

## IMPACT OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE: A STUDY OF HOSPITALITY INDUSTRY

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### Abstract

This study aims to examine the impact of three key emotional intelligence dimensions—Self-Awareness (SA), Self-Regulation (SR), and Social-Awareness (SOA)—on Job Performance (JB) using a path model approach. A quantitative research design was employed, utilizing a structural path model to test the hypothesized relationships among the variables. The strength and significance of the relationships were evaluated through standardized path coefficients. The analysis revealed that: Self-Awareness (SA) had a significant positive effect on Job Performance ( $\beta = .558$ ,  $***p < 0.001$ ), Social-Awareness (SOA) also showed a significant positive impact ( $\beta = .249$ ,  $***p < 0.001$ ), Self-Regulation (SR) did not have a significant effect on Job Performance ( $\beta = .039$ , ns).

**Keywords:** Emotional Intelligence, Self-Awareness, Self-Regulation, Social-Awareness, Job Performance, Path Model, Consumer levels, Market distortions, Society, Social policies.

### Introduction

In the dynamic and customer-focused atmosphere of the hospitality sector, employees' capacity to manage their emotions, empathize with customers, and cultivate positive connections is crucial for delivering outstanding service. Emotional intelligence (ei), which refers to one's ability to identify, understand, control, and navigate one's own and others' emotions (salovey and mayer, 1990), has become an important indicator of job success in occupations that prioritize human interaction. The hospitality industry, renowned for its high-pressure emotional labor, constant interaction with customers, and collaborative work atmosphere, offers a perfect opportunity to study the impact of ei on employee performance

Several studies have shown a positive relationship between emotional intelligence and various workplace outcomes, such as job satisfaction, organizational commitment, and task performance (goleman, 1998, wong and law, 2002). Nevertheless, the hospitality industry presents distinct challenges, including extended work hours, emotional exhaustion, and varying customer expectations, which necessitates a comprehensive understanding of how ei can reduce stress and improve employee performance. Although previous studies have primarily examined the general work environment, there is a lack of empirical evidence regarding the specific effects of ei on job performance in the hospitality industry. The research problem considered in this study is the lack of investigation of how emotional intelligence affects job performance among individuals working in the hospitality industry. Because frontline employees are crucial in delivering high-quality service and ensuring customer satisfaction, comprehending this connection is vital for both academic studies and managerial choices. The objectives of this research are threefold: (1) to examine the relationship between emotional intelligence and job performance in the hospitality industry, (2) to identify which dimensions of ei are most influential in predicting performance outcomes, and (3) to provide practical recommendations for integrating ei-based strategies into human resource practices such as training and recruitment. The objective of this study is to fill the existing gap in research

within the hospitality industry by offering specific insights that can contribute to employee development and enhance organizational performance.

### ***Review of Literature and Hypothesis Development***

Emotional intelligence (ei) has gained significant importance in job performance, particularly in emotionally demanding industries like hospitality. Ei, as described by Salovey and Mayer (1990), is the capacity to identify, comprehend, regulate, and manage emotions in oneself and others. The hospitality sector, which prioritizes customer satisfaction and heavily relies on personal interactions, offers a suitable environment to study the impact of ei on job performance. The primary objective of this research is to investigate how emotional intelligence influences different aspects of employee performance in the hospitality industry, including customer service quality, teamwork, and stress management. The research problem stems from the inconsistent understanding and application of ei in hospitality workplaces, despite a substantial body of evidence showcasing its positive influence on employee performance and customer satisfaction. Previous studies have shown that individuals with high emotional intelligence (ei) are better equipped to handle emotional labor and navigate interpersonal challenges, which are commonly faced in the hospitality industry (grande, 2000, wong and law, 2002). For instance, emotionally intelligent employees possess the ability to remain composed during stressful situations, leading to enhanced guest experiences and decreased employee turnover (goleman, 1995). Furthermore, the connection between emotional intelligence and leadership effectiveness is also significant, as emotionally intelligent supervisors are more likely to establish nurturing work environments, leading to enhanced team morale and productivity (carmeli, 2003). While these findings are noteworthy, there is a scarcity of empirical research that directly investigates the impact of ei on job performance within the hospitality industry, especially in developing economies. The aim of this research is to fill the gap in knowledge by investigating the significance of emotional intelligence in job performance within the tourism and hospitality industry. In conclusion, recognizing the significance of emotional intelligence in job performance can offer valuable insights for recruitment, training, and managerial strategies in the hospitality industry. Because the service industry values customer satisfaction and employee participation, enhancing ei skills among employees is crucial for achieving operational success.

