between the organization and clients, it is base for specialists in these businesses to secure passionate insights (Hasson, 2017). This inquiry takes a skills-based approach to explain how experts within the tourism industry may construct emotional intelligence. Utilizing those sentiments more beneficially is making more grounded choices, overcoming negative

considerations, self-control in volatile circumstances, or understanding others acting in a way that shocks or rankles. Distinguishing and overseeing possess feelings and responding to extreme conditions like COVID 19 positively, reacting to stretch profitably influence and impact others (Mousa, A., 2021).

## 2. Research objectives:

- 1- Exploring emotional intelligence in Arab tourism.
- 2- Developing the concept of emotional intelligence for Arab tourism leadership.
- 3- Launching the theory of abundance (integration) rather than scarcity (competition).

## 3. Research hypotheses

**3.1.**Leader's Emotional Intelligence clearly influences tourism integration

**3.2.**There are statistically significant differences about the responses of the study sample due to the demographic data (Gender- Education level- Experience level)

## 4. Literature review

From a logical point of view, emotional insight is the ability to see own and others' feelings; to get the signals that emotions send almost connections; and to oversee claims and others' feelings (El-Morad, 2015). Incredible pioneers move, arouse, persuade, and energize. A great fortunate pioneer can affect without many passionate insights, but typically not at the correct time nor the right circumstance (COVID 19 OUTBREAK). Behind each trial in a crisis, there's a give. Enactment of modern innovation and emotional intelligence within the world may well be the Allow of COVID 19 Widespread (Mousa, A., 2021).

### 4.1.The difference between intelligence quotient (IQ) and emotional intelligence (EQ)



EQ and IQ are terms that are regularly befuddled and erroneously utilized with each other. In any case, there are a few refinements between EQ and IQ. IQ is known as “Intelligence Quotient” and is a degree of a person’s relative insights. An emotional Quotient, known as EQ, is the capacity to distinguish and oversee own and others’ feelings. The sky is the constrain for an individual who exceeds expectations in both ranges (Goleman, 1997).

#### **4.1.1. Intelligence Quotient**

IQ can be known as “a number utilized to specific the clear relative insights of an individual. Decided by either the proportion of the mental age (as detailed on a standardized test) to the chronological age increased by 100 - or a score decided by one's execution on a standardized insights test relative to the normal execution of others of the same age.” The auxiliary definition is “proficiency in or information of an indicated subject.” “Nobody can address this fan’s baseball IQ” is a case utilized in the auxiliary definition. An individual scoring underneath 70 has a mental inability, whereas those scoring over 145 are considered a virtuoso of near-genius. Whereas it’s conceivable to get 180 and more, two-thirds of the populace has an IQ someplace between 85-115. IQ can alter over time depending on a person’s penchant for modern concepts (Rahmatullah; Irianto, 2018).

#### **4.1.2. Emotional Quotient**

The emotional quotient (EQ) can be known as an individual’s capacity to sense, realize and viably apply the control and insight of feelings to encourage higher levels of collaboration and efficiency. EQ is frequently alluded to as emotional intelligence as the terms are conversely. No doubt that successful pioneers and prevalent entertainers have well-created emotional intelligence abilities. The issue makes it conceivable for them to work well with an assortment of individuals and reply viably to the rapidly changing conditions within the commerce world. A person’s passionate insights may consider a better indicator of execution victory than insights (El-Ahmady, 2007). Emotional Intelligence is applied. An individual answers an arrangement of questions and wins a particular score for each of the five-person sub-categories that make up EQ, also an in-general score. Like IQ, an individual can center on some regions of EQ and work to progress their scores. (Prentice, 2020). The questions have a scale of 1-2-3-4-5 except for a few whose scores are in reverse concurring to the reasonableness of the questions to the person. The least score of 33 shows low emotional intelligence. The maximum score of 165 demonstrates exceptionally high enthusiastic insights (Stough, et al., 2009).

#### **4.2. Five Components of Emotional Quotient (Goleman, 1995)**

When considering passionate insights, it looks both inside and remotely. EQ is how one thinks approximately himself, thinks around, and acts toward others. The more grounded an individual is in each of these ranges, the better chances an individual can achieve in most circumstances (Koleilat; Mneimneh, 2018).

The three inside trademarks of passionate insights relevant to self are:

- Self-awareness is the ability to recognize possess moods, feelings, drives, also their impact on others.
- Self-regulation is the capacity to control or divert troublesome motivations and moods and the penchant to suspend judgment and think some time recently acting. I.e., it is the ability to impact own enthusiastic clarity.
- Motivation may be an enthusiasm to work for reasons that go past the external drive for information, utility, environment, others, control, or strategy and based on an inner drive or penchant to pursue goals with vitality and persistence.

At the External level, EQ could be a degree of what goes on between one and the others.

- Social awareness is the capacity to get the enthusiastic makeup of other individuals and how possess words and activities influence them. Summed up, it's all approximately evaluating others.
- Social control is own capacity to impact the enthusiastic clarity of others through a skill in controlling relations and constructing networks (Wilson-Wünsch, 2016).

