

## RELATIONSHIP BETWEEN JOB RELATED FACTORS AND EMOTIONAL INTELLIGENCE: A STUDY ON HOSPITALITY INDUSTRY MANAGERS

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### Abstract:

*Both emotional quotient and intelligence quotient are immensely important trait required in a manger. The present study aims at studying emotional intelligence among managers of hospitality industry and to assess relationship between job related factors and their emotional intelligence level. Job related factor used in this study are work experience level and educational qualification of participants. Experience level ranges from 0 to 10 years and educational qualification of managers were categorized into three categories i.e., graduate, post graduate and professional degree. A total of 100 managers were selected using stratified random sampling technique from various organization of hospitality industry in Lucknow city of Uttar Pradesh. Emotional intelligence level of participants was recorded using Schutte Self Report Emotional Intelligence Test. Data analysis was done using SPSS software version 28. Analysis of result helps in concluding that high level of emotional intelligence was found among majority of managers in hospitality industry and there is no significant relationship between job-related factors (like experience level and educational qualification) of manager's emotional intelligence level.*

**Keywords:** Educational qualification, experience level, mangers, emotional intelligence, and hospitality industry.

**JEL Classification:** M10

### I. INTRODUCTION

Hospitality industry is among industries which have maximum human interaction. Hence knowledge of managing human emotions must be the utmost priority of managers of hospitality industry. Emotion is an inseparable part of human being so it must be understood and managed with due diligence. A manager is upset with something, and she has been discussing the same with her family but cannot find a solution for the same. She has to rush to office as soon as she enters into office premise her emotion will not change. She will carry the baggage of same emotion into workplace and her productivity and efficiency at work would be adversely affected. Emotional intelligence was initially related to psychology discipline but with advent of time it was linked with other domain of life. Emotional intelligence refers to combination of emotional competencies (like emotional self-awareness, optimism, conflict management, self-assessment, motivation, self-confidence, emotional self-control, leadership, collaboration adaptability, initiative, and empathy) which help in developing people and adapting to ever changing environment of this world. Salovey and Mayer defined emotional intelligence as, "the capability to perceive, understand, integrate emotion, facilitate thought process and to regulate emotions in order to promote personal growth." Emotional intelligence is one of the traits of human personality that not only affect our performance, but it also affects

our relationship with others. Apart from standard cognitive intelligence and cerebral intelligence, emotional intelligence helps in predicting job performance of managers. Daniel Goleman described emotional intelligence as "the capacity of recognising our own feelings and those of others, motivating ourselves and for managing emotions well in ourselves and in our relationship." 5 dimensions of emotional intelligence are stated below:

1. Self-awareness- It is first and one of the basic components of emotional intelligence. It includes being aware about one's own and other's emotion, strength and weakness and recognizing impact of our emotions on others.

2. Self-regulation- It involve regulating and managing emotions especially negative and disruptive emotions and directing them into productive or positive purpose. It also includes individual's capacity to adapt to changed circumstances and taking responsibility of your own actions.

3. Motivation-It means urge or drive to achieve something. An emotionally intelligent person will motivate themselves and others to achieve their goal. Being motivated also include being optimistic about future, taking initiative and fulfilling commitment.

4. Empathy- People often confuse empathy with sympathy. Empathy means recognizing and understanding other's emotions and feeling but not necessarily sharing them.

5. Social skills- It include skills like team building, collaboration, cooperation, influence,

communication, conflict management and relationship management.

In the end this study will help the managers in having a better understanding that whether job related factors are related to emotional intelligence or not as emotional intelligence determine work environment; affect the performance, efficiency and productivity of managers at work; it helps top management in determining employee development programme. Emotionally intelligent employee has optimistic approach towards life. Many researchers have studied the topic of emotional intelligence in relation to other industries of service sector in Lucknow city, but in this study emotional intelligence in relation to hospitality industry in Lucknow must be explored.

## II. LITERATURE REVIEW

Uslu (2020) conducted research on how demographic factors associates with employee's emotional intelligence and reported that emotional intelligence is independent of factors like age, educational level, income, and marital status. It is suggested while hiring, preference should be given to candidates with higher emotional intelligence.

Gautam and Khurana (2019) wrote research paper where they used SSREIT to gauge emotional intelligence of 360 managers of selected enterprises of Uttarakhand. The results elucidates that a positive relationship was found between emotional intelligence and factors like age, gender, and experience level whereas educational qualification of employees has negative relationship with emotional intelligence.