### ***Self-Awareness (S\_A) and Job Performance (J\_P)***

Self-awareness (S\_A)—the ability to know what one's internal states, characteristics, and actions are—has been hypothesized as an underlying psychological process that influences individuals' interpretation of feedback and control of action (Duval & Wicklund, 1972). Modern organizational research views self-awareness both as a quantifiable disposition and as a competence that facilitates reflective knowledge and adaptive action. Grant, Franklin, and Langford's (2002) measurement work brought to the field validated scales (e.g., the Self-Reflection and Insight Scale) that distinguish between reflective self-examination and clarity of insight, allowing empirical tests of how these dimensions are linked to workplace performance. Applied accounts contend that increased self-awareness enhances interpersonal sensitivity, decision-making quality, and emotional management—abilities relevant to effective on-the-job performance (Goleman, 1995). Empirical research connecting similar constructs finds uniform evidence that intrapersonal skills (often researched under emotional intelligence) forecast work performance: Wong and Law (2002) showed that components of emotional intelligence correlate with supervisory ratings and objective performance measures, and a meta-analytic integration supported a positive, small-to-moderate relationship between emotional-competence constructs and work performance across occupations (Miao, Humphrey, & Qian, 2017). Mechanistically, self-awareness was hypothesized to improve performance by (a) enhancing accurate self-evaluation and goal congruence, (b) enabling adaptive regulation of affect and behavior in social situations, and (c) enabling constructive feedback seeking and learning—processes that mediate the S\_A → performance connection in experimental and

longitudinal research. In general, the literature synthesizes the perspective that self-awareness—especially when supplemented by actionable knowledge and regulation ability—ensures improved job performance, though effect sizes differ by measure, occupation, and type of outcome, and researchers invite greater longitudinal and intervention work in order to determine causal pathways. Hence based on the above discussion, formulate hypothesis- *H<sub>01</sub>: There is significant influence of self-awareness on job performance.*

### ***Self-Regulation (S\_R) and Job Performance (J\_P)***

Self-regulation (S\_R)—the processes through which persons establish goals, track progress, and modify behavior to achieve desired results—has been conceptualized as a central self-management ability in educational and organizational literature (Zimmerman, 2000). The social-cognitive view emphasizes goal setting, self-monitoring, and strategic self-control as processes by which S\_R functions (Zimmerman, 2000). Self-control, a linked construct, has been found to be associated broadly with adaptive outcomes: Tangney, Baumeister, and Boone (2004) indicated that greater self-control was associated with improved adjustment, academic achievement, and interpersonal functioning and that there was evidence of a stable individual difference that facilitates goal striving across settings. Meta-analytic research supports that trait self-control is connected to numerous valued behaviors and outcomes, suggesting spillover to work performance (de Ridder et al., 2012). In organizational research, task performance and contextual (citizenship) behavior are commonly defined as the multidimensional construct of job performance (J\_P) (Motowidlo & Van Scotter, 1994; Campbell, 1990). Personality research also indicates that conscientiousness—operationally overlapping with self-regulatory ability—is one of the best predictors of J\_P across occupations (Barrick & Mount, 1991), indirect evidence that improved self-regulation should enhance performance. Empirical research linking S\_R or self-control measures to job performance mostly reports positive correlations with task completion, dependability, and initiative, but effect sizes differ by measurement method and job type (Tangney et al., 2004; de Ridder et al., 2012). In conclusion, theoretical and empirical strands converge to propose that self-regulation is a significant predictor of task and contextual aspects of job performance, but additional workplace-specific longitudinal and intervention research would be necessary to shed more light on causal paths and boundary conditions. Hence based on the above discussion, formulate hypothesis- *H<sub>02</sub>: There is significant influence of self-regulation on job performance.*

### ***Social Awareness (S\_OA) and Job Performance (J\_P)***

Social awareness (S\_OA), often cast as an aspect of emotional intelligence, defines the capacity to sense and comprehend the emotions, social cues, and general environment of interpersonal interaction. Early theoretical work by Salovey and Mayer placed emotional perception and understanding at the heart of adaptive social functioning (Salovey & Mayer, 1990). Goleman subsequently made the concept mainstream and highlighted its applicability to workplace success, positing that employees who are high in social awareness better manage relationships and organizational norms (Goleman, 1995). Job performance (J\_P) literature separates task performance from contextual or citizenship behaviors—factors that reflect how workers contribute above formal responsibilities (Borman & Motowidlo, 1993). Organizational citizenship behaviors, in any case, are particularly social in nature and result from employees' sensitivity to their co-workers' needs and organizational objectives (Organ, 1988). Empirical syntheses connect emotional- and social-awareness elements with improved job outcomes: meta-analytic evidence indicates that emotional intelligence predicts task and contextual performance, frequently indirectly through enhanced interpersonal relationships and teamwork (Joseph & Newman, 2010). Together, literature suggests a cohesive sequence: social awareness improves employees' social situation reading and pro-social responding ability, leading to higher contextual performance and facilitating task achievement by facilitating better collaboration and less conflict. Future research should indicate boundary

conditions (e.g., cultural norms, job complexity) and examine causal processes with longitudinal and multi-source designs. Hence based on the above discussion, formulate hypothesis-  $H_{03}$ : *There is significant influence of social -awareness on job performance.*