#### **4.3. Emotional Intelligence in Tourism versus new technology**

The (digitally) connected and (physically) disconnected future societies will coexist. Even though artificial intelligence and robotic expertise increase, and mobile technology are increasingly dictated to customers' everyday lives, consumers are increasingly looking for human ties and meaningful connections. Thus, the powerful role of new technology acknowledges the growing need for emotional intelligence. Traveling makes it easier to have these desirable intimate encounters and strengthens them. Service contacts establish connectivity and elicit emotional responses in addition to providing standardized services. As a result, emotional intelligence has become a key asset and competitive advantage for service firms. Organizations are searching for graduates who have acquired much-needed soft skills, such as emotional intelligence, while tourism entrepreneurship continue to emphasize on the development of hard skills and standard operating procedures (Koc, 2019).

Training and education must be improved to accept the future importance of emotional intelligence in effective business and guarantee that future tourism employees acquire the required skills. Only if the future tourism authority succeeds to gain higher levels of self-awareness, control, sympathy, and social skills an alternative regarding robots will remain an unrealized innovation. As robots may be designed to accomplish hard skills, they miss humanitarian emotional intelligence and lack to create personal relations. Leaders need a supportive initial point in the tourism industry for realizing the justification and the attributes of emotional intelligence to be successful. Thus, awareness tourism officials need considering will be raised when developing skills (Boz and Koc, 2018).

#### **4.4. Tourism integration**

Horizontal and vertical integration are vital concepts in all businesses, counting those working within the tourism industry. A critical administration procedure and horizontal and vertical integration permit companies to be more competitive within the marketplace (Koc, E. 2010).

##### **4.4.1. Horizontal integration**

Horizontal integration could be a competitive technique that companies utilize. It alludes to the procurement of business exercises are at the same level of the chain of dissemination in comparable or different industries. Horizontal integration is when a related business consolidates with another working within the same level of the generation chain. For illustration, a ski-based tour operator may merge with another which specializes in summer sun occasions (Payne, W.L. 1985).

There are numerous reasons a company within the tourism industry may select to coordinate horizontally, such as:

- When the industry is growing
- When consolidating permits superior esteem for cash to be achieved
- When competitors need expertise
- When the corporation can operate the businesses of wider organization professionally, after the integration (Payne, W.L. 1985).

##### **4.4.1.1. Advantages of horizontal integration**

- Horizontal integration can be invaluable since it can empower economies of scale to be accomplished (i.e., they can get superior esteem for cash). The greater, horizontally coordinated company can frequently achieve a better production than the company consolidated at a lower cost.
- Mergers offer assistance to supply organizations with expanded control within the commercial center while empowering the organization with the

opportunity to capture modern markets. The company gets bigger, features a big market share, and has less competition.

- Horizontal integration can permit organizations to enter new markets with different geographical zones. This is often especially pertinent in travel and tourism, where operations happen around the globe (Ekman, et al., 2013).

#### **4.4.1.2. Disadvantages of horizontal integration**

While there are benefits of horizontal integration, there are moreover disadvantages:

- Organizations frequently experience issues when they develop. Stipends ought to be put for restructures and enrollment of modern staff where appropriate.
- There is additionally legitimate suggestion when blending companies. These vary in different nations. The organization must examine any legitimate prerequisites anticipated of them.
- The decision of whether to receive vertical or horizontal integration incorporates a long-term impact on the trading technique of a company, so the choice to do so must not be taken softly (Ekman et al., 2013).

#### **4.4.1.3. Examples of horizontal integration in tourism**

Travelopia could be an extraordinary case of a tourism organization with parcels of horizontal integration. Travelopia is considered the largest world's collection of pro travel brands. That implies that the organization can offer an assortment of items at the same level of conveyance. So, while Aus Travel and American Occasions may be completely diverse companies, both are at the same level (tour operator) under Travelopia gamp (<https://www.travelopia.com/>, 2022).

### **4.4.2. Vertical integration**

Vertical integration is the inverse of horizontal integration. It may be a competitive procedure when a company takes over one or more other companies at diverse levels within the conveyance. Numerous companies choose integration to permit total control of all perspectives of their trade. This may incorporate the fabricating of their items right till deals, for case (Kayser, E., 2015).

#### **4.4.2.1. Advantages of vertical integration**

There are a few benefits of vertical integration in travel and tourism. With control of the supply chain, organizations have more noteworthy control. They can control and oversee all aspects. Vertical integration permits more scope for the highs and lows of trade and empowers the organization to broaden pay. If one portion of the commerce isn't doing so well, there's the trust that the business can compensate or assist in assimilating the misfortune. Moreover, if one region is doing well, the cash may be

invested in any zones that require speculation. Vertical integration can increment boundaries for modern participants and decrease competition (Ekman et al., 2013).

#### **4.4.2.2. Disadvantages of vertical integration**

There are moreover a few downsides of vertical integration:

- Less competition implies that costs may rise for buyers and guidelines may drop.
- The organization may have less adaptability as they must keep up production to proceed with operations.
- It can be troublesome for an organization to be great at everything. In some cases, an organization can do one thing well, but at that point, other regions may not have the same measures (Ekman et al., 2013).

