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THE MEDIATING ROLE OF EMOTIONAL INTELLIGENCE FOR EMPLOYEES IN THE RELATIONSHIP BETWEEN THE QUALITY OF SERVICES AND THE SATISFACTION OF VISITORS TO THE TWO HOLY MOSQUES

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ABSTRACT

The study aimed to test the mediating role of emotional intelligence in the relationship between the quality of services provided and the achievement of satisfaction of visitors to the Two Holy Mosques. The primary group of the study population is the visitors to the Two Holy Mosques. After collecting and analyzing the data from the respondents, the study concluded that the emotional intelligence of the employees mediated the relationship between the quality of services provided and the satisfaction of the visitors of the Two Holy Mosques with a multiple correlation coefficient (0.737). The study recommended the need to educate employees about the importance of emotional intelligence to achieve the quality of services provided and the satisfaction of visitors to the Two Holy Mosques.

KEYWORDS: Emotional Intelligence; Quality of Services Provided; Two Holy Mosques; Visitors Satisfaction.

1. INTRODUCTION

Vision 2030 in Saudi Arabia focused on humans as a sustainable competitive advantage considering global economic conditions and the increasing intensity of competition. Therefore, organizations seek to follow strategies to attract highly qualified human resources, which have characteristics, the most important of which is emotional intelligence because of its impact on raising the efficiency of the performance of employees and increasing their productivity, and this is considered emotional intelligence as one of the most important skills that are worth investing in the effort and time to develop this skill.

The General Presidency for the Affairs of Al-Masjid al-Haram and Al-Masjid a Nabawi in the Kingdom of Saudi Arabia aspires to progress and develop in the ways of providing and displaying its services, diversifying their quality and improving their effectiveness, using methods and techniques that positively affect visitors to the Two Holy Mosques from all parts of the world. Therefore, emotional intelligence and its practices improve the quality of services provided on the one hand and achieve the satisfaction of visitors to the Two Holy Mosques on the other hand. Hence the idea of this study came to identify the mediating role of emotional intelligence for employees in the relationship between the quality of services provided and achieving the satisfaction of visitors to the Two Holy Mosques.

1.1. Study Problem

Successful organizations seek to be distinguished, effective, and able to achieve their goals in an optimal manner. Therefore, the General Presidency for the Affairs of Al-Masjid al-Haram and Al-Masjid a Nabawi in the Kingdom of Saudi Arabia has several strategic goals, as its second goal is to: Develop a system for human resource development based on attracting, developing, and motivating competencies. Possessed by effective human resources are the skills of emotional intelligence and given the importance of providing emotional intelligence skills to human resources, the study seeks to search for the satisfaction of visitors to the Two Holy Mosques for the services provided to them by employees in the Two Holy Mosques. The two Holy Mosques may be due to the low level of emotional intelligence of employees and the quality of the services provided, so this study attempts to identify the possibility of a solution by answering the following main question: Can the quality of the services provided affect the satisfaction of visitors to the Two Holy Mosques considering mediating

emotional intelligence for employees? The following sub-questions are derived from it:

1. Is there a statistically significant relationship between the effectiveness of the services provided and the satisfaction of visitors to the Two Holy Mosques?
2. Is there a statistically significant relationship between the quality of the services provided and the employees' possession of emotional intelligence?
3. Is there a statistically significant relationship between the emotional intelligence of employees, the quality of the services provided, and the satisfaction of visitors to the Two Holy Mosques?
4. Is there a difference between the average responses of the respondents about the three study variables?

1.2. Study Objectives

The main objective of this study is to identify the relationship between emotional intelligence and the quality of services provided and to achieve the satisfaction of visitors to the Two Holy Mosques, by achieving the following objectives:

1. Identifying the level of emotional intelligence for employees in the Two Holy Mosques and the level of satisfaction of visitors to the Two Holy Mosques.
2. Recognizing the relationship of correlation and influence between emotional intelligence, the quality of services provided, and the satisfaction of visitors to the Two Holy Mosques.

Significance of the study

This study derives its importance from two aspects:

1. Scientific importance: The study contributes to bridging a research gap due to the lack of studies that deal with the subject of the study to the knowledge of the researchers - through exposure to the relationships between the quality of services provided and the satisfaction of those visiting the Two Holy Mosques considering enhancing the emotional intelligence of employees in the Two Holy Mosques, an issue that previous studies did not fully address. Its dimensions were also exposed in this study. In addition, the study may contribute from a scientific point of view to providing a scientific reference on the relationships of emotional intelligence, the quality of the services provided, and the satisfaction of those visiting the Two Holy Mosques, to contribute to supporting the Arabic library and help researchers to develop knowledge in this field.

2. Practical importance: The practical importance of this study is that it provides data and information for decision-makers in the General Presidency of the Two Holy Mosques that may help them to

rationalize their decisions, in addition, the study highlights the importance of emotional intelligence

on the quality of services provided and the satisfaction of visitors to the Two Holy Mosques.

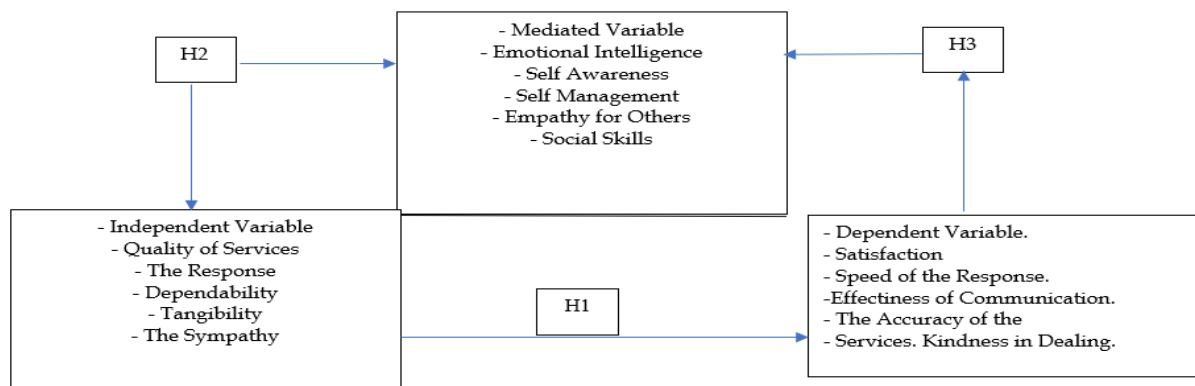


Figure 1: Study Design.

1.3. Hypotheses of the Study

The study consisted of the following hypotheses:

1. There is a statistically significant relationship between the quality of the services provided and the satisfaction of visitors to the Two Holy Mosques.

2. There is a statistically significant relationship between the quality of the services provided and the employees' possession of emotional intelligence.

3. There is a statistically significant relationship between emotional intelligence, the quality of services provided, and the satisfaction of visitors to the Two Holy Mosques.

1.4. Study Methodology

The study uses the descriptive analytical method that works on interpreting the status quo under study, then statistically analyzing the data of the field study using the Statistical Analysis Program (SPSS) version (26) to reach results and recommendations that can help in finding solutions. The study also used the (paper and digital library) of books, theses, and previous studies as secondary sources, in addition to the questionnaire tool as a primary source for data and information collected in the field of study variables during the period from 17/03/2022

Population and sample: The study population is the visitors of the Two Holy Mosques, whether with the intention of Hajj, Umrah or visiting the beloved Mohammed peace be upon him.

The sample: It consisted of 85 individuals using the easy sample, to achieve complete homogeneity among the sample members, and it is intended to visit the Two Holy Mosques.

1.5. Boundaries and Field of Study

Human boundaries: the number of visitors to the Two Holy Mosques to perform Hajj or Umrah or to visit the beloved Mohammed peace be upon him, by

taking a sample representing the community to express their point of view about the study.

Spatial boundaries: The field study will be applied in the Kingdom of Saudi Arabia in Riyadh
Time limits: 2022

Objective boundaries: Emotional intelligence, quality of services, the satisfaction of those visiting the Two Holy Mosques.

1.6. Terminology of Study

Emotional Intelligence

(Shapiro, 2007) defines it as representing a group of elements of social intelligence that includes the ability for the individual to control his emotions and feelings, himself and others, distinguish between them and use this information to guide his thinking, actions, and behaviors, and expressed procedurally in the current study with the responses of the study sample to the availability of emotional intelligence or not to employees General Presidency for the Affairs of Al-Masjid al-Haram and Al-Masjid a Nabawi in the Kingdom of Saudi Arabia.

Satisfaction of visitors to the Two Holy Mosques: It is expressed procedurally in the current study through the responses of the study sample to the study tool.

Service Quality: A concept that refers to the comparison between the customers' expectations of the service with the actual performance provided by the company, and it is related to the customer's satisfaction.

1.7. Study Limitations

The limitations of the current study are summarized in the light of the following limitations:

Limiting the semantic level related to the concept of emotional intelligence to employees.

- This study was applied to a simple sample of visitors to the Two Holy Mosques for the Hijri year

1443 / 2022 due to the strong homogeneity among the members of society.

- Determinants related to the study tools and their psychometric properties: the study tool, prepared by the researchers, and therefore the results of the study are related to the validity, validity, and reliability of the study tool.

2. THEORETICAL FRAMEWORK AND LITERATURE SURVEY: FIRST, THE THEORETICAL FRAMEWORK

Emotional Intelligence

Both (1990, Mayer & Salovey) defined emotional intelligence as the individual's ability to monitor his own feelings and emotions and the feelings and emotions of others, and to distinguish between them and to use this information in directing his behavior and emotions. Danie defined it as a set of emotional skills that an individual possesses, and necessary for success in professional interactions and in various life situations.

According to what was mentioned in (Ahmed, 2000), (Orman and Al-Dawah Ji, 2000), and (Al-Sahn, 2002), the definition of the terms (individual awareness of emotional intelligence, service effectiveness, and customer satisfaction) can be adopted as follows: 483) The individual's awareness of emotional intelligence is the individual's ability to perceive, understand and deal with emotions and emotions and regulate feelings so that the individual can influence the feelings of others. And (Orman and Aldooh J., 2000) show that the service provided is an intangible product that provides direct benefits and benefits to the customer (visitors of the Two Holy Mosques "in this study") as a result of applying or using human or mechanical effort or energy on certain and specific people or things, and the service is not It can be acquired or physically consumed. And (Al-Sahn, 2002: 71) defines satisfaction as a level of feeling of the individual (visitors of the Two Holy Mosques "in this study") resulting from the comparison between perceived performance and its expectations, which means that satisfaction is related to the level of perceived service quality and that the degree of saturation determines the level of satisfaction.

2.1. The relationship between the Quality of Services Provided and the Satisfaction of Visitors to the Two Holy Mosques

Recent decades have witnessed an important development in the field of services, which has become of great importance in the economies of countries and has generated intense competition between its providers (including the General Presidency for the Affairs of Al-Masjid al-Haram

and Al-Masjid a Nabawi). On customer satisfaction (going to the Two Holy Mosques) in order to make visitors happy and achieve their well-being, and for the sake of development and growth, improving the effectiveness of the services provided and customer satisfaction has become an obsession for service and religious institutions. To provide services that achieve his satisfaction, especially since the information technology revolution enabled the customer to compare services according to his desires and choices, and this is what sparked the desire of many institutions to adopt the effectiveness of the services provided as an entry point to achieve their satisfaction (Kadurah, 2011: 2-3).

2.2. The Reality of the Quality of Services Provided and the Employees' Possession of Emotional Intelligence and Achieving the Satisfaction of Visitors to the Two Holy Mosques

(Mousa, 2022 AD) indicates that employees' awareness of emotional intelligence contributes to increasing the satisfaction of visitors to the Two Holy Mosques. Recently, attention has been paid to emotional intelligence among employees, which ensures the creation of a high-performance, productive and optimistic team that has objective information that could build a positive work environment. A well-developed health work that allows individuals working in the Two Holy Mosques to develop their skills and distinct methods in providing all information related to services to perform rituals in an effective and understandable manner through multiple and available means to help visitors to the Two Holy Mosques understand the steps for performing rituals and spending enjoyable periods in the Two Holy Mosques.

2.3. Second: Literature Survey

(Dagim Woldie Abebe.2023:)

One of the most significant concepts that have been introduced to management and psychology over the past ten years is emotional intelligence. This study sought to investigate the connection between emotional intelligence, job satisfaction, and job performance, in higher education settings. The academic staff of Ethiopian higher education institutions made up the population from which our sample was drawn. There was a total of 388 questionnaires given to participants who were chosen at random. The analysis was conducted using 315 questionnaires from these. Employees' emotional intelligence was found to be positively and significantly correlated with job satisfaction and performance, but the relationship between job satisfaction and job performance was found to be

insignificant. In a similar vein, the connection between emotional intelligence and job performance at work is unmediated by job satisfaction. The findings highlight the significance of emotional intelligence and its influence on workplace situations. During the recruitment phase, service industries should strongly consider using an Emotional Intelligence test to assess an individual's capacity to control their emotions and recognize those of others, thereby increasing job satisfaction and performance.

(Santus Kumar Deb.2023)

The aim of this study is to measure the mediating effect of emotional intelligence on job

satisfaction and firm performance of small business and to identify the critical success constructs and

significant path of emotional intelligence in relation to job satisfaction and firm performance.

Design/methodology/approach - This study provides an analysis of the relevant literature that has

been published on the renowned journal of small business. This study's theoretical framework and constructs

were developed based on prior research of emotional intelligence in small business. Along with, data were

gathered from 355 respondents, with a valid response rate of 73.95%. This study used the SEM-PLS to

measure the validity of the theoretical framework and test the hypothesis.

Findings - This study revealed that infrastructure, leadership and management, salary, working hours, working

environment and emotional intelligence are very crucial for job satisfaction and firm performance. Emotional

intelligence mediated the relationship between five job satisfaction factors (working hours, organizational

infrastructure, leadership and management, working environment, salary and other benefits) and firm performance.

Thus, this study can contribute to enhancing firm performance and developing a new dimension of small business.

Research limitations/implications - The result of this study will assist the researchers and service

providers in understanding the mediating effect of emotional intelligence on job satisfaction and firm

performance of small businesses. Thereby, policy formulation in the era of training of employees, leadership

and technology-based services orientation will assist in enhancing opportunities for small businesses and upholding sustainable business. (Al-Kharabsheh and Al-Saed, 2021) conducted a study, one of the objectives of which is to test the impact of emotional intelligence on the work environment of employees of the King Abdullah II Fund for Development. It followed the descriptive analytical approach and used the (SPSS) program to statistically process the study questionnaire data. And it found a high level of importance of emotional intelligence, and the existence of a statistically significant effect of emotional intelligence in the work environment of employees. She recommended approximating the idea of emotional intelligence in order to develop the employee's emotional capabilities.

(Abdullah, 2020) conducted a study, one of the objectives of which is to identify the relationship between emotional intelligence and employee motivation. It followed the descriptive analytical approach and used the (SPSS) program to statistically process the study questionnaire data. And it found a high level of importance of emotional intelligence, and a relationship between emotional intelligence and employee motivation. She recommended that the concept and practices of emotional intelligence should be given priority at work, as it is one of the necessary skills that all employees must possess.

(Damayanti, et. al., 2018) have conducted a study aimed to reveal the relationship between work values, emotional intelligence, work environment, and job commitment in the banking industry in Indonesia. It followed the descriptive analytical approach and used the (SPSS) program to statistically process the study questionnaire data. The results indicated the significant and positive impact of work values, emotional intelligence, and work environment on job commitment. It recommended identifying the implications of putting forward theoretical and practical contributions to this study.

(Mgnano, et. al., 2016) conducted a study that aimed to investigate whether emotional intelligence mediates the relationship between flexible motivation and achievement. It followed the descriptive analytical approach and used the (SPSS) program to statistically process the study questionnaire data. The results confirmed the important mediating role that emotional intelligence plays in resilience and achievement motivation. She recommended paying attention to the dimensions of emotional intelligence as it is reflected in motivation and performance in the workplace.

They conducted a study (**Islam and Muhammad, 2015**) aimed at showing the importance of service quality in raising external customer satisfaction. It followed the descriptive analytical approach and used the (SPSS) program to statistically process the study questionnaire data. And it has found an impact on service quality, raising external customer satisfaction. The institutions recommended the need to continuously improve the quality of their output to gain the satisfaction of their customers, improve their image, and reduce their costs.

The current study is distinguished from previous studies in that it attempts to clarify the mediating role of emotional intelligence for employees in the relationship between the effectiveness of services and the achievement of satisfaction of the visitors of the Two Holy Mosques from the point of view of (the visitors of the Two Holy Mosques), as it differed in its objective, human and temporal limits from previous research.

3. RESULTS AND DISCUSSION

3.1. Study Population and Sample

The study population consisted of visitors to the Two Holy Mosques, whom the researcher was unable to enumerate. As for the sampling and analysis unit, it was represented in an easy sample of visitors to the Two Holy Mosques during the period from 17/03/2022 until 15/05/2022, which numbered (85), and the questionnaire was distributed to them, received all and found valid for statistical analysis.

study tool.

After dealing with the literature on the quality of

services provided, the enhancement of employees' emotional intelligence, and the satisfaction of those visiting the Two Holy Mosques, a questionnaire was developed for the purposes of the study. It was divided into three axes of study. The first axis dealt with the quality of services provided; The second axis dealt with enhancing employees' emotional intelligence, While the third axis dealt with the satisfaction of the visitors of the Two Holy Mosques.

3.2. The Method used to Analyze the Data

The Statistical Package for Social Sciences (SPSS) program was used to statistically process the study data, through several statistical methods, including Cronbach's alpha coefficient, Skewness test, frequencies and percentages, mean, and standard deviations, one-sample T-test, correlation coefficient, regression model. Independent- Sample T Test and one Way ANOVA.

3.3. Validity and Reliability test of the Study Tool

To test the extent of the internal stability and the subjective validity of the questionnaire items, the coherence of the resolution was evaluated by calculating the alpha value (α) to calculate the internal stability coefficient and the square islands to calculate the self-reliance coefficient. Although there are no standard rules regarding the appropriate values (Alpha), in practice it ($\alpha < 0.60$) is reasonable in research related to the humanities, and the following table (1) shows the reliability and validity coefficient of the

resolution axes (Cronbach's alpha) for the field study sample.

Table 1: The Internal Stability Coefficient and the Self-Validity of the Questionnaire Themes (Cronbach's Alpha) for the Field Study Sample

| variable | Themes | No. paragraphs | The value of (α) alpha | self-validity coefficient |
|-------------|--|----------------|---------------------------------|---------------------------|
| Independent | The effectiveness of the services provided | 5 | 0.738 | 0.859 |
| Mediator | Employee awareness of emotional intelligence | 10 | 0.902 | 0.950 |
| Dependent | Satisfaction of visitors to the Two Holy Mosques | 5 | 0.836 | 0.914 |
| Total | | 20 | 0.941 | 0.970 |

Source: Prepared by the researcher from field study data, 2022, Riyadh

It was clear from Table (1) that the coefficients of internal stability and self-veracity indicate that the tool in general has a high validity and reliability coefficient on the tool's ability to achieve the purposes of the study. The total internal stability coefficient achieved (0.941) and the self-veracity reached (0.970), which indicates the possibility of the sincerity of the results that can be produced by the questionnaire because of its application.

3.4. Face Validity

The researcher verified it by presenting the list in its initial form to seven arbitrators specialized in the

field of business administration and was keen to complete filling out the questionnaire in his presence to clarify any paragraph that might need clarification, which increased the reassurance of the validity of the results that had been reached, to ensure their suitability for the purpose of the study, and to ensure the comprehensiveness of the information covering the objectives and subject of the study, and some notes were taken into consideration, and appropriate modifications were made.