## Research Methodology

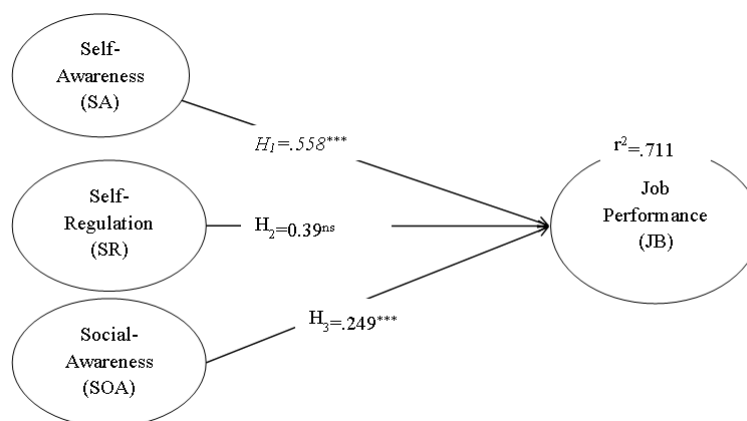
### Study Participants and Data Collection

This study concentrated on middle-level employees from various business organizations in India, encompassing both public and private sectors. The sample encompassed individuals from the private hospitality industry, resulting in a varied occupational composition. This variety in the study not only made it more reliable but also made it applicable to a wider range of situations. Out of the 303 executives contacted for participation, 239 provided complete and valid responses, yielding a response rate of approximately 78.88%. Data was gathered using a mix of self-administered questionnaires, delivered through face-to-face interactions and an online snowball sampling method. The data was then analyzed using a combination of descriptive statistics and inferential statistics. The research employed a cross-sectional, non-experimental, correlational design, enabling the examination of variable relationships at a specific moment in time. The responses were recorded using a standardized 5-point scale, where participants could indicate their level of agreement or disagreement, ranging from 1 (strongly disagree) to 5 (strongly agree).

### Findings and Discussion

The diagram illustrates the structural model that shows how three dimensions of emotional intelligence—self-awareness (sa), self-regulation (sr), and social awareness (soa)—are related to job performance (jb). The model demonstrates that 71.1% of the variation in job performance can be attributed to its explanatory power, with a correlation coefficient of 0.711.

**Figure1.1** Path Model



The path coefficient from self-awareness to job performance ( $h_1 = .558$ ,  $p < .001$ ) is both statistically significant and substantial, suggesting that employees who possess a high degree of self-awareness are more likely to exhibit superior job performance. This aligns with previous research indicating that self-awareness promotes improved decision-making, interpersonal relationships, and adaptability in complex work environments (goleman, 1995; Wong & Law, 2002). Contrary to expectations, self-regulation ( $h_2 = 0.39$ , ns) did not show a statistically significant influence on job performance. This discovery contrasts with numerous studies that suggest self-regulation as a fundamental aspect of successful workplace conduct and productivity (salovey & mayer, 1990, boyatzis, 2008). One possible reason for the lack of direct impact on performance could be that self-regulation indirectly affects performance through mediating factors like resilience or stress management, which were not considered in the current model.

**Table 1.1** Summarized Hypotheses

<i>Path Analysis</i>			<i>Estimate</i>	<i>S.E.</i>	<i>t-value</i>	<i>P</i>	<i>Decision?</i>
J_P_	<---	S_A_	0.558	0.09	6.202	***	Significant
J_P_	<---	SO_A_	0.249	0.066	3.755	***	Significant
J_P_	<---	S_R_	0.039	0.06	0.647	0.517	Insignificant

Social awareness ( $h_3 = .249$ ,  $p < .001$ ) demonstrated a moderate but statistically significant positive impact on job performance, highlighting the significance of empathy and understanding others' emotions in roles that require collaboration and providing services to others. This discovery aligns with previous research that emphasizes the importance of social awareness in fostering team unity and customer contentment, especially in industries that prioritize human interaction, like hospitality (côté & miners, 2006, Jordan et al., 2002).

### ***Limitations***

Despite its merits, the research has several drawbacks. The use of a cross-sectional design limits the ability to make causal inferences. While the relationships between different constructs are identified, it is not possible to determine the direction of these relationships with certainty. Second, self-report measures may lead to common method bias and social desirability effects (Podsakoff et al., 2003). Furthermore, although the sample encompassed various organizational settings in India, it may not fully capture sector-specific or cultural factors that influence emotional intelligence and job performance.

### ***Future Research Directions***

Future research should consider using a longitudinal design to gain a deeper understanding of the causal relationships between emotional intelligence dimensions and performance outcomes. Including mediator and moderator variables like psychological well-being, leadership style, or organizational culture could provide additional insights into how emotional intelligence influences its effects. Additionally, cross-cultural comparisons could aid in extending these findings beyond the Indian context and investigating cultural differences in emotional intelligence applications. Ultimately, incorporating objective performance metrics alongside self-reported data may improve measurement accuracy and minimize potential biases.

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