#### **4.4.2.3. Examples of vertical integration in tourism**

Tui puts occasions together through their tour operations and offers them through their travel operators. They put at that point visitors on airplanes claimed by TUI. Visitors are welcomed to their destination by TUI agents- this illustrates a smooth and reliable handle all through, where all perspectives are claimed and overseen by TUI. In this way, TUI has numerous companies at distinctive levels of dissemination. This incorporates their visit operations, travel specialists, aircraft, and destination services. TUI is one of the greatest travel agencies in the world. Since the breakdown of Thomas Cook, TUI contains an imposing business model for tour operations inside the United Kingdom and several parts of the world. Inside the gamp organization, TUI possesses numerous diverse companies. A few are at the same level (horizontal integration) and others are at various levels (vertical integration) (<https://www.tui.co.uk/>, 2022).

#### **4.5. The terms of tourism integration**

- common conviction
- strong political ties
- Diversity of tourism product
- geographic proximity (Elzoghby, 2013)
- cooperation and coordination for:
  - planning
  - development
  - marketing
  - investment (Mansour, 2018)

In addition to above, leadership is much needed. Logically, the proper leadership is needed to accomplish the visions and objectives for tourism destination.

Yukl (2012) describes leadership as a procedure through which one impacts others to realize and approve what requirements to be performed effectively and how by personal and mutual efforts to achieve mutual objectives. Without leadership, the existence of numerous different businesses may lead to stakeholders implementing different strategies and not shifting towards the shared destination goal (Buultjens et al., 2012). The visionary cooperative leadership needs to be encouraged instead of individual one, to achieve improved results for destinations and stakeholders on the long-term, also to contribute the pre-recognized destination targets by the most efficient approach (Fang, et al., 2016).

#### **4.6. Leadership by Abundance Mindset rather than Scarcity one**

Resilience, Decisiveness, Agility, and Ambition are some key traits of leaders. They can imagine large, are courageous, and are giving. They can communicate effectively and solve problems creatively. Leaders, however, should adopt the Mentality of Abundance rather than the Mentality of Scarcity in the COVID 19 ERA. The hypothesis that entrepreneurs with an abundant mindset instead of those with a scarcity mindset improves lives (Mousa, 2021).

In author's opinion abundance mindset achieves integration versus scarcity one which leads to hard competition.

##### **4.6.1. Abundance mindset**

It is the conviction anyone can obtain plenty opportunities. No one needs to be hurt or lost to achieve something (Meshram and Palo, 2013).

##### **4.6.2. Scarcity mindset**

It is a mindset that assumes opportunities are scarce and therefore someone must be losing. Life is a constant struggle and contest. Which mentality can live calmly and happily; I wonder? (Abundance mindset). Everybody can find goodness. Because it believes that if someone succeeds, he is a loser, the scarcity mentality is fearful that others will achieve, unwilling to praise others, and reluctant to share information or knowledge. The success of others does not worry someone with an abundance attitude since he is serene and tranquil. He commends them and shares his information, skills, and experiences (Mayer and Salovey, 1997).

There are some who view the world as abundant and unlimited, while others are preoccupied with scarcity and are perpetually anxious and tense.

Leaders that do not adapt to the changes will not succeed.

The leaders who respond to change will live.

Successful leaders are those who change with the times.

Leaders will lead by changing the situation (Mousa, 2021).

#### **4.7.EQ as a tool to create an abundance mindset and tackle a scarcity one**

Especially when it comes to their financial status, most individuals succumb to a scarcity mindset. The fundamental idea that was never stressed as being crucial is EQ (Emotional Quotient). The major goal was to raise IQ, invest, work hard, and purchase more real estate—hustle, hustle, hustle. Lack of an abundant attitude and perpetual living in the future are the issues. People with better emotional intelligence, as opposed to merely practical knowledge, tend to be more successful. Positive attitude understands how to interpret or use the capitalization or assets, not how to get it.

Offer first; without it, there is no contentment, with or without everything. This is the key to improve an abundant attitude. Genuine experiences that increase consciousness are the source of satisfaction. If there are many possibilities or not, EQ essentially determines how people perceive wealth and how they think about it (viewing a positive light rather than a negative one, feeling grateful rather than anxious). With an abundant mindset, opportunities are created by people rather than the other ways around. If it is gone, much more could always be produced. There really is not a shortage in the entire globe; rather, there is a shortage of certain ways of thinking (Christianson, 2019).

#### **4.8. Some international integrated tourism programs**

##### **4.8.1. ACTO (the best leadership by EQ)**

Through its permanent secretariat, the AMAZON COOPERATION TREATY Organisation (ACTO), a global organisation, streamlines the implementation of its decisions and manages procedures within the Amazon Cooperation Treaty (ACT) framework. The numerous facets of its operational processes, strategic, and technological to the various sectors of the Agreement and guarantee ACT conformity. The ACTO is a modern ACT tool with a wide understanding of South-South collaboration that supports the governments' efforts to collaborate with other actors, countries, development organizations, social movements, the scientific community, productive sectors, and general society. ACTO conducts research and experimental projects on economic prospects that might give funding and potentials for the Amazon area among the treaty's member states to encourage effective collaboration and integration between them (Bolivia, Brazil, Colombia, Guyana, Ecuador, Peru, Suriname, and Venezuela) ([www.mincetur.gob.pe](http://www.mincetur.gob.pe), 2022).