3.5. Constructive Validity

After the researcher made sure of the apparent validity of the study tool, he applied it to a sample of the community on which the study is to be conducted (the two holy mosques) with several (15) items. This step aimed to identify the degree of internal homogeneity between the statements of the resolution list, using the test of the normal

distribution of the resolution data, to find out whether the data follow the normal distribution or not. The (Skewness) test was used, which is a necessary test in the case of hypotheses testing because most of the parameter tests require the data distribution should be normal, and the following table shows the test results.

Table 1: Skewness Test to Test the Normal Distribution of the Questionnaire Themes for the Experimental Sample

| variable | Themes | No. paragraphs | Skewness | Error | Statistical resolution |
|-------------|--|----------------|----------|--------|-------------------------------|
| Independent | The effectiveness of the services provided | 5 | -0.915 | +0.261 | follows a normal distribution |
| Mediator | Employee awareness of emotional intelligence | 10 | -0.892 | +0.261 | |
| Dependent | Satisfaction of visitors to the Two Holy Mosques | 5 | -1.181 | +0.261 | |
| | Total | 20 | 20 | -0.780 | |

Source: Prepared by the researcher from field study data, 2022, Riyadh

It turns out that the skew coefficient is confined to the range (± 3) and its standard error is (+0.261), meaning that the data follows a normal distribution. And that the themes of the questionnaire follow the normal distribution. And that the skew coefficient is confined to the range (± 3), which is the level adopted in the statistical treatment of this study. This indicates the good correlation between the study variables, which confirms that these variables can explain the effect among them.

3.6. Data Analysis and Test Hypotheses

3.6.1. Description of the Personal data of the Sample

It was found that 41.2% are under 30 years old and over 40 years old, respectively, and 12.8% are between 30-40 years old. This indicates the distribution of respondents to all age groups. And that 51.8% of Saudis, and 48.2% of non-Saudis, and this indicates that the sample included Saudi and non-Saudi nationals for those visiting the Two Holy Mosques. And that 90.6% of females, and 9.4% of males. This shows the relative increase in the number of females compared to males, and this is due to the strict precautionary measures followed by the health authorities of the Kingdom during the Corona pandemic during the period of distributing the questionnaire. And that 64.7% the goal of their visit is to visit the Holy Prophet, may God bless him and grant him peace, 32.9% goal of their visit is to visit the Umrah, and 2.4% goal of their visit is to visit the Al-Masjid a Nabawi, and this shows the distribution of respondents on the goal of visiting the Two Holy Mosques well. When examining the demographic characteristics of the study sample, it can be concluded that these results in their entirety provide a reliable indicator of the respondent's eligibility to answer the questions posed in the questionnaire, and then their answers can be relied

upon as a basis for extracting the targeted results from the study.

3.6.2. Frequencies and Percentages of the Study Themes

Quality of Services Provided: which found that:

1. More than three-quarters of the sample numbering 69 individuals and 81.2% confirm that the employees of the Two Holy Mosques are interested in building and forming friendly relations with visitors to understand and provide for their most important needs.

2. More than three-quarters of the sample numbering 80 individuals and 94.1% confirm that employees in the Two Holy Mosques have the ability to organize large groups, achieve their goals, and provide services in a satisfactory manner.

3. More than three-quarters of the sample numbering 81 individuals and a percentage of 95.3% confirm that the employees of the Two Holy Mosques are interested in developing clear strategic plans to prepare to meet the needs of visitors during peak times, such as the Umrah of Ramadan and Hajj.

4. More than three-quarters of the sample numbering 78 individuals and a percentage of 91.8% feel that employees in the Two Holy Mosques are trying to diversify, innovate and work sincerity despite life's challenges.

5. More than three-quarters of the sample numbering 82 individuals and a percentage of 96.5% confirm that employees in the Two Holy Mosques provide all information related to services to perform the rituals and others in an effective and understandable manner through multiple and available means to help the pilgrims of the Two Holy Mosques understand the steps for performing

the rituals and spending enjoyable periods in the Two Holy Mosques.

3.6.3. The theme of the Two Holy Mosques Employees' Possession Emotional Intelligence: which found that:

1. More than three-quarters of the sample numbering 125 individuals and 94% confirm that the employees of the Two Holy Mosques are interested in managing the emotions of visitors to the Two Holy Mosques and treating them in a way that advances the employees of the Two Holy Mosques.

2. More than three-quarters of the sample numbering 76 individuals and a percentage of 89.4% confirm the interest of employees in the Two Holy Mosques in understanding the feelings of visitors and dealing with the feelings that bother them.

3. More than three-quarters of the sample numbering 77 individuals and a percentage of 90.6% confirm the interest of employees in the Two Holy Mosques in enhancing the ability to read others' feelings, needs, and problems and helping them to overcome them.

4. More than three-quarters of the sample numbering 83 individuals and a percentage of 97.6% confirm that the employees of the Two Holy Mosques are interested in enhancing confidence in themselves to assume the honesty and responsibility of serving visitors conscientiously.

5. More than three-quarters of the sample numbering 79 individuals and a percentage of 92.9% confirm that employees in the Two Holy Mosques can manage pressures, tolerance, control of the reaction, and control of impulse.

6. More than three-quarters of the sample numbering 80 individuals and a percentage of 94.1% confirm that employees in the Two Holy Mosques possess the ability to adapt to different cultures, flexibility in dealing with others, and understanding all situations.

7. More than three-quarters of the sample numbering 80 individuals and a percentage of 94.1% confirm that employees in the Two Holy Mosques can control negative emotions and show feelings of satisfaction even while working under pressure at peak times.

8. More than three-quarters of the sample numbering 80 individuals and 94.1% confirm that the employees of the Two Holy Mosques are interested in enhancing the skill of sincerity with themselves and visitors to the Two Holy Mosques.

9. More than three-quarters of the sample numbering 71 individuals and 83.5% confirm that employees of the Two Holy Mosques enjoy

accepting criticism and constantly improving their behavior for the convenience of visitors.

10. More than three-quarters of the sample numbering 71 individuals and 83.5% confirm that employees in the Two Holy Mosques have a delicate sense that makes them effectively sympathize with the suffering and problems of those who are going to the Two Holy Mosques.

3.6.4. The theme of Satisfaction with the Visitors to the Two Holy Mosques: which found that:

1. More than three-quarters of the sample numbering 83 individuals and a percentage of 97.6% confirm that the employees of the Two Holy Mosques are interested in discovering modern means of accomplishing work in a way that creates satisfaction for visitors.

2. More than three-quarters of the sample numbering 71 individuals and 83.5% feel that the employees of the Two Holy Mosques have behavior and activities that go beyond official job duties to satisfy the visitors of the Two Holy Mosques.

3. More than three-quarters of the sample numbering 80 individuals and 94.1% feel that the employees of the Two Holy Mosques have religious and moral motives that make them dedicated to the comfort of the pilgrims to the Two Holy Mosques.

4. More than three-quarters of the sample numbering 73 individuals and a percentage of 85.9% feel that the employees of the Two Holy Mosques possess high sportsmanship and are ready to accept all transgressions from the visitors of the Two Holy Mosques and bear all the harassment and trouble in order to make the visitors of the Two Holy Mosques happy.

5. More than three-quarters of the sample numbering 81 individuals and 95.3% are fully satisfied with the services provided to visitors to the Two Holy Mosques because the employees in the Two Holy Mosques have distinct capabilities to satisfy everyone.

3.6.5. The general mean and the general standard deviation of the study variables:

The following table shows the means, standard deviations, and the level of significance for the three study variables.

Table (3) showed the means of the three study variables, the highest of which was for the employees' awareness of emotional intelligence and the effectiveness of the services provided, respectively, and the lowest for the variable of satisfaction of those visiting the Two Holy Mosques, which agreed with (Al-Kharabsheh and Al-Saed,

2021), (Abdullah, 2020), and (Saad Allah, 2017), and disagreed with what I reached (Kaddora, 2011).

Table 2: Means, Standard Deviation, and Level of Significance for the Three Study Themes

| Variable | Statement | Theme | Mean | SD | T. value | Significance of T statistic | Significance level | Order |
|-------------|--|--------|------|-------|----------|-----------------------------|--------------------|-------|
| Independent | The effectiveness of the services provided | First | 4.51 | 0.516 | 26.949 | 0.000 | High | 1 |
| Mediator | Employee awareness of (EI) | Second | 4.51 | 0.512 | 27.242 | 0.000 | High | 1 |
| Dependent | Satisfaction of the visitors of the Two Holy Mosques | Third | 4.45 | 0.617 | 21.653 | 0.000 | High | 3 |

3.7. Test hypotheses of the study

The first hypothesis: There is a statistically significant relationship between the quality of the

services provided and the achievement of the satisfaction of the visitors of the Two Holy Mosques:

To test this hypothesis, a simple linear regression model test was used, as follows:

Table 3: Simple Regression Model of the Statistical Relationship Between the Quality of the Services Provided and the Satisfaction of those Visiting the Two Holy Mosques

| Independent Variable | B | (T) | Sig* (T) | (R) | (R ²) | (F) | Sig* (F) |
|--|-------|-------|----------|-------|-------------------|--------|----------|
| Constant | 63.30 | 1.499 | 0.138 | 0.708 | 0.502 | 83.552 | 0.000 |
| The Effectiveness of the Services Provided | 0.847 | 9.141 | 0.000 | | | | |

Source: Prepared by the researcher from field study data, 2022, Riyadh

It is clear from Table (4) that this model has the validity to test the statistical relationship between the quality of the services provided and the satisfaction of the visitors of the Two Holy Mosques, where the value of (F) reached (83,552) with a significant level of (0.000) which is less than (0.05), which means that this model Valid for predicting the values of the dependent variable (the satisfaction of those visiting the Two Holy Mosques); It is also clear that the coefficient of determination (R²) reached (0.502), and this means that the effectiveness of the services provided explains the amount of (50.2%) of the change in the satisfaction of the visitors of the Two Holy Mosques, which is a medium explanatory power, and that the percentage (49.8%) is due to other variables that were not The study site, including the random variable; It is also clear that the quality of the services provided directly affects the satisfaction of the pilgrims of the

Two Holy Mosques at a level of morality (0.000), which requires acceptance of the first hypothesis, which states: There is a statistically significant relationship between the quality of the services provided and the achievement of the satisfaction of the pilgrims of the Two Holy Mosques. This is in agreement with (Saad Allah, 2017) and (Islam and Muhammad, 2015) due to the fact that the interest in improving the services provided, their effectiveness, and quality is considered one of the success tools of the General Secretariat of the Two Holy Mosques to achieve the satisfaction of the pilgrims of the Two Holy Mosques.

The second hypothesis: There is a statistically significant relationship between the quality of the services provided and the employees' enjoyment of emotional intelligence: To test this hypothesis, a simple linear regression model test was used, as follows:

Table 4: Simple Regression Model of the Statistical Relationship Between the Quality of Services Provided and the Employees' Possession of Emotional Intelligence

| Independent variable | B | (T) | Sig* (T) | (R) | (R ²) | (F) | Sig* (F) |
|--|-------|--------|----------|-------|-------------------|---------|----------|
| Constant | 0.820 | 2.946 | 0.004 | 0.826 | 0.683 | 177.918 | 0.000 |
| The effectiveness of the services provided | 0.819 | 13.339 | 0.000 | | | | |

Source: Prepared by the researcher from field study data, 2022, Riyadh

It was clear from Table (5) that this model has the validity to test the statistical relationship between the quality of the services provided and the awareness of employees with emotional intelligence, where the value of (F) reached (177.918) with a significant level of (0.000) which is less than (0.05), which means that this model is valid. to predict the values of the mediator variable (emotional intelligence of employees); It is also clear that the coefficient of determination (R²) reached (0.683), which means that the quality of the services provided explains an amount of (68.3%) of the change in the employee's

possession of emotional intelligence, which is a medium explanatory power, and that the percentage (31.7%) is due to other variables that were not The study site, including the random variable; It is also clear that the quality of the services provided directly affects the employees' enjoyment of emotional intelligence at a level of significance (0.000), which requires acceptance of the second hypothesis, which states: There is a statistically significant relationship between the quality of the services provided and the employees' possession of emotional intelligence. This is consistent with (Al-Kharabsha and Al-Saed, 2021).

This is because the interest in improving the services provided, their effectiveness, and quality is considered one of the success tools of the General Secretariat of the Two Holy Mosques to raise the degree to which its employees possess emotional intelligence.

The third hypothesis: There is a statistically significant relationship between the employees' possession of emotional intelligence and the achievement of the satisfaction of those visiting the Two Holy Mosques: To test this hypothesis, a simple linear regression model test was used, as follows:

Table 5: Simple Regression Model of the Statistical Relationship Between Employees' Possession of Emotional Intelligence and Satisfaction of Visitors to the Two Holy Mosques

| Mediating variable | B | (T) | Sig* (T) | (R) | (R ²) | (F) | Sig* (F) |
|--|--------|--------|----------|-------|-------------------|---------|----------|
| Constant | -0.137 | -0.422 | 0.674 | 0.843 | 0.710 | 203.338 | 0.000 |
| Employee awareness of emotional intelligence | 1.016 | 14.260 | 0.000 | | | | |

Source: Prepared by the researcher from field study data, 2022, Riyadh

It is clear from Table (6) that this model has the validity to test the statistical relationship between the employees' possession of emotional intelligence and the achievement of the satisfaction of the visitors of the Two Holy Mosques, where the value of (F) (203.338) reached a significant level of (0.000) which is less than (0.05), which means that this model is valid for predicting the values of the dependent variable (the satisfaction of those visiting the Two Holy Mosques); It is also clear that the coefficient of determination (R²) reached (0.710), which means that the quality of the services provided explains an amount of (71%) of the change in the employees' enjoyment of emotional intelligence, which is a strong explanatory power, and that (29%) is due to other variables that were not The study site, including the random variable; It is also clear that the quality of the services provided directly affects the employees' possession of emotional intelligence at a level of significance (0.000), which requires acceptance of the third hypothesis, which states: There is a statistically significant relationship between the quality of the services provided and the employees' possession of emotional intelligence. This is consistent with the findings of (Abdullah, 2020 AD) and (Damayanti, et. al., 2018). This is since the interest in raising the degree of employee possession of emotional intelligence and its practices is one of the successful tools of the General Secretariat of the Two Holy Mosques to achieve the satisfaction of the visitors of the Two Holy Mosques with the services provided to them.

4. CONCLUSION

This study aimed to clarify the mediating role of employees' possession of emotional intelligence in the relationship between the quality of services provided and the satisfaction of visitors to the Two Holy Mosques from the point of view of the visitors of the Two Holy Mosques. It reached the following conclusions, recommendations, and proposals:

5. RESULTS

1. The results of the indicators of the quality of

services provided to visitors to the Two Holy Mosques were high (4.51), and this was supported by 96.5% of the respondents who assert that the employees of the Two Holy Mosques provide all information related to services to perform rituals and others in a good, effective and understandable manner through multiple and available means to help them understand Steps to perform rituals and spend enjoyable periods in the Two Holy Mosques.

2. The level of emotional intelligence and its practices among employees in the Two Holy Mosques is high with a total mean of (4.51), and this was reinforced by 97.6% of the respondents who conform that the employees of the Two Holy Mosques are interested in enhancing confidence in themselves to bear the honesty and responsibility of serving the visitors of the Two Holy Mosques with a lively conscience.

3. It was found that the level of satisfaction of the visitors of the Two Holy Mosques increased with a total mean of (4.45), and what strengthened that; The percentage of 97.6% who affirmed the employees' interest in discovering modern means of accomplishing work in a satisfactory manner for them, and the percentage of 95.3% who were fully satisfied with the services provided for the employees' abilities distinguished by emotional intelligence.

4. A positive relationship (70.8%) was found to be statistically significant between the effectiveness of the services provided and the satisfaction of the visitors of the Two Holy Mosques. The more attention paid to the quality of the service provided, the greater the satisfaction of visitors to the Two Holy Mosques.

5. It was found that there is a positive relationship (82.6%) that is statistically significant between the quality of the services provided and the employees' awareness of emotional intelligence. The more attention paid to the quality of services provided, the higher the emotional intelligence of employees.

6. It turns out that there is a positive relationship (84.3%) that is statistically significant between the

employees' enjoyment of emotional intelligence and the achievement of the satisfaction of those who visit the Two Holy Mosques. The higher the level of awareness of employees with emotional intelligence, the greater the satisfaction of those who visit the Two Holy Mosques.

7. The relationship between (the effectiveness of the services provided) and the achievement of (the satisfaction of visitors to the Two Holy Mosques) mediates with a multiple correlation coefficient (0.737).

8. The entry of employees' enjoyment of emotional intelligence as a mediating variable affected the strength of the influence relationship (the value of the degree of influence (B)) between (DSE) and the satisfaction of those visiting the Two Holy Mosques, with an increase from (0.847) to (1.221).

9. It was not clear that there were statistically significant differences according to (age, nationality, gender, and the purpose of visiting the Two Holy Mosques) towards (the satisfaction of visitors to the Two Holy Mosques).

10. It became clear that there were significant statistically significant differences according to (the purpose of visiting the Two Holy Mosques) towards (the effectiveness of the services provided) and (the employees' enjoyment of emotional intelligence), and the differences were in favor of those whose goal was Umrah.

Recommendations

1. The necessity for the General Presidency of the Two Holy Mosques to improve the process of providing its services and develop the methods of providing them, in order to meet the expectations, aspirations, and aspirations of the visitors of the Two Holy Mosques and thus achieve their satisfaction.

2. The necessity for the General Secretariat of the Two Holy Mosques to continue to raise the level of its employees' possession of emotional intelligence, to keep abreast of developments in its dimensions, practices, and skills, and to choose the appropriate ones. Because of its reflection as a mediating variable in achieving the satisfaction of the visitors of the Two Holy Mosques.

3. That the General Presidency of the Two Holy Mosques adopts new scientific methods in dealing

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with visitors to the Two Holy Mosques to know their level of satisfaction with the services provided to them and to provide advice and instructions for that.

4. The need for the General Presidency of the Two Holy Mosques to pay attention to achieving the satisfaction of visitors to the Two Holy Mosques, because it is a comprehensive evaluation of the service provided from the point of view of visitors to the Two Holy Mosques.

5. That the Training Department at the General Presidency of the Two Holy Mosques hold seminars and training courses on the importance of paying attention to the quality of services provided, emotional intelligence, and how to continuously raise the level of their practices and applications.

6. That the General Presidency of the Two Holy Mosques create a high level of integration between (the quality of the services provided) and (the employees' enjoyment of emotional intelligence) to ensure the optimal application of the strategies set to achieve the satisfaction of visitors to the Two Holy Mosques in order to develop religious tourism in accordance with Vision (2030) and to exploit the facilities provided and the capabilities and resources devoted and specialized to enhance services Offered to the pilgrims of the Two Holy Mosques.

7. The adoption of the General Presidency of the Two Holy Mosques on the results reached as a key factor in deepening awareness of the importance of the quality of services provided and enhancing the emotional intelligence of employees because of their importance in achieving the satisfaction of visitors to the Two Holy Mosques.

8. Continuity of administrative and psychological research in the environment of the Two Holy Mosques towards conducting more scientific research and studies, with the aim of bridging the knowledge gap between the scientific aspect and the reality of the current emotional intelligence practices.

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