
Emotional Intelligence Management and Hotel Staff Attitudes: Implication of Gender

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ABSTRACT: *The study focused on the moderating role of gender on the relationship between emotional intelligence and hotel employee work behaviour. To achieve the objective of the study, survey research design was adopted. Self-awareness and self-control were used to measure emotional intelligence which represents the independent variable while employee behaviour was used as the dependent variable. The researcher adopted primary data in getting the required information through the use of structured questionnaire. The population of the study is made up of 431 male and female hotel staff. The sample size of the study is 274 after adopting Taro Yamane formula. In analysis the data, moderated regression analysis was used. The findings revealed that self-awareness and self-control have significant influence on employee work behaviour. The findings also showed that gender moderates the relationship between emotional intelligence and employee work behaviour in hotels. Based on the findings, the study recommends that Management should look for an organizational wide approach of bringing the employees closer to each other like organizing get together activities, end of the year parties and other social events so that they can understand themselves better as this will go a long way in increasing their awareness of others and relate well with others. While recruiting, emphasis should not be placed on IQ alone; effort should also be made to ascertain the Emotional Intelligence level of these employees for industrial harmony.*

KEYWORDS: emotional intelligence, self-awareness, self-control, employee work behaviour and employee performance.

INTRODUCTION

Background of the Study

The hospitality industry generates a lot of employment all over the world, directly as well as indirectly for example guides and escorts, suppliers and sellers of local handicrafts. It also brings a lot of valuable foreign exchange, as people who travel to other countries spend money on accommodation, transport, shopping, sightseeing etc (Barry, 2008). The hotel industry being a vital part of the wider hospitality industry occupies an important place in the economy of most countries, the industry was forecast to generate 555 billion U.S dollars in revenue in 2016. The main purpose of hotels is to provide accommodation, food and drink to travelers. They are meant to provide a hospitality service that is basically composed of accommodation, food and drink in a warm friendly environment (Cooper, 2008).

Emotional Intelligence (EI) has been the subject of much attention among managers, educators and scholars (Dulewicz and Higgs, 2010) based on the belief that emotional intelligent improves the performance of employees. Emotional Intelligence is involved in the capacity to perceive emotions, assimilate emotion-related feelings, understand the information of those emotions, and manage them (Kiely, 2005). It is perilous to ignore an employee outburst, since emotions are a means of communication and it is a function of the brain, for they operate from the start to signal important changes in the person and the environment, the world around an individual. Emotions are a vital part of our everyday lives. Emotions are defined as a “full-body experience,” interplay between our thoughts and physical sensation. Your ability to regulate those emotions, in turn, affects how you are perceived by the people around you.

Emotional intelligence is the ability to identify, assess and control the emotions of oneself, of others and of groups. It is also “the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions”. The ability to realize, readily accept, as well as successfully control feelings in oneself (and sometimes others) is known as emotional intelligence. Emotional intelligence can be seen as a relationship tool on which effective service delivery accelerates. This makes Emotional intelligence the basis for effective service delivery (Kportufe, 2014).

Farris (2010), defined emotional intelligence as an umbrella concept of non-cognitive capabilities competencies and skills which helps an individual to become more efficient in coping with environmental demand and pressures. His model of non-cognitive intelligence includes five broad

area of skills and competencies that appear to contribute in the success. These skills are intra-personal skills, inter-personal skills, adaptability, stress management and general mood (Baron 2007 on Tighe, 2015). Cooper (2008) argues that persons which have high level of emotional intelligence are more successful and can make stronger relationships than those with low emotional intelligence. The influence of emotional intelligence on service quality is what translates into firm's performance, especially in service delivery. Moreover, emotional intelligence has been found to be positively related to service quality, customers' satisfaction and retention, and return and investment (Kernbach & Schutte, 2005; and Danquah, 2014). At a greater extent, Danquah (2014) and Kernbach & Schutte (2005) found in their researches that emotional intelligence plays a moderating role in the relationship between service quality and customer satisfaction.

Quality service delivery is a primary means of realizing expected performance and growth in many sectors of business. It offers an opportunity for service organizations to persuade customers and potential customers for their patronage. In the service sector, service delivery forms the framework of practices for attaining desired customer patronage, satisfaction and retention. Similarly, fortifying the relationship between service delivery and customer demand, satisfaction and retention in the service sector is the guiding strategy to maximum organizational performance (Nicola, 2015). In the service sector such as the hotel industry, service quality is said to be a measure of the appropriateness of service delivery. Service quality is defined as the result of comparing expectations with performance in service delivery (Harvey, 2008). Service quality is the resulting condition of a service delivery strategy (Farris, 2010).

Scholars tend to view emotional intelligence as a factor with a potential to contribute to more positive attitudes, behaviour and work outcomes. This appeal probably fuelled the claim that emotional intelligence is a key foundation of successful job performance (Joseph & Newman 2010). Mayer, Salovey and Caruso (2007), however, asserted that emotional intelligence is a competency that is expected to augment positive attitudes toward work and drives positive behaviour towards better outcomes. According to Kportufe (2014), organizational commitment is an important determinant of organizational effectiveness. The concept organizational commitment has been constructed as incorporating: affective, continuance, and normative aspects. Emotional intelligence has been shown to be an important predictor of organizational commitment, for instance researchers (Kim, 2010) revealed that emotional intelligence was significantly and positively related to organizational commitment.