On the strategic agenda, tourism The strategic plan for Amazon cooperation was endorsed during the X conference of foreign ministers from Amazon member nations, which took place in Lima, Peru, in November 2010. With the formation of integrated tourism routes in Amazon as a subtheme, one of the development categories highlighted is tourism. Establishing integrated routes as a prototype for sustainable tourism in the Amazon is the aim of that sub-theme. A linked path or major corridor of tourist destinations that connects a collection of at least three nations is known as an Amazonia integrated tourism round. It is the whole of the region's tourism-related products and services, which might be a collection of assets or a single item with a common theme (**horizontal integration**). The three integrated circuits that the ACTO's tourist coordination has identified as being most important must be seen as test beds for future development. In order to give visitors access to the Amazon from a variety of perspectives, they integrate ecological, cultural, and other sightseeing. To maximise advantages for both tourists and residents of the regions visited, Amazon experience takes place inside a circuit of hotspots that is clearly defined both geographically and conceptually (www.mintic.gov.gy, 2022).

The Member Countries have chosen and accepted the following Circuits as the Third Exploratory Integrated Tours of Tourism in the Amazon:

### **1. The Amazon-Caribbean Tourism Trail (Brazil-Guyana-Suriname)**

It represents the elegance of the Caribbean and the vibrant culture in conjunction with the beauty and wildlife of the Amazon region on a tourism route that includes Brazil, Guyana, and Suriname (www.mintur.gob.ve, 2022).

### **2. The Amazon-Andes-Pacific Route (Brazil-Peru).**

Similar to such Amazon-Caribbean Tourism Route, this experience stretches from the Hotspots of Acre (in Brazil) through Peru, Bolivia, and Ecuador. It blends cuisines from the Amazon with (in this instance) the Andes. It merges the world of the mountains with the Amazon's tropical aesthetic, its vast, unspoiled national parks, and its culture (www.mintct.sr, 2022).

### **3. The Amazon Water Tourism Route (Brazil-Colombia-Peru-Ecuador-Bolivia)**

The Route aims to capitalize on the market's attraction with the Amazon River's waters and delights the tourist by showcasing the dynamic interactions between the river and its inhabitants. There are several ways to learn about river life, people, and customs. The traveller can see contemporary cities such as Manaus, stay in thriving areas like Iquitos, and get a taste of life in more rural areas (www.turismo.gov.br, 2022).

## **THE FIRST STEPS in the establishment of an Integrated Tourism Circuit**

The three circuits are built using the same building methodology but with various themes and notions (www.mincomercio.gov.co, 2022). The actions are:

- The identification of groups of nations, regions, and themes, such as the Amazon-Caribbean Trail that includes Guyana, Suriname, and Brazil. (self-awareness)
- Creation of a Circuit Manual by compiling data on the various locations and circuit themes. This enables regional action by national authorities and partners to create specific tourism offerings (www.turismo.gov.ec, 2022). (Motivation and self-control)
- A benchmarking process including the key players, which entails defining and evaluating the circuits' tourist sustainability. (Social conscience)
- The signing of an official memorandum of understanding and political agreement between the national and local tourism authorities (www.produccion.gob.bo, 2022). (Social control)

### **4.9. Arab Tourism Integrated Programs**

#### **4.9.1. ATO**

Arab Tourism Organization (ATO) is a member of the Arab Ministerial Council on Tourism (AMCT), which is based in an Arab League nation and promotes ethical, environmentally friendly, and easily accessible travel throughout the Arab world. It also coordinates all efforts to develop a single Arab travel policy, offering its members all services possible and helping them gain expertise by providing them with the necessary studies and information. Additionally, it removes barriers that impeded tourism growth. It is the top Arab organization in the tourism industry, advancing the sector with leadership and support to advance knowledge and tourism policies in the Arab nations. Tourism is promoted by this organization as the primary engine of economic growth, inclusive development, and environmental sustainability. Through technical assistance programs in over 22 countries around the Arab Countries, ATO creates market information, promotes competitive and sustainable tourist policies, stimulates tourism education and training, and strives to make tourism an effective tool for development. (<http://www.atoorg.org>, 2022).

Arab International Tourist Union (ATO), later known as Arab Tourism Union, was founded in Cairo, Egypt, in 1954 by League of Arab States (LAS) members (ATU). (<https://uia.org/s/or/en/1100048225>, 2022). The organization's headquarters were established in Jeddah (Saudi Arabia) in 2002, where the government of the Custodian of the Two Holy Mosques offered a variety of services and resources (a mindset of

abundance) to the company. The company has vertical integration and specializes in travel, tourism, hotels, and airlines (<https://www.arab-tourismorg.org>, 2022).

#### **4.9.2. Twinning agreement between Luxor, Petra**

In November 2021, Egypt and Jordan agreed an executive project arrangement for cooperation in tourism and city twinning between Luxor and Petra. Both the Jordanian and Egyptian ministers of tourism and antiquities signed the deal. The two nations agreed to sign this project for cooperation in the field of tourism for the years (2022-2024) as part of the activation of the tourism cooperation agreement they signed in 1986. This project covers the areas of tourism promotion, marketing, and training as well as sustainable development and tourism legislation and regulations.

