

The Importance of Emotional Intelligence and its Effects on Stress and Job Satisfaction Levels of Hospitality Employees in the UDUPI District

Naresh P. Nayak, Sudhakar D. Nayak, Narayan B. M. Prabhu, Keya Bakshi, Shahid Ummer

Article Info

Volume 82

Page Number: 5840 – 5848

Publication Issue:

January-February 2020

Abstract:

The study was conducted to determine the relationship between Emotional Intelligence (EI), stress coping mechanisms and resultant job satisfaction in a selected group of hospitality industry employees. This study investigates whether the above stated is true. To investigate the impact of Emotional intelligence on stress and job satisfaction, we have adopted a statistically correlated observational method. Through a simple questionnaire, divided into three sections and answered by hotel staff in the Udupi district, we aim to draw parallels between Emotional Intelligence, work related stress and job satisfaction, so as to probe into the importance of developing a culture of EI in the hospitality industry. The population comprised of employees from 102 hotels of the Udupi district. From this population, 86 samples were selected based on random sampling. The data was collected between August to November 2018. To investigate the impact of EI on stress and job satisfaction, we have adopted a statistically correlated observational method. Pearson Correlation was used to measure the degree of relationship between emotional intelligence, stress and job satisfaction. SPSS was used to analyse the data collected through the circulated questionnaire which was created using Google Forms. The possible outcome of this study is that emotional intelligence, stress and job satisfaction are correlated. We aim to prove that high Emotional Intelligence levels result in lower stress and higher job satisfaction. Similarly, low levels of Emotional Intelligence can mean high stress levels and poor job satisfaction.

Article History

Article Received: 18 May 2019

Revised: 14 July 2019

Accepted: 22 December 2019

Publication: 28 January 2020

Keywords: Emotional Intelligence, Hotels, Stress, Job Satisfaction, Management, Human Resources, Hospitality Industry, Employee Psychology

I. INTRODUCTION

1. Emotional Intelligence & Hospitality

The hospitality industry's main product is service. In fact, the service provider is part of the product itself. (Langhorn, 2004). Studies have been conducted on important traits that characterize service providers and a relationship was found between customer satisfaction and overall EI possessed by service providers. (Kernbach & Schutte, 2005), (Langhorn, 2004)

Another study found that work teams led by managers who showcased positive moods when at work, provided higher quality of customer service as compared to teams that were led by less positive managers. (George, 1995). Hotel managers are responsible for managing employees and often have to deal with behavioural and emotional aspects of human beings. An emotionally intelligent hotel manager will have more success in keeping calm during busy and crazy hours as well as helping subordinates in difficult situations as compared to a manager with lesser levels of emotional intelligence. The former manager may find it especially difficult to deal with stress during long working hours, holiday seasons and unpredictable work. A study investigated the impact of restaurant manager's emotional intelligence on

employee job satisfaction and concluded that manager EI and support have a significant impact on employees' job satisfaction, which further leads to high levels of service performance. (Han, Kim & Kang, 2017) The significance of emotional intelligence is underlined in light of the fact that human relations in organizations are impacted by emotional elements much more than by rational elements. (Hanzaeea & Mirvaisi, 2013) Employees of successful organizations are capable communicators, able to control their emotions, and display their technical abilities. (Jung & Yoon H. , 2012)

2. Association of Service with Stress

Indicators of stress are often subtle. An individual may appear happy, smiling and jovial at the workplace but the subtle signs of stress are often missed. This is especially true for the hospitality industry where the number one rule taught to all employees is that they must always be smiling. More often than not, behind those friendly smiles and polite manners, lies a high amount of stress.

Higher levels of EI have been linked with lower levels of work-related stress. (Christina A. & Irene S., 2016) The hospitality industry, on a cursory examination, should be

associated with a high level of employee stress. The basis of the hospitality industry is communication.

Daily work involves face-to-face as well as telephonic conversations. The hospitality industry employee must not just actively listen to what the other person is saying, he/she must have a high ability to pick up non-verbal cues including body language. Employees must make customers feel understood, appreciated and valued.

At the same time, the hospitality industry is associated with lower levels of compensation and longer working hours. In the face of this 'perfect storm', a high level of employee EI seems to be imperative.

The employee with higher EI should logically be expected to have lesser job stress and better job satisfaction. The Hospitality industry has a significant amount of job stress. It includes hard deadlines, unexpected interactions with guests, long working hours, night and evening work, repetitive work, high emotional demands, low influence (control), shift work, high work space and problems with coordination of work. (Kristensen T, 2002)

Hospitality jobs involve day-to-day interaction with people from all over the world and of different cultures who speak different languages. Human beings, being unpredictable can make it difficult to standardize every meeting and interaction in order to reduce stress caused by upset or angry customers.