Karthikeyan and Lalwani (2019) in their paper concluded that bank employee's emotional intelligence does not differ on the basis of length of service, gender, age, length of service and educational level. They also suggested that bank employees need to update themselves about management of customers in stressful situations.

Nagar (2017) conducted research on bank employees of Rajasthan in order to study role of demographic factors in influencing their emotional intelligence. Emotional Quotient scale formulated by Chadha and Singh (2006) was used to gauge emotional intelligence level of employees. Data collected for the study was analyzed using t-test, ANOVA and Post Hoc test. Findings of the study elucidate that factors like age, experience, gender, educational qualification, and marital status do not influence emotional intelligence of bank employees. It is suggested that beside considering IQ, EQ of bank managers must be considered at the time of recruitment.

Pradeeba and Perumal (2017) conducted survey so as to explore association between demographic factors and emotional intelligence on 196 middle level managers in banking sector of Madurai. They concluded that only two demographic variables i.e., gender and educational qualification has significant impact on emotional intelligence of managers. Higher

administration of banking industry must consider demographic factors while designing emotional intelligence training program.

Yogun and Miman (2016) in their research paper examined impact of personal attribute and job-related attribute on various dimensions of emotional intelligence. The result showed that components of emotional intelligence like social skill and self-regulation is significantly related to education level of employees. Age, employees own experience, company's own experience and number of people they are responsible for are found to have no significant relation with employee's emotional intelligence level.

Pooja and Kumar (2016) in their paper reported employees who received technical education and employees with higher work experience had high level of emotional intelligence as compared to their counterparts. Sample size was 424 service sector employees across India. Employees from service sector have to meet people on daily basis so, in order to complete their task efficiently they need to have emotional intelligence along with intelligence quotient.

Shukla and Srivastava (2016) in their paper explore the effect of retail employee's emotional intelligence on job stress and various socio-demographic factors. Finding elucidates that there exist moderate but negative relationship between trait emotional intelligence and variable like gender, age, income, work experience, marital status, and education.

Tajeddini, Rangan, Malekzadeh and Lallianzuali (2014) in their research paper did work with the aim to compare emotional intelligence level of foreign students and Indian students on the basis of demographic factors like gender, religion, age, birth order, educational qualification, socio economic status, marital status, and level of sociability. The research paper concluded that emotional intelligence does not differ on the basis of various factor under this study. An exemption with respect to age has been reported.

Vanishree (2014) in her article concluded that around 78% of employee of information technology sector had average emotional intelligence. Work experience is the poorest predictor of emotional intelligence whereas marital status is the only demographic factor which has maximum impact on emotional intelligence of employees.

**III. OBJECTIVES**

On the basis of literature review, following objectives have been framed:

1. To study level of emotional intelligence among managers from hospitality industry.
2. To study the relationship between job related factor such as work experience and emotional intelligence level of managers.
3. To study the relationship between job related factor such as educational qualification and emotional intelligence level of managers.

**HYPOTHESES**

On the basis of objectives of the present study, this hypothesis has been formulated:

H<sub>1</sub>: There is no significant relationship between work experience and emotional intelligence level of managers.

H<sub>2</sub>: There is no significant relationship between educational qualification and emotional intelligence level of managers.

**IV. RESEARCH METHODOLOGY.**

*Sample size and sampling technique*

The sample of present study were 100 managers, which were selected using stratified random sampling techniques from organizations of hospitality industry in Lucknow city. Managers from cafe, restaurants, hostel, hotels, and event management companies participated in the study. Ethical approval has been taken from participants.

*Instrument*

Research instrument for data collection under this study was questionnaire. Emotional intelligence level of participants was recorded using Schutte Self Report Emotional Intelligence Test. Researchers collected the filled questionnaire from respondent personally and then scoring of questionnaires was done in accordance with manual. Reliability of emotional intelligence scale used under this study was 0.90.

*Statistical Test*

Statistical Package of the Social Science software version 28 was used for statistical analysis of data. ANOVA was used to determine impact of educational qualification and experience level on emotional intelligence.

**V. DATA ANALYSIS AND RESULTS.**

Description of sample of current study in relation to demographic and job-related factors of respondents.

Table 1:

Demographic and job-related factors	Respondents' characteristics	Number of Respondents	Respondent (%)
Gender	Female	31	31%
	Male	69	69%
Age	Below 30 years	19	19%
	31 - 40 years	39	39%
	41 - 50 years	32	32%
	Above 50 years	10	10%
Educational Qualification	Graduate	59	59%
	Postgraduate	27	27%
	Professional Degree	14	14%
Experience level	0- 2 years	18	18%
	2- 4 years	57	57%
	4- 8 years	4	4%
	6- 8years	21	21%
	Above 8 years	0	0%

Objective 1: To study emotional intelligence level among managers from hospitality industry.