The agreement of the executive framework for Egypt and Jordan's tourism cooperation and the twinned cities of Luxor and Petra are seen as a golden opportunity for both parties to share databases in order to attract more tourists, hold joint festivals between the two nations, exchange experiences between Egyptian and Jordanian tourism, and collaborate on marketing and promotion efforts for both cities' tourism. The best option for the twinning is Petra because it is a world heritage site that was designated by UNESCO in 1985. It's regarded as one of the Seven Wonders of the World as well. Both Luxor and Petra share traits as well as a rich history and civilization. The partnership between Luxor and Petra and the initiative are regarded as the first fruit of launching Luxor as an open museum (<https://dailynewsegypt.com>, 2021).

### **5. Materials and methods**

It is presumable that an examination of EQ and tourist integration will reveal the relationship between the two. The research begins by outlining the definition of emotional intelligence (EQ) and its key elements. It then defines tourist integration (horizontal and vertical, with examples for each), as well as its terminologies. The research study links abundant mentality, which may be developed through EQ, to effective leadership. Taking into account the conditions of tourist integration as per the online poll, the field study aims to analyze each of EQ's five components towards Arab tourism leadership. The purpose of the survey is to compare Arab tourist performance to that of successful international tourism at the integration point. Within a random sample of 110 people who are available to the author, an online survey on Google Form was administered to employees of the Arab Tourism Organization. In April 2022, 100 completed questionnaires were already valid. Ten people were recruited for pilot research to make sure that the questions are reasonable and clear. The Likert scale tool was used to reply to the questionnaire.

The questionnaire was completed, applied, and then emptied into tables to count the repetitions and statistically analyze them using the following techniques:

- Relative weight: To ascertain the degree of acceptability for each statement in the questionnaire, and to organize the proposals in accordance with the relative weight of each. The five-way Likert technique was used to assign a score to each of the five replies in order to generate the numerical estimate. Strongly agreeing receives a score of 5, while agreeing to a degree receives a score of 4, medium agreement receives a score of 3, disappointing agreement receives a score of 2, and strongly disagreeing receives a score of 1.

- Category range: To determine whether the conditions are adequate: The length of the category was calculated by dividing the range by the number of categories. As a result, the first group of arithmetic mean values is composed of those between 1 and 1.8, and so on for the remaining mean values, so

1 to 1.80 strongly disagree

From 1.81 to 2.60 does not agree

From 2.61 to 3.40 average

From 3.41 to 4.20 agree

From 4.21 to 5.00 Strongly agree

### 5.1. Validity and reliability

**Table 1: Reliability and validity**

Dimensions	N	Validity	reliability
<b>Tourism Integration</b>	8	0.624	0.811
<b>Leaders' Emotional Intelligence</b>	9	0.659	0.836

After the questionnaire has been conducted, the reliability was checked using the Cronbach coefficient alpha, and the results of the reliability are shown in table 1. As the table shows Cronbach's alpha varies between 0.811-0.836 which is regarded as accepted reliability., a Cronbach's alpha of .70 to less than .90 indicates high reliability. The validity of the coefficient value above 0.60 is very beneficial. Thus, the questionnaire items were considered reliable and valid.

**Table 2: Respondents' demographic profile**

Gender	Frequency	Percent
Male	74	74
Female	26	26
Total	100	100
Education level	Frequency	Percent
High Schools \ institutions	11	11
Faculty Graduate	62	62
Postgraduate	27	27
Total	100	100
Experience level	Frequency	Percent
From 1 to 5	34	34
From 5 to 10	43	43
More than 10	23	23
Total	100	100

- the results of table No. (2) the demographic data of the study sample, where the table included (3) demographic variables, the first variable is " Gender" and included (2) categories, the first category " Male" with Frequency (74) and the second category "Female" with Frequency (26).

- As for the second variable: it is the " **Education level** " and it included (3) categories, the first category is " High Schools \ institutions" and their number is (11) , while the second category is " Faculty Graduate" and their number is (62) It also came in the third rank in the category " Postgraduate" with a frequency of (27)

- As for the third variable: it is " **Experience level** "and it included (3) categories, The first category " From 1 to 5" at a frequency of (34). and the second category. " From 5 to 10" at a frequency of (73), and the third category " More than 10" with a frequency of (23).

**Table 3** Tourism Integration and Emotional intelligence from the Perception of Arab Tourism Organization Workers

N.	Tourism Integration and Emotional intelligence from the Perception of Arab Tourism Organization Workers	SD	D	N	A	SA	Mean	Std.	Relative weight
<b>First section: The Terms of Tourism Integration</b>									
1	Common conviction of Arab tourism integration	5	12	13	42	28	<b>3.76</b>	1.13	<b>agree</b>
2	Strong political ties among Arab countries	7	14	14	36	29	<b>3.66</b>	1.23	<b>agree</b>
3	Employing the diversity of tourism product among Arab countries	7	13	14	44	22	<b>3.61</b>	1.17	<b>agree</b>
4	Using geographic proximity to design Arab integrated itineraries	6	15	16	45	18	<b>3.54</b>	1.13	<b>agree</b>
5	Cooperation and coordination among Arab countries for planning	13	19	20	34	14	<b>3.17</b>	1.26	<b>Neutral</b>
6	Cooperation and coordination among Arab countries for development	5	14	17	49	15	<b>3.55</b>	1.06	<b>agree</b>
7	Cooperation and coordination among Arab countries for marketing	7	12	12	40	29	<b>3.72</b>	1.20	<b>agree</b>
8	Cooperation and coordination among Arab countries for investment	5	13	13	40	29	<b>3.75</b>	1.15	<b>agree</b>