Not only this, long hours and few distractions during idle periods adds to physical and mental stress. Adding to this is the fact that online negative customer reviews make one aware of the tiniest bit of mistake. Often, employees are expected to perform the impossible in a timely manner and sometimes along with multiple other requests.

Such stress may cause physical injury, poor mental health, absenteeism, job dissatisfaction, poor performance and high turnovers. A study found that the most common stressors in the hospitality industry were interpersonal tensions at work and overloads. (O'Neill & Chandler, 2011) Other reasons for stress are related to worry about reduction in employee benefits and lay-off's and a high level of competition with co-workers. Another study examined 211 American hotel managers and found that more than half of the hotel manager's report stress levels which are very likely to cause stress-related illnesses. (Johanson, Youn & Woods, 2010)

Stress in the workplace also affects motivation and employee morale. Stress has been linked to headaches, fatigue, insomnia, diarrhoea, depression, heart disease and type 2 diabetes.

Further, hotel managers have one of the most stressful jobs as they have to manage employees who themselves have a high amount of job stress and also oversee that the guests of the hotel are stress-free and enjoying a relaxed stay. Managing does not only include supervising standard and technical procedures. It involves human problems dealing with emotions, values and ideals.

The hospitality industry is full of energy and activity during peak hours and at such times stress can actually be positive and viewed as a challenge. However, this requires the ability

to see stress in a positive manner and to let it drive one's performance.

A person with high levels of emotional intelligence uses stress coping strategies comprising of self-reflection and effective problem solving while those with much lower levels are found to employ coping strategies that rely on deliberation, evasion and in particular, superstitious beliefs.

1. Relating Job Satisfaction & Emotional Intelligence

EI is associated with a high level of empathy and understanding and an ability to see the impacts of communication. EI can help in developing a work place culture that incorporates empathy and understanding. Not only would this reduce absenteeism, employees are more likely to engage in their work and be happier doing it. Humans tend to act irrationally when overcome with emotions. If an employee is familiar with practices to recognize and control emotional patterns, especially in stressful situations, productivity as well as a better state of mind can be achieved. A high level of EI can create a pleasant workplace and affect employees' job satisfaction, efficient management and organization development. (Patra, 2004)

According to Paul Spector, job satisfaction can be defined as a measurable representation of an affective reaction to a particular job that is the individual's satisfaction with his or her job. (Spector, 1997) It is a feeling of contentment or happiness that one associates with their job. In other words, job satisfaction is a measure of fulfilment derived from your work. Organizations that are able to fulfil the material and or the emotional needs of its employees by way of culture, compensation and a positive work environment have employees with higher job satisfaction than others. A survey conducted to study the impact of emotional intelligence on job satisfaction among Iranian hotel employees found that emotionally intelligent individuals may be more likely to remain in organizations in which they are satisfied. (Hanzaee & Mirvaisy, 2013)

Broadly speaking, job satisfaction has two facets in terms of the job content and the job context. The aspect of job content includes work characteristics, compensation and the amount of work to be performed. The contextual aspect includes rules & regulations of the organization, the working environment, co-leagues and leadership and opportunity for growth. Job satisfaction is becoming more important to most organizations now-a-days and the top priority of Human Resource (HR) departments. This is because if the company's employees are happy and satisfied, it will result in many benefits for the company. These include more productivity, less turnover, enhanced loyalty and most importantly, increased profits and lesser costs due to reduction in recruitment, hiring and training procedures. Employees often feel happier at the workplace when they are treated with respect and have good relationships with their peers and supervisors. A stress-free environment and interesting work helps them stay relaxed and focused on tasks at hand.

According to Maslow's Hierarchy of Needs, the things most important to an individual are- basic physiological needs, such as sleeping eating, etc.; safety needs; belongingness; self- esteem needs; and finally self- actualization needs. If an individual has high emotional IQ, they feel stable and secure at work. They are able to focus on value addition and are motivated to do better.

An unstable employee, on the other hand, may constantly feel like their job is not secured, may not feel a sense of belonging to an organization, and hence may act out. They would perform poorly, sabotage the organization, or contribute to the high attrition rate for the organization. Hence, the hypothesis that we seek to prove here is that an employee who has high emotional intelligence will perform better, stay longer, move up the corporate ladder, and will align themselves to the values of the organization, and vice versa.