The status of managers of hospitality industry in relation to emotional intelligence score was studied. To achieve the objective, the emotional intelligence can be categorized into three categories:

- Low
- Average
- High

The score attained below 77 were considered as low emotional intelligence. The score between 77- 121 were considered as average emotional intelligence and score between 121-165 were considered as high emotional intelligence.

Table 2:

Variables	Frequency	Percentage
Low (33-77)	0	0%
Average (77-121)	9	9%
High (121-165)	91	91%
	100	100%

A total of 91% of the respondents under this study scored high on emotional intelligence whereas 9% of the respondents under this study scored average on emotional intelligence level. There were no low scored respondents under this study.

Objective 2: To study the relationship between experience level and emotional intelligence level of managers.

In this study the experience level of respondents was between 0 to 10 years, and it was divided into 5 groups such as 0 to 2 years; 2 to 4 years; 4 to 6 years; 6 to 8 years; 8 years and above. Under this study 18% of respondents had 0-2 years of experience, 57% of respondents had 2-4 years of experience, 4% of respondents had 4-6 years of experience, 21% of participants had 6-8 years of experience. There was no respondent under this study who had more than 8 years of experience. In order to find out relationship between experience level (various experience level group) and emotional intelligence level of managers, ANOVA is used. Result shows overall value of  $F=.833$ , and significance value of  $p=.479$ , which is more than significance limit ( $p>0.05$ ). Hence null hypothesis is accepted. Thus, it was concluded that there is no significant relationship between experience level of managers and their level of emotional intelligence.

Table 3:

Emotional Intelligence	Sum of Squares	Df	Mean Square	F	Sig.
Between groups	354.375	3	118.125	.833	.479
Within groups	13613.625	96	141.809		
Total	13968.000	99			

Objective 3: To study the relationship between educational qualification and emotional intelligence level of managers.

In this study managers have qualification like graduate, post graduate and professional degree. Among them 59 were graduates, 27 were postgraduates and 14 have professional degree. In order to study the relationship between educational qualification and emotional intelligence level of managers, ANOVA is used. Result shows overall value of  $F=.130$ , and significance value of  $p=.878$ , which is more than significance limit ( $p>0.05$ ). Thus, it was concluded that

there is no significant relationship between educational qualification of managers and their emotional intelligence level.

Table 4:

Emotional Intelligence	Sum of Squares	Df	Mean square	F	Sig.
Between groups	37.479	2	18.740	.130	.878
Within groups	13930.521	97	143.614		
Total	13968.000	99			

## VI. CONCLUSION.

Manager is the most valuable component of any organization in hospitality industry. This study helps in having a better understanding about relationship between job related factor and emotional intelligence level of managers. This study concludes that high level of emotional intelligence was found among majority of managers in hospitality industry and there is no significant relationship between job-related factors (like experience level and educational qualification) of manager's emotional intelligence level. The first limitation of this study is that it is conducted on small sample size and is confined to particular region. Second limitation is that the association between emotional intelligence and job-related factors can be studied on large sample size and can be replicated in other geographical areas and industry so as to draw more generalized conclusion. The result of this study in relation to educational qualification and emotional intelligence are in tune with studies like (Karthikeyan and Lalwani, 2019; Gautam and Khurana, 2019; Nagar, 2017; Tajeddini, Rangan, Malekzadeh, and Lallianzuali, 2014; Uslu, 2020) and finding of this study in relation to experience level and emotional intelligence are in tune with studies like (Karthikeyan and Lalwani, 2019; Vanishree, 2014; ) indicating that there is no significant relationship between job related factors (like experience level and educational qualification) and emotional intelligence. Emotional intelligence is particularly important factor in hospitality sector as people associate emotions with services provided by this industry. In hospitality industry, emotional intelligence plays an essential role in improving the performance of managers as knowledge regarding managing emotions within oneself and others will help them in better interacting with their customer and it also help in predicting success of individual in life. It is suggested that job related factors like educational qualification and level of experience does not play significant role in identifying highly emotional intelligent managers in hospitality industry.

**Sponsorship and Financial Support:** Nil

**Conflict of Interest:** Nil

**ACKNOWLEDGEMENT**

Writing this research paper is a great opportunity and I would like to extend my gratitude to my supervisor Dr. Yasir Arafat Elahi (Assistant Professor) Department of

Commerce and Business Management, Integral University, Lucknow for his indispensable guidance, extraordinary cooperation, constant motivation, and supervision.

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