Considering the role of demographic profile as a moderator in the emotional intelligence-work engagement relationships. Myriad of studies in the past have evidenced that male and female employees are different in term of their work values and work attitudes. For instance, Roland (2011) found that women placed greater value to interpersonal relationships, work circumstances, attractive work hours, interesting work and a match between person and job. On the other hand, a study by Martin and Kirkcaldy (1998) on work attitudes indicated female students are more intrinsically motivated as compared to male students. Similarly, Nichola (2015), conducted a study on the role of demographic profile in emotional intelligence and work engagement. The findings suggested that female employees are more devoted towards their jobs and less easily separated from their work. In this vein, it is plausible to expect that demographic profile may moderate the relationship between emotional intelligence and work engagement. Given the fact that female customer-contact employees are more intrinsically motivated, more devoted towards their jobs and less easily separated from their work, it can be postulated that female employees are more vigorous and dedicated in their job as opposed to male counterparts.

The major problem faced by hotels is that the prevailing cause of poor employee behaviour in most of our hotels may be rooted from the capacity to perceive emotions, integrate emotions in thought, understand emotions and manage emotions as this is important in order to foster and enhance the intrapersonal and interpersonal relationships both at individual and corporate levels (Danquah, 2014). However, industries which cannot keep customers are those unable to relate to customers as “blood relations”(Tighe, 2015). By mentioning the phrase “blood relations”, means that these industries are not able to relate to employees as biological siblings; thus, endearing stakeholders who want their needs to be seen and addressed with greater depth of brotherly warmth (Roland, 2011). Lack of training programs is another constraint to employee performance, service companies should use training programs to equip their service providers with emotional intelligence (Danquah, 2014). For managements of organizations to be motivated to invest into the acquisition of emotional intelligence, ample evidence must exist on its impact on service quality, customer satisfaction and organizational performance. As a result of the fact that the subject is relatively new, not much is known by service firms about emotional intelligence, especially its impact on employee performance (Danquah, 2014) and work behaviour. This situation has been ascribed to a lack of identifiable research on the subject.

Gender also affect employee work behaviour (Rob, 2009). Research shows that female employees tend to behave better than male employees due to their emotion. Unfortunately, most hotels do not consider these and these hotels fail to employ more female employees than male employees which

affect employee engagement. It is against this background that this study intends to examine the moderating role of demographic profile in the relationship between emotional intelligence and employee performance in selected hotels

Objectives of the Study

The main objective of this study is to determine the moderating role of gender on the relationship between emotional intelligence and hotel employee work behaviour.

The specific objectives are to:

- (i) determine the moderating role of gender on the relationship between self-awareness and employee work behaviour in hotels.
- (ii) determine the moderating role of gender on the relationship between self-control and employee work behaviour in hotels.
- (iii) examine the moderating role of gender on the relationship between emotional intelligence and employee work behaviour in hotels.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Emotional Intelligence

According to Charles (2011), philosophical considerations of the relations between thoughts and emotions can be traced back to over 2000 years ago. Between 1900 and 1969, research on intelligence and emotions in the domain of psychology were relatively separate. The term “EI” itself first appeared in the literature in the 1960s, which was used back then “*in an incidental fashion*” (Mayer, Salovey and Caruso, 2004). In the early 1970s, studies were increasingly being conducted on the relationship between emotions and cognitive processes (Beck, 2013). By the 1980s, social scientists “*had identified a number of human capacities involved in identifying and understanding emotions*” (Mayer, Salovey & Caruso 2000). The term EI appeared in the literature several times before it was introduced by Mayer and Salovey and conceptualized as a topic of scientific study between 1990 and 1994. In 1995 Daniel Goleman popularized EI as a construct through his book “EI: Why it can matter more than IQ” and since 1997, through a considerable amount of peer-reviewed research conducted on the topic, the concept has developed and grown into a more refined construct (Charles, 2011).

Since 1990, there have been studies of EI as an important human mental ability that enables humans to think rationally about emotions and to use emotions to enhance thought. This new concept changed the way people perceived emotions and intelligence, and the relationship between the two. It is based on the rationale that when people can identify, understand, express and manage their own emotions, they are better able to understand their own behaviors and other people's behaviors by understanding their emotions; which results in improved interactions with others and reflects in positive outcomes in their lives (Charles, 2011). Additionally, EI has a positive correlation with the social effectiveness of human beings (Mayer, Salovey & Caruso 2000): the higher the levels of EI, the better the social relationships, particularly in jobs where human interaction is involved.

Maintaining good personal relationships with clients is vital in the hotel industry as there is recurrent interactions between customers and hotel operators. These interactions are often influenced by the emotions of the people involved and by their behavioural modes (Andersen and Kumar 2006). In this context, managing emotions intelligently will provide a competitive advantage for developing and sustaining positive business relationships. In order to understand how emotional intelligence affects business relationships in the hotel industry, it is necessary to know about the most fundamental concepts of emotional intelligence. Mayer, Salovey & Caruso (2007) perspective of emotional intelligence specifically referred to the combination of management and emotion. They emphasized the cognitive skills of managing emotional information. A similar perspective can be found in Andersen and Kumar's (2006) work where they proposed a reciprocal linkage between emotions and cognition. They argued that cognitive states give rise to emotions and emotions, on the other hand, shape cognitive states.

For the purposes of this study, the definition from Mayer, Salovey & Caruso (2007) of emotional intelligence as 'the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to manage emotions to promote emotional and intellectual growth' has been adopted to examine the influence of emotional intelligence for effective service delivery in hotels.