Review of Literature

According to (Chignell, 2018) emotional intelligence (EI) was ranked sixth in the World Economic Forum's list of the top 10 future workplace skills. Emotional intelligence has been defined as "the ability to make emotions work for you, instead of against you." (Bariso, 2018) Emotional intelligence is an important part of daily life, especially in the workplace since it involves managing our own, as well as others emotions, which direct their thoughts and behaviours for more positive interactions with others. (Nguyen, Ladkin & Osman, 2016) According to (Fastiggi, 2013) leaders who possess high levels of EI were better at managing their relationships and easier to communicate, inspire and influence others. She further states that there have been many incidences where hotel CEO's were laid off for not managing emotions adequately. A Survey conducted in 2011 indicated that seventy-one percent of employers valued EQ over IQ. (CareerBuilder, 2011) Exceptional employees possess higher interpersonal skills and confidence compared to the average employees who receive standard performance reviews. (Kumar & Rooprai, 2009) A study conducted to examine how general managers regulate their emotions in response to stressful situations and leadership duties found that appropriate regulation of emotions includes utilizing a varied range of strategies, according to the situation at hand. This includes a positive mind set, retrospection, putting on a mask, honest display of emotions and reactions based on social awareness. (Haver, Akerjordet & Furunes, 2014) An article asserted that emotionally intelligent managers were helpful in employee retention because they were successful in motivating employees. (Innovationbubble, 2016) The service industry is characterized by interactions and frequent contact with guests. Often such interactions are negative events due to dissatisfaction with the services provided on part of the customer. This combined with debriefing sessions with managers who publicly bring up the negative the negative events and attempt to blame the situation on the employee's performance leads to rise of negative emotions within the employee. There is a direct correlation between the emotional status of the employee and how the manager handles difficult situations. (Du, Ma & Wang, 2012). Thus

organizations should recruit people with high levels of EI and incorporate regular EI training programs for all employees. (Humphrey, Miao & Qian, 2017) Unfortunately, the Indian system of recruiting employees lays emphasis on cognitive ability and factual subject comprehension. (Shukla & Srivastava, 2016).

Emotional intelligence is an essential skill for hospitality employees. A study stated that emotions need to be recognized and managed in the hotel workplace to ensure positive interactions between the parties involved. If not, the relations with guests may be put at risk, resulting in low satisfaction rates and negative publicity for the hotel. (Cavelzani, Esposito & Villamira, 2010) There is no doubt that improving our emotional skills can affect our behaviour as a result of improved self-image due to enhanced self-knowledge. One's productivity can be increased by training of self-regulation and impulse control. (Hosseinian, Yazdi, Zahraie & Fathi-Ashtiani, 2008) Work in the hospitality industry often involves dealing with guest complaints about mistakes that one has no connection to. In such events, though the employee is not at fault, he/she must be able to separate their possibly own upsetting emotions, listen to and understand what the customer is saying, and come up with an appropriate solution. Emotionally intelligent employees deal with such situations in a better way. (Kim & Agrusa, 2010) Therefore, hiring solely on the basis of technical skills is not a beneficial option since these are not indicative of success. The most favourable choice would be to hire hospitality employees who already possess high levels of EI. (Scott-Halsell, Blum & Huf, 2008)

Stress is the psychological and physical state that is a reaction of the individual's inability to cope with the demands and pressure of a particular situation due to insufficient resources. People vary in their ability to handle stress. This is because everyone responds differently in a particular situation. Hence, stress levels vary with the situation and differ among individuals. (Michie, Causes and management of Stress at Work, 2002) One's emotional response in stressful situations is what differentiates most people's ability to handle stress. EQ helps cope with stressful circumstances. (Kumar & Rooprai, 2009) This is because the components of emotional intelligence work together to handle stress better. Self-awareness allows you to realize when your stress is increasing which enables you to collect your composure before you overreact. Empathy and social skill permit you to better express yourself, including recognizing when and how to be candid. (Goleman, Q&A, 2012) Managers who are emotionally intelligent have the unique ability to realize their emotions as they become apparent. When pushed to the edge, they will discern the impact their emotions are having on their flow of thoughts and will act on the need to control those emotions, as well as the emotions of the people around them. They may then use stress coping strategies by taking a break or talking about it. (Tracy, 2018) A study explored the relationships between emotional intelligence, job stress and quality of living among tour guides. The results indicated a positive link between emotional intelligence and quality of living and an inverse relationship between emotional intelligence and job stress. (Min, 2014) Emotionally

intelligent people tend to be intrinsically motivated and have a positive outlook on life.