<b>Second section: Leaders' Emotional Intelligence</b>									
1	Familiarity with the term "emotional Intelligence"	8	11	30	34	17	<b>3.41</b>	1.13	<b>agree</b>
2	Having a good sense of own abilities and current limitations (Self-awareness)	6	16	14	41	23	<b>3.59</b>	1.18	<b>agree</b>
3	Ability to manage own emotion (self-regulation)	5	24	16	41	14	<b>3.35</b>	1.14	<b>Neutral</b>
4	Ability to use deepest emotions moving towards goals (motivation)	4	14	17	44	21	<b>3.64</b>	1.08	<b>agree</b>
5	Ability to sense, realize and respond to what others feel (social awareness)	9	16	13	47	15	<b>3.43</b>	1.19	<b>agree</b>
6	Ability to manage, impact and inspire emotions in others (social regulation)	7	11	16	42	23	<b>3.62</b>	1.17	<b>agree</b>
7	Applying emotional intelligence training courses	44	16	10	10	20	<b>2.46</b>	1.59	<b>disagree</b>
8	Applying EQ test	36	14	15	11	24	<b>2.73</b>	1.61	<b>Neutral</b>
9	Enhancing emotional intelligence skills	40	20	16	14	10	<b>2.34</b>	1.38	<b>disagree</b>

Decision \*SD=strongly disagree, D= disagree, N= Neutral, A=agree, SA=Strongly Agree,

The results in Table (3) in the first dimension of " **The Terms of Tourism Integration**" indicate that the means for this dimension ranged between (3.76) and (3.17), which indicates the approval of the sample members on most of the statements This dimension , as the phrase "Common conviction of Arab tourism integration" came in the first place in terms of the value of the mean, which amounted to (3.76) and with a standard deviation of (1.13). And in the second rank, the phrase "Cooperation and coordination among Arab countries for investment"the value of the mean, which amounted to (3.76) and with a standard deviation of (1.13) The third order is..." Cooperation and coordination among Arab countries for marketing" with a mean (3.72) and a standard deviation (1.20). The fourth order is" Strong political ties among Arab countries " with mean (3.66) and standard deviation (1.23). And in the fifth rank is the phrase. Employing the diversity of tourism product among Arab countries "with a mean (3.61) and a standard deviation (1.17), And in the sixth rank is the phrase." Cooperation and coordination among Arab countries for development" with a mean (3.55) and a standard deviation (1.06). And in the seventh rank is the

phrase "Using geographic proximity to design Arab integrated itineraries ". with a mean (3.54) and a standard deviation (1.13). And in the eighth rank, the phrase "Cooperation and coordination among Arab countries for planning "with a mean of (3.17) and a standard deviation of (1.26). The following figure illustrates this.

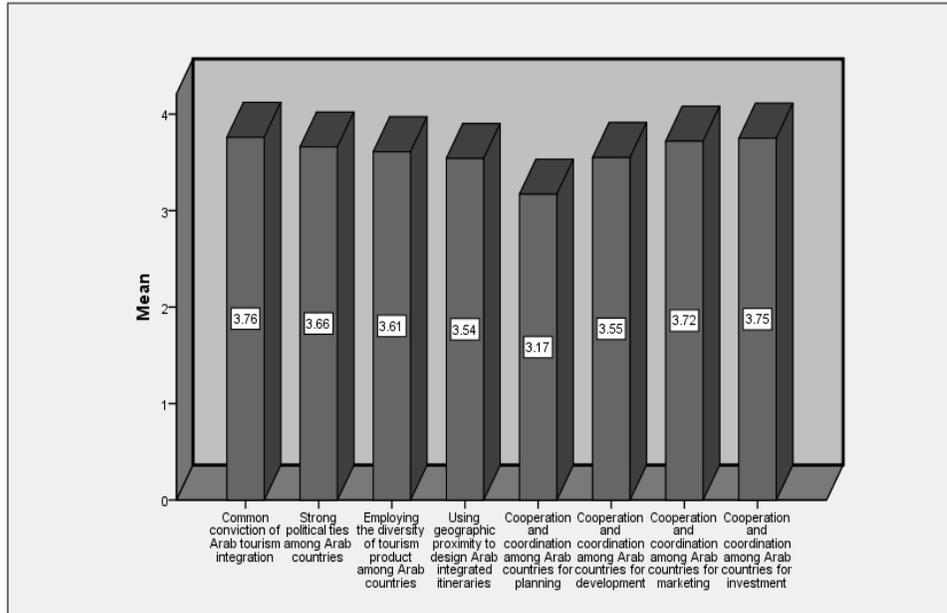


Fig. 1 The Terms of Tourism Integration

Regarding the results of the second dimension " **Leaders’ Emotional Intelligence**", the averages ranged between (3.64) and (2.34), which indicates the fluctuation in the opinions of the sample members about the statements of this dimension. Where the phrase." Ability to use deepest emotions moving towards goals (motivation)" in the first rank in terms of the mean (3.64) and standard deviation (1.08), and in the second rank was the phrase." Ability to manage, impact and inspire emotions in others (social regulation)" with an average of (3.62) and with a standard deviation of (1.17) And in the third rank, the phrase "Having a good sense of own abilities and current limitations (Self-awareness) " with a mean (3.59) and a standard deviation (1.18), and in the fourth rank, the phrase." Ability to sense, realize and respond to what others feel (social awareness)" with a mean (3.43) and a standard deviation (1.19). And in the fifth rank, the phrase "Familiarity with the term “emotional Intelligence” with a mean (3.41) and standard deviation (1.13), and in the sixth rank is the phrase." Ability to manage own emotion (self-regulation) " with a mean (3.35) and a standard deviation (1.14). And in the seventh rank, the phrase "Applying EQ test ". with a mean (2.73) and a standard deviation (1.61), and in the eighth rank, a phrase." Applying emotional intelligence training courses" with a mean of (2.46) and with a standard deviation (1.59) and in the last order the phrase." Enhancing emotional

intelligence skills ". with a mean (2.34) and standard deviation (1.38) The following figure illustrates this

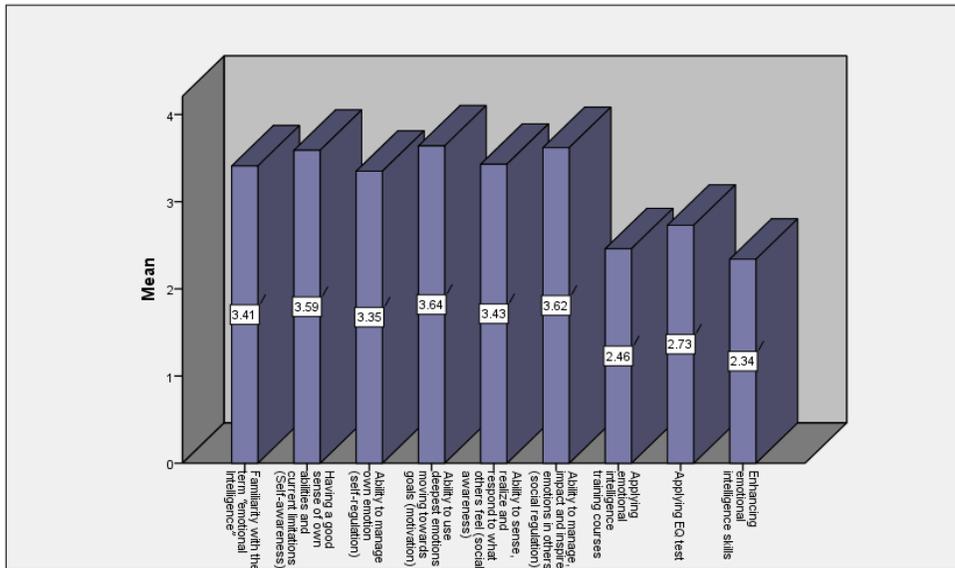


Fig. 2 Leaders' Emotional Intelligence

**Table 4**

Summary of descriptive analysis

Summary of descriptive analysis	Mean	St.d
<b>The Terms of Tourism Integration</b>	<b>3.60</b>	<b>1.11</b>
<b>Leaders' Emotional Intelligence</b>	<b>3.17</b>	<b>1.14</b>

Results in table (4) indicate that respondents in the first dimension of “**The Terms of Tourism Integration** ”with a mean score of 3.6 and S.D. of 1.11. The second dimension “**Leaders' Emotional Intelligence**” with a mean score of 3.17 and S.D. of 1.14.

**H1:** Leader's Emotional Intelligence clearly influences tourism integration.

**Table 5**

		Tourism Integration
Leaders' Emotional Intelligence	Pearson Correlation	**0.618
	Sig. (2-tailed)	0.01
	N	100

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

### Results in Table No. (5)

There is a positive correlation between Leaders' Emotional Intelligence and Tourism Integration. This is evident from the value of the Pearson correlation coefficient, which amounted to (0.618), and it is also statistically significant at the level of significance 0.01, which indicates the existence of a strong positive correlation indicating that the emotional intelligence of the leader affects the tourism leadership.

**H2: There are statistically significant differences about the responses of the study sample due to the demographic data (Gender- Education level- Experience level).**

To verify the validity of this hypothesis, the Kruskal-Wallis test was conducted to identify the differences between the responses of the sample members according to the different demographic data, as shown in the following table.

**Table (6):** Kruskal Wallis Test

Variable	Chi-Square	Sig.
Gender	20.14	.001
Education level	22.30	.001
Experience level	23.16	.001

### The results of Table No. (6)

There are statistically significant differences between the three variables, where the value of Kruskal-Wallis test in the variable Gender (20.14), which is a function at the level of significance 0.01 in favor of males, while it reached (22.30) in the variable Education level which is a function at the level of significance 0.01 in favor of Faculty Graduate while it reached in the variable Experience level (23.16) which is a function at the 0.01. significance level from 5 to 10 years.

**Table 7:** The Results of Hypothesis Testing

	Hypothesis	Results
H1	Leader's Emotional Intelligence clearly influences tourism integration	Accepted
H2	There are statistically significant differences about the responses of the study sample due to the demographic data (Gender- Education level- Experience level)	Accepted

## 6. Conclusion

The ability to leverage cloud digital tools and adopt new leadership skills like EQ has become a must for entrepreneurs in the entire world, to survive the ongoing crisis. As the COVID 19 pandemic has accelerated the process of cloud digital transformation it is also launched EQ implementation across most sectors in the whole world especially

tourism. EQ is best assessed through tests based on respondents' responses to questions, unlike highly visible behavioral patterns. The higher the score, the higher the EQ.

EQ like IQ can be improved. Doing so will help succeeding in all sectors, especially in tourism business. Part knowledge, part self-control, and part wisdom form emotional intelligence. Also, it needs time working on. Having a high IQ, without an equally high EQ, gets entrepreneurs so far. But the combination of both working in tandem can create limitless opportunities, especially for tourism sector regarding to Arab integration. ACTO represents a successful experience for tourism integration which implements integrated sustainable tourism via Amazon. The experience achieves the difficult equation regarding to terms of integration (common conviction, strong political ties, Diversity of tourism product, geographic proximity, and cooperation and coordination) depending on EQ skills (self-awareness, self-regulation, motivation, social awareness, and social regulation). It is time for ATO to apply tourism integration to Arab world and generalize the twin destination experience (Luxor, Petra). Arab tourism organization provides all kinds of support and facilities for tourism as the main source of economic growth, inclusive development and environmental sustainability, marketing, education, and training. ATO provides leadership and support to the Arab tourism sector by abundance mindset which may create EQ leadership. ATO works to make tourism an effective tool for integrating development through technical assistance projects in over 22 countries around the Arab Countries.

## **7. Recommendations**

### **7.1. Recommendations for Arab tourism ministries**

- 7.1.1.** Tourism integration must be implemented internally first, beginning with national level, and ending with international one.
- 7.1.2.** Officials must have common conviction about tourism integration.
- 7.1.3.** strong political ties must be established among the Arab countries.
- 7.1.4.** integrated itineraries must be designed and marketed for Arab countries according to diversity of tourism products and geographic proximity.
- 7.1.5.** cooperation and coordination must be treated for planning, development, marketing, and investment.
- 7.1.6.** Tourism education and training should be mutual.
- 7.1.7.** Tourism leaders should be subject to an emotional intelligence test and improve scores gotten endlessly.
- 7.1.8.** Every Arab country can make offers to each other to develop an abundance mindset and avoid a scarcity one.

### **7.2.Recommendations for Arab tourism organization**

**7.2.1.** Establishing a website to introduce the most important Arab destinations for Arab and international tourists, as a model for Arab world tourism integration.

**7.2.2.** Approving the strategic agenda for Arab world cooperation about tourism integration however the theme, horizontal or vertical integration.

**7.2.3.** Fostering a vision for funding the Arab tourism development aims to attract more investments to Arab world and to reduce the risks that tourism and civil aviation sectors are exposed to and works under the umbrella of the Arab Tourism Organization.

### **7.3.Recommendations for travel agents and tour operators (private sector)**

**7.3.1.** Arab travel agencies must be cooperated and coordinated together for:

7.3.1.1. Designing and marketing integrated itineraries within Arab countries according to diversity of tourism products and geographic proximity.

7.3.1.2. Pricing integrated itineraries.

**7.3.2.** travel agents and tour operators should be subject to an emotional intelligence test and improve scores gotten endlessly.

## **8. Future Guidelines**

African tourism integration must be considered according to current and future development projects across the continent of Africa.

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### القيادة السياحية بواسطة الذكاء العاطفي كأداة للتكامل السياحي العربي

هلن عبد الحميد عبد الحكيم

المعهد العالي للدراسات النوعية ، مصر الجديدة ، القاهرة ، مصر

المعلومات المقالة	الملخص
الكلمات المفتاحية: الذكاء العاطفي؛ العاطفة؛ الذكاء؛ كوفيد؛ الوفرة؛ الندرة؛ السياحة؛ والتكامل.	الذكاء العاطفي (EQ) هو مطلب في المنزل ، والشركة ، والمجتمع ، والبلد ، والعالم بأسره ، لأهميته في هذه الفترة ، لضبط النفس ، وتقليل الخسائر المادية والمعنوية عندما تمر البشرية بكليةها معًا. مع محنة كوفيد-19 ، أفضل حل للخروج من الأزمة ليس فقط استخدام التكنولوجيا الجديدة ولكن أيضًا استخدام الذكاء العاطفي (EQ) إلى جانبها. يتطلب إنشاء قيادة متميزة الذكاء العاطفي ضعف ما تتطلبه من المهارات الأخرى. التحكم بالعواطف والتواصل العادل مع الآخرين يحقق القوة والازدهار.
(JAAUTH) المجلد ٢٢ ، العدد ٣ ، (يونيو ٢٠٢٢) ، ص ٥٦-٧٧.	تواجه سلطات السياحة ، مثلها مثل باقي القطاعات الأخرى ، العديد من التحديات ، وتحتاج إلى العديد من أساليب اتخاذ القرار لإيجاد الحل الأمثل للمشكلات. تهدف الدراسة إلى مساعدة قادة السياحة على تطوير مهارات الذكاء العاطفي للتعامل بكفاءة مع العقبات بحيث تؤدي إلى الإدارة الفعالة. الأمر الذي يحقق كيفية التكامل السياحي مقابل المنافسة.
	يساهم البحث في الإدارة بالذكاء العاطفي كنواة مرنة للتكامل في قطاع السياحة وعقلية الوفرة وليس الندرة.