Recent researches has pointed out that emotional intelligence contributes to eighty percent of success in life and career while only twenty percent is attributed to cognitive intelligence quotient. Emotional intelligence largely shapes the behavior of the leader and determines his or her

leadership effectiveness (Sean, 2010). McEnrue, Groves, and Shen (2010) in his book for Emotional Intelligence gives the definition by which the EI is:

“involves a combination of competences which allows a person to be aware of, to understand and to be in control of their own emotions, to recognize and understand the emotion of others, and to use this knowledge to foster their success and the success of others”.

Abraham defined the emotional Intelligence as the ability to: (Abraham, 1999); understand your feeling and the feelings of others, ability to deal with others, the ability to form Relationships, the ability to express different emotions, independence and the ability to make decisions and perseverance and hard work.

Emotions

To address the concept of emotional intelligence precisely, one has to understand both emotions and management (Mayer, Salovey and Caruso 2004). Charles Darwin was one of the first well-known theorists to recognize the value of emotions (Kothari 2010). He stated that emotions happen naturally and immediately in response to people and situations. Bagozzi, Gopinath and Nyer (2009) define an emotion as ‘a mental state of readiness that arises from cognitive appraisals of events or thoughts it is often expressed physically (e.g. in gestures, posture, facial features); and may result in specific actions to affirm or cope with the emotion’. They suggested that, by means of the ‘cognitive appraisals of events and thoughts’, individuals make evaluative judgments and interpretations of specific events and physical circumstances. They proposed that different people may have different emotional responses to the same event due to their own judgments and evaluations of the event. In a hotel environment, the receptionists, waiters and waitresses all need to be emotionally intelligent in order to be able to handle some volatile situations that deal with irate customers.

Plutchik (2009) took a biological perspective in the study of emotions. Plutchik (2009) identified eight primary emotions: fear, joy, anger, sadness, acceptance, expectancy, disgust and surprise. He stated that these eight emotions are important in the adaptation for survival of all kinds of living beings. Plutchik (2009) claim that other more complex emotions are built on the basic emotions. Ekman (2008) states that the first characteristic of emotion is that most emotions have a signal which enable someone to read that signal. For example, embarrassment is an emotion whose characteristic is to make one blush. The second characteristic is that emotion can be triggered in under a quarter of a second automatically and the reason behind the trigger of emotions can be

very complex. The third characteristic is that the conscious experiences an initial lack of awareness about emotions that are experienced. For example, when you are getting emotional, you may not realise it until your friend tells you that you are being emotional. Ekman (2008) suggested that an individual can be trained to recognise different emotions.

Emotions affect a person's behaviour (Frijda, 2010). For example, the emotion of fear will induce an individual to withdraw from an interaction, whereas the emotion of anger will make an individual act more aggressively. Kiely (2005), suggested that the display of a specific emotion is accompanied by the expectation of certain responses from others. For instance, an individual expressing annoyance may expect the other party to stop the behaviour that is causing the annoyance. Emotions are critical to rational thinking, and that they guide behaviour and help maintain an integrated self. However, earlier psychological researchers perceived emotions in a negative way as disruptive to logical thoughts and rational functioning in hotels (Fineman 2004). Emotion plays an important role in a business relationship of which the business of which the hotel industry is inclusive. For instance, if negative emotions appear in the early stages of interaction between a front desk officer and a customer, and such emotions are not handled properly, the probability of a successful deal is greatly reduced. On the other hand, if either party exerts an effort to manage the negative emotions and resolve conflicts, they are more likely to close a deal. Moreover, the negative emotions experienced by buyers or sellers are more likely to escalate conflicts between them. They may also increase the transaction cost as both parties are busy resolving the crisis that arose from the negative emotions. When the intensity of negative emotions grows, the cost of maintaining a relationship increases. Hence, the effective management of emotions may strengthen a business relationship whereas an ineffective management of emotions will worsen the relationship and lead to premature termination (Andersen and Kumar 2006).

The role of emotions is very important in the daily life of those with a disability as well as those functioning normally. Emotions are a key factor in defining the nature of our sentiments and ways we control or manage a situation. Emotions are of two types:

- Positive emotions
- Negative emotions

Positive emotions create enjoyment and can boost our overall mental health. Positive emotion may be considered as any feeling where there is a lack of negativity, such that no pain or discomfort is

felt. There are ten most common positive emotions as joy, gratitude, serenity, interest, hope, pride, amusement, inspiration, awe and love.

Negative emotions can negatively affect our mood and lead to mood disorders, such as depression or anxiety. It is very easy to control or manage emotions in a normal child or person but in those diagnosed with autism, or other types of disorders, it often requires therapy. And such therapy can be informed by emotional intelligence therapy.

The following steps describe the five components of emotional intelligence at work, as developed by Goleman (2009).

1. **Self-awareness.** The ability to recognize and understand personal moods and emotions and drives, as well as their effect on others. Self-awareness has three competencies associated with it and these are self-confidence, realistic self-assessment, and emotional self-awareness. Self-awareness depends on one's ability to monitor one's own emotion state and to correctly identify and name one's emotions.
2. **Self-regulation.** The ability to control or redirect disruptive impulses and moods, and the propensity to suspend judgment and to think before acting.
3. **Empathy.** The ability to understand the emotional makeup of other people. A skill in treating people according to their emotional reactions. In an educational context, empathy is often thought to include, or lead to, sympathy, which implies concern, or care or a wish to soften negative emotions or experiences in others. It is important to note that empathy does not necessarily imply compassion. Empathy can be 'used' for compassionate or cruel behavior.

Managing Customer Relationship through Emotional Intelligence

In service delivery, customer needs to feel that they are being properly cared for, given attention and fully valued by the service providers (Gift, 2011). Sometime ambiguity develops among customers while interacting with the service providers of organizations. During that situation whenever the service provider with empathy and sympathy understands on his/her own about what are the possible difficulties the customers might have, what they want, what support/facilities they desire but are unable to express because of ignorance, fear, lack of confidence, it ultimately gives mileage to either party (Samuel, 2010). Customers like this gesture of the service providers and organization ultimately builds brand loyalty, store loyalty and organizational loyalty. It develops long lasting relationship with the customer. Here, emotional intelligence of service provider plays

a vital role. By providing personal attention, care and expressing concern leads to emergence of healthy relationship with the customer and which can be one of the reasons for customer to return or retain with the organization (Charles, 2011). According to Reichheld (2009), a company's profit can be doubled if they improve the mechanism to retain customers. Because, it is less expensive to serve long-term customer as the loyal customer have higher willingness to pay a premium price. The image of the service firm stands on the quality of service delivered unlike the manufacturing firm which is based on the quality of their products (Emmanuel, 2010). Therefore, it is the need of the hour for marketers and service providing organizations to give due emphasis on emotional intelligence of their employees, especially frontline employee who are involved in managing the long lasting relationship with their customer (Thelma, 2011). It is high time for these organization to give due importance at the entry point, especially while selecting people, on the basis of emotional intelligence score of candidates, service providers should be selected. The organization should set a minimum standard of emotional intelligence in a candidate without which the person should not be offered service provider position within the organization.

It argues that emotional competences are not innate talents; rather they can be learned. This implies that people can be trained to acquire emotional intelligence. Though the credibility of Goleman's (2015) model has been challenged from different conceptual standpoints (Gift, 2011), it remains the most acceptable derivative for mutual social interaction and business relationships.

Emotional Intelligence

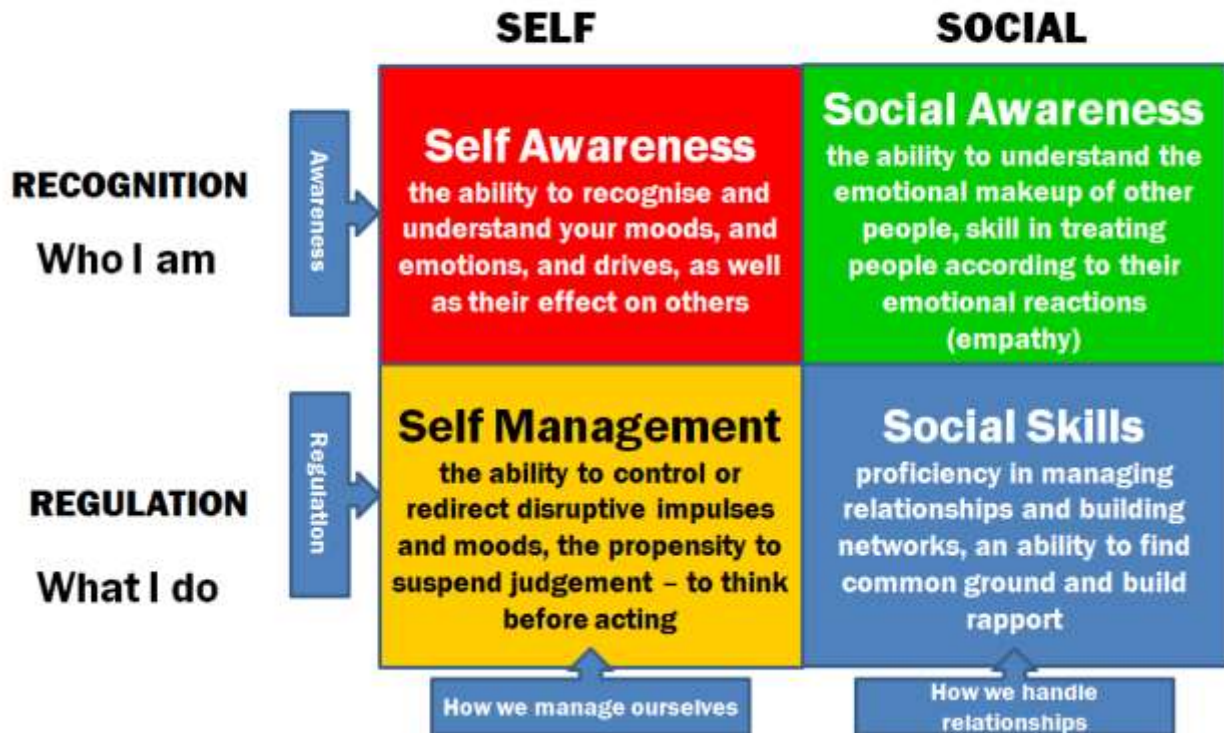


Figure 2.1 Golemans Model of mixed emotional intelligence (Source: Golemans, 2015)

Role of Emotions in Service Interactions

Although some prior research has examined the role of emotions in service interactions between employees and customers, most of this research focuses on employees' outer emotional *display* rather than their internal emotion *regulation*. For example, some studies examine the relationship between employees' displayed emotions and customers' emotions by asking customers or independent observers to rate the emotional display of service employees and then linking these ratings to service evaluations. Tsai (2001) and Tsai and Huang (2002) uncovered a link between independent observers' assessments of employee affective delivery and self-reported customer mood and loyalty intentions, and Mattila and Enz (2002) similarly found a link between observational data on hotel clerks' emotional displays and customers' service encounter evaluations, as well as positive moods after the encounter. Tan, Foo, and Kwek (2004) reported a link between the extent of employees' positive emotions (measured by greeting, eye contact, and so forth) and customer satisfaction. These studies focused on outwardly displayed emotions and

primarily addressed whether service friendliness and related observable behaviors lead to positive customer evaluations. However, they leave unexplored the underlying cognitive emotion management processes and, in particular, specific emotional intelligence strategies.

Hennig-Thurau, Groth, Paul, and Gremler (2006), in a study of the emotional contagion process, found a significant impact of employees' emotional authenticity on customers' emotions in a simulated service encounter. Grandey (2003) focused instead on the concept of "affective delivery" which she defined as service delivery perceived as friendly and warm by customers as an outcome of emotional intelligence strategies and found a positive relationship with deep acting but a negative relationship with surface acting. However, in her study co-workers of the observed employees, rather than customers, assessed the affective delivery. Although these studies have revealed important insights into related phenomena, they have not revealed how emotional intelligence strategies affect the customer experience, nor the effects of whether customers are able to accurately detect emotional authenticity.

Gender and Emotional intelligence

We can start by acknowledging with the idea that women employees are more likely to contribute emotional intelligence to the organization than men, organizations with more female employees will generate more emotional intelligence, and as a result would generate more satisfaction with the job at the working environment (BarOn, 2004).

Gender differences are often a focus of interest, and the area of emotional intelligence is no exception. Hochschild (1983) pointed out that the majority of service jobs are performed by women, and as such gender becomes an issue for emotional intelligence.

Wharton and Erickson (1993) also discussed how women are more likely to manage emotions at work as well as at home. If women engage in more emotion management situations, perhaps they are better at managing emotions so performance would be better, but if they would be engaging in more suppression of true feelings stress would be higher. Kruml and Geddes (1998) found the relationship between gender and emotional difference that, women are more likely to report feeling differently than they express.

It is unclear if this means that men are showing emotions that are inappropriate for the job or simply not feeling discrepant emotions. In developing this idea, one can say that men and women have different motives for regulating emotions, since women are more concerned with getting

along, whereas men are more motivated to stay in control and express powerful emotions such as anger or pride (Timmers, Fischer, & Manstead, 1998). However, in the customer service setting, this motive may not work in men's favor. It is possible that in service settings, men may need more training to manage emotions when dealing with customers since it is difficult for them to express pseudo feelings (Grandey, 2000).

Emotional intelligence affects women by perpetuating occupational segregation and the gender wage gap. Job segregation, which is the systematic tendency for men and women to work in different occupations, is often cited as the reason why women lack equal pay when compared to men. According to Guy and Newman (2004), occupational segregation and ultimately the gender wage gap can at least be partially attributed to emotional intelligence. Specifically, work-related tasks that require emotion work thought to be natural for women, such as caring and empathizing are requirements of many female-dominated occupations. However, according to Guy and Newman, these feminized work tasks are not a part of formal job descriptions and performance evaluations. The emotion work expected of many female employees is essentially invisible and uncompensated while the employer gains profit more generally. Thus, Guy and Newman ignored and uncompensated emotional intelligence is at least one underlying cause for both occupational gender segregation and the gender wage gap.

Sociological arguments for gender differences in the emotional capacity, confront whether only biological explanation is enough to claim that gender in cognitive function are greater than before by social process of establishing gender roles (Brody, 1985). In particular, there are two separate socially based mechanisms that highlight the role of social organizations and relationships in emotional development (Wharton & Erickson, 1993).

THEORETICAL REVIEW

Emotional Competence Theory

One of the earliest proponents of the emotional intelligence mixed-model was Goleman (Weinberger, 2002). This theory explained how emotion can affect the behaviour of workers in their work place. According to Weinberger (2002), through Goleman's study within the fields of psychology and neuroscience, he described emotional intelligence as a set of traits, which culminated into an individual's character. According to Boyatzis (2008), "Goleman's synthesis introduced the physiological level of this model by relating findings from neuroscience, biology, and medical studies to psychological states and resulting behavior". Goleman (1998) defined

emotional intelligence as “the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships”. While Goleman’s (1995) seminal book titled, *Emotional Intelligence*, laid a solid foundation for his EI theory, Goleman’s (1998) book titled, *Working with Emotional Intelligence*, provided his full EI framework.

Goleman’s (1998) framework primarily focused on self-awareness, self-management, social awareness, and social (relationship) management. According to Momeni (2009), Goleman’s framework placed heavy emphasis on social relationships. According to Goleman (1998), the competencies that determine how to handle oneself are: (1) self-awareness, or knowing and recognizing individual emotions; (2) self-regulation, which involves managing individual emotions; and (3) motivation, which involves self-motivation and the drive for achievement. The final two competencies that determine how to handle others (i. e., relationships) are: (4) empathy, or the awareness of others’ emotions and feelings; and (5) social skills, which involve managing others’ emotions (Goleman, 1998). Singh (2010) summarized Goleman’s thoughts on emotional intelligence, saying it was about self-awareness of internal feelings, self-motivation, self-creativity, and effective relationship management.

Emotional competence theory is related to emotional intelligence. Emotional competence theory explained how emotion can affect the behaviour of workers in their work place. Emotional competence theory described emotional intelligence as a set of traits, which culminated into an individual’s character. The theory described how emotional intelligence such as self-awareness, self-management, social awareness, and social (relationship) management can affect employee work behaviour.

EMPIRICAL REVIEWS

Akintayo and Babalola (2012), investigated the influence of emotional intelligence on workers’ behaviour in industrial organizations. This was for the purpose of determining the appropriate management strategies that could foster improved job performance, job involvement, satisfaction and commitment among the workforce in Nigeria. The study adopted ex-post facto research design. A total of 652 respondents were selected for the study using proportionate stratified sampling technique. A set of questionnaires with five sub-scales was utilized for data collection. The hypotheses generated for the study were tested at 0.05 alpha level using Pearson Product Moment Correlation and t test statistics. The findings of the study revealed that there was a

significant relationship between emotional intelligence and workers' job performance, job satisfaction, job involvement and organizational commitment. The study recommended that organizational support system should be encouraged in order to foster commitment, job involvement, improved job performance, satisfaction and commitment among the workforce. Labour and management education that could incorporate psychological issues that can enhance emotional intelligence such as burnout, stress, interpersonal relations and conflict management should be organized for workers on a continuous basis, in order to foster workers' retention and development.

Peter (2016), conducted a study that explored the relationship between service personnel's emotional intelligence and customers' perceived service quality in the context of the hi-tech industry in Singapore. The research adopted Mayer and Salovey's ability model for examining service personnel's emotional intelligence. In data collection, the measure of emotional intelligence was based on the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) whereas the measure of customers' perceived service quality was based on the SERVQUAL (service quality) management framework. In the main study, 824 customers participated in the SERVQUAL survey and 57 service personnel took the MSCEIT test. The data were analysed using a bundle of statistical methods which included correlation analysis, independent t-test, ANOVA, principal component analysis and canonical correlation analysis. The results showed that emotional intelligence is correlated positively to service quality. All the factors of emotional intelligence (for example. emotional perception, emotional facilitation, emotional intelligence and emotional understanding) were also found to be correlated positively with service quality. In addition, it was found that educational level is correlated positively to service personnel's emotional intelligence. The results have implications to the hi-tech industry practitioners. There is a need to enhance service personnel's emotional intelligence skills in order to improve service quality. This study is related to the present work because it deals with emotional intelligence. However this work is different from the present study in that it studied the technology industry while the present study will concentrate on hotel industry.

Kportufe (2014), carried out a study titled "Impact of Emotional Intelligence on Employee Customer Service Delivery: a case study of Banking Sector in Ghana" In order to achieve the objectives of the study, two sets of questionnaires were administered to 100 employees and 100 customers operating within the Accra and Tema Metropolis with focus on five banks using convenience sampling techniques. It was generally observed that customers prefer to deal with employees who have a higher level of emotional intelligence compared to employees who have a

lower level of emotional intelligence. The findings further show that a higher level of employee emotional intelligence has a positive effect on customer service irrespective of the location of the bank. A Majority of the banks were however not aware or had little knowledge about emotional intelligence as a tool for superior customer service. The study concluded that banks that had benefited from higher employee emotional intelligence did not only increase their customer base but their employees also acquired an added advantage if employee training was accompanied with monitoring, technical skills and expertise, access to management, counseling and education and a reputation for improving emotional intelligence. The study recommends that banks need to recognize the potential advantages of seeking out and hiring employees with higher levels of emotional intelligence. Also bank managers can train employees to acquire high emotional intelligence skills. Moreover managers must be involved in mentoring subordinates to acquire and use these emotional intelligence skills to solve customer service-related problems. Government and policy makers should play a dual role as both facilitators and educators in encouraging educational institutions and business organizations to train students and employees to be emotionally intelligent in order to promote employee emotional intelligence. This study is related to the present one in that it studied emotional intelligence in the perspective of the customer and employee.

Tighe, (2015) in her study of emotional intelligence in the health sector investigated the levels of emotional intelligence among healthcare workers in care centres in the Dublin/Kildare region of Ireland. The research also examined the relationships between various individual variables with emotional intelligence (emotional management) and the importance of personal traits and emotional intelligence competencies with level of emotional intelligence. A survey was conducted in four care centres in the Dublin/Kildare region and a total of 158 responses were received. The responses were analysed and it was found that the level of emotional intelligence among care workers is good but there is a scope for further improvement in terms of awareness of team members' or others' emotions and management of others' emotions. The participants gave a very high importance to emotional intelligence competencies of motivation. There was medium correlation found between levels of emotional intelligence and age, demographic profile and number of years of work experience. Females had an average emotional intelligence score that was 12% higher than that of males. Older individuals scored much higher on the emotional intelligence test than younger age groups. Increasing work experience also had an effect on emotional intelligence especially with respect to awareness of own emotions. An interesting correlation was found between the importance of emotional intelligence competency of motivation and high emotional management scores of participants. Similarly, there was a strong correlation between

the importance given to personal traits of enthusiasm and conscientiousness with the emotional intelligence of the participants. All participants identified training as playing an important part in helping them with their job performance and meeting the challenges of working in the care centre. Care, compassion and empathy were rated as very relevant for the training content of healthcare workers in care centres. Overall, the competency of motivation and the personal traits of enthusiasm and conscientiousness are very relevant for high emotional intelligence and should be considered as criteria for recruitment and selection of healthcare workers.

Kim (2010), carried out a research. The research aim was to identify the effect of Emotional Intelligence on employee's performance in their working place. The success in working and in overall working performance is not depending only on professional knowledge and the level of IQ of employees and managers, but also very important impact is having the level of Emotional Intelligence. Based on research result from 265 respondent divided on 215 non-managers position and 51 respondent with managers/director position from different private and public institutions we concluded that also in Macedonia the success of managing changes is depending from the level of Emotional Intelligence. There is significant correlation between the level of EQ and the Index of Managing Changes.

Gap in Literature

Empirical studies relating to the subject matter have been reviewed in this work. For example Akintayo and Babalola (2012), investigated the influence of emotional intelligence on workers' behaviour in industrial organizations. Kportufe (2014), carried out a study titled "Impact of Emotional Intelligence on Employee Customer Service Delivery: a case study of Banking Sector in Ghana". Also, Tighe, (2015) in her study of emotional intelligence in the health sector investigated the levels of emotional intelligence among healthcare workers in care centres in the Dublin/Kildare region of Ireland. Unfortunately, none of these empirical reviews used gender as a moderator (ii) none of these studies was actually carried out in hotels in Nigeria. Hence these study aimed to fill in the gap by examining the influence of emotional intelligence on employees' work behaviours in selected hotel using gender as moderating variable.

METHODOLOGY

Philosophical Assumption

This research aims to explain the relationship between two variables (consumption and academic performance), evaluate the variables, and draw conclusions based on the findings. The positivist

paradigm is used. During this research work, a deductive approach was adopted. The quantitative research method was used to gather and analyze data in this study. Because this research involved testing hypotheses and the data acquired was tested using statistical techniques, quantitative research was used.

Research Approach and Strategy

A positivistic method to quantitative research typically posits that hypotheses/assumptions are derived from some theoretical or imaginary concept, making it deductive in nature, which is occasionally referred to as theory testing. Because the goal is to see if current theoretical frameworks can be applied to our empirical study data, deductive research approach was adopted on this thesis titled “moderating role of gender on the relationship between emotional intelligence and hotel employee work behaviour.

Research Hypotheses

The following null hypotheses were tested in the course of this study

H0₁: Self-awareness has no significant influence on employee work behaviour in hotels.

H0₂: Self-control has no significant influence on employee work behaviour in hotels.

H0₃: Gender does not moderate the relationship between emotional intelligence and employee work behaviour in hotels.

Data Collection

The survey research design was used in this study. This is a quantitative approach of data collection from a group of people by asking them question relating to staff involvement in decision making and how it affect hotel performance. The usage of a survey in data gathering is focused toward answering the research questions inherent in the project in order to meet the research's goals and objectives. This helped in the development of remedies to the identified issue. To generate data from respondents, questionnaire instrument was used. Closed ended questions on a four -point scale were used to create the questionnaire. In addition, the questions are well-structured. The close ended includes; Strongly Agreed (SA) = 4, Agreed (A) = 3, Disagreed (D) = 2 and Strongly Disagreed (SD) =1

Sample Size

The sample size of the study are 274 selected staff of 10 selected hotels in Imo State, Nigeria. Only available staff were evaluated, and convenient sampling method were used.

Data Analysis Techniques and Procedures

Descriptive statistics was used to summarize the gathered data in a clear and understandable manner using a numerical technique. To test hypotheses, moderated regression analysis (MRA) was used.

Moderating model

$$EB_{it} = \beta_0 + \beta_1 SA_{it} + \beta_2 SC_{it} + \beta_3 EM_{it} * GENDER_{it} + u_{it} \dots\dots\dots(i)$$

Where:

EB= Employee work behaviour

SA= self-awareness

SC = Self control

EM = Emotional intelligence

GENDER* = Gender of the employee.

RESULT AND DISCUSSIONS

Data Presentation

This study examined moderating role of gender on the relationship between emotional intelligence and employee work behaviour. Self-awareness and self-control were used as measures for emotional intelligence which represent the independent variable, employee work behaviour was used as the dependent variable while gender was used as the moderating variable. The moderated regression analysis (MRA) with the help of statistical package for social sciences (SPSS) version 22 was used to analyze the data. The data for the variables are shown in appendix.

Data Analysis

This section analyzed the data presented in the previous section with the aid of statistical package for social sciences (SPSS, version 22). The analysis of data is presented in the subsequent sections:

Descriptive statistics

The descriptive statistics for both the dependent and independent variables are presented in table 4.1 below:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SA	206	1.00	4.00	3.2864	.84421
SC	206	1.00	4.00	3.3641	.83138
GENDER	206	1.00	4.00	3.2282	.95834
EB	206	1.00	4.00	3.2330	.79270
Valid N (listwise)	206				

Source: SPSS Version 22 Output (Appendix 2A)

Table 4.1 presents the descriptive statistics of all the variables. N represents the number of observations and therefore the number of observation for the study is 206.

Self-awareness (SA) has a mean of 3.2864 with a deviation of 0.84421. The SA also revealed a minimum and maximum value of 1.0 and 4.0 respectively.

The result revealed the value of 3.3641 and 0.83138 as mean and standard deviation values for self-control (SC). It also revealed a minimum and maximum value of 1.0 and 4.0 respectively for SC.

Gender the minimum value is 1.0 while the reported maximum value is 4.0. Again the mean value recorded is 3.2282 with a standard deviation is 0.95834 which explains that gender can influence the level of emotional intelligence.

Finally, employee behaviour (EB) revealed a minimum and maximum value of 1.0 and 4.0 while its' mean and standard deviation is 3.2330 and 0.79270.

MODERATED REGRESSION ANALYSIS.

This section of the chapter presents the results produced by the model summaries for further analysis.

Table 4.2: Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 ^a	.888	.887	.26694
2	.942 ^b	.888	.886	.26731

a. Predictors: (Constant), SC, SA

b. Predictors: (Constant), SC, SA, EM_GENDER

Table 4.3: Moderated Regression Analysis (MRA) Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.331	.078		4.254	.000
	SA	.901	.070	.960	12.887	.000
	SC	.018	.071	.019	3.736	.003
2	(Constant)	.420	.156		2.690	.008
	SA	.853	.101	.909	8.445	.000
	SC	.022	.071	.023	.313	.755
	EM*GENDER	1.002	1.003	1.058	5.661	.009

a. Dependent Variable: EB

Table 4.2 presents the regression result between emotional intelligence (self-awareness and self-control) and employee work behaviour. From the model summary in table 4.2, the following information can be distilled.

The R value of 0.942 shows that, there is a strong relationship between self-awareness and self-control at 94.2%. Also the R² stood at 0.888. The R² otherwise known as the coefficient of determination shows the percentage of the total variation of the employee work behaviour (EB) can be explained by self-awareness and self-control. However, the remaining 11.2% (i.e. 100-R²) could be accounted by other variables not included in this model.

Table 4.3 presents the moderated regression result of the influence of gender on the relationship between emotional intelligence and employee work behaviour of hotels.

Moderated multiple linear regression is a specific type of multiple linear regression in which the effect of the predictor variable on the outcome variable is conditional upon the level/value of another predictor variable (i.e. moderator variable). Moderator variable upon which a relationship between two other variables is conditional, a significant moderating effect can be referred as an interaction effect.

Looking at table 4.3, gender moderated the relationship between emotional intelligence and employee work behaviour of hotels. The moderated regression result as presented in table 4.3 showed that when the moderating and the predictor variable are held constant, the EB variable is estimated at 0.420. This simply implies that when all variables are held constant in the long-run, there will be an increase in the employee work behaviour of hotels up to the tune of 0.420 units occasioned by short run factors not considered. After adjustment for short run (Beta), a unit increase in EM*GENDER will lead to an increase in EB by 1.002%.

TEST OF HYPOTHESES

Test of hypotheses one

The hypotheses formulated in chapter one was tested in this section in line with the decision rule in chapter three.

H0₁: Self-awareness has no significant influence on employee work behaviour in hotels.

Given that the accepted significant level is 0.05 and the calculated p-value 0.000 is less than the significant level the study rejects the null hypothesis and therefore concludes that self-awareness has a significant influence on employee work behaviour in hotels.

H0₂: Self-control has no significant influence on employee work behaviour in hotels.

Given that the accepted significant level is 0.05 and the calculated p-value 0.03 is less than the significant level, the study rejects the null hypothesis and therefore concludes that self-control has a significant influence on employee work behaviour in hotels.

H0₃: Gender does not moderate the relationship between emotional intelligence and employee work behaviour in hotels. Given that the accepted significant level is 0.05 and the calculated p-value 0.009 is greater than the significant level, the study failed to reject the null hypothesis and therefore conclude that gender moderates the relationship between emotional intelligence and employee work behaviour in hotels.

DISCUSSION ON FINDINGS

The result revealed that self-awareness and self-control have significant influence on employee work behaviour. The findings also showed that gender moderates the relationship between emotional intelligence and employee work behaviour in hotels. These results are consistent to the following results Akintayo and Babalola (2012), which investigated the influence of emotional intelligence on workers' behaviour in industrial organizations. Their findings of the study revealed that there was a significant relationship between emotional intelligence and workers' job performance, job satisfaction, job involvement and organizational commitment. The findings also consistent to the findings of Peter (2016), who conducted a study that explored the relationship between service personnel's emotional intelligence and customers' perceived service quality. The results showed that emotional intelligence is correlated positively to service quality. Kportufe (2014), who carried out a study titled "Impact of Emotional Intelligence (using self-control as the variable) on Employee Customer Service Delivery. It was generally observed that customers prefer to deal with employees who have a higher level of emotional intelligence compared to employees who have a lower level of emotional intelligence. The findings further show that a higher level of self-control has a positive effect on customer service irrespective of the location of the bank.

CONCLUSION AND RECOMMENDATIONS

Conclusion

To find the way to describe the Emotional Intelligence we need to ask our self: How well do we connect with our self and with others? The ability to appropriately identify, recognize and manage our emotions for your own well-being as well as the wellbeing of people around us is what is described as emotional intelligence. Our emotional sensitivity, maturity and competency is what ultimately decides our destiny. The person which is well known for promotion the concept of emotional intelligence is the ability to identify, assess and control the emotions of oneself, of others and of groups. It is also "the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions". The ability to realize, readily accept, as well as successfully control feelings in oneself (and sometimes others) is known as emotional intelligence. Emotional intelligence can be seen as a relationship tool on which effective service delivery accelerates. This makes Emotional intelligence the basis for effective service delivery.

Recommendations

Based on the findings of this study, the following recommendations have been made:

Sequel to the findings of this study, the following recommendations are made

- a) Management should look for an organizational wide approach of bringing the employees closer to each other like organizing get together activities, end of the year parties and other social events so that they can understand themselves better as this will go a long way in increasing their awareness of others and relate well with others.
- b) While recruiting, emphasis should not be placed on IQ alone; effort should also be made to ascertain the Emotional Intelligence level of these employees for industrial harmony.
- c) Organizations should make the newly recruited employee undergo an organizational socialization programme which should include an emotional intelligence test to inform the employees of their current status and help them plan out a training program to support their lack of experience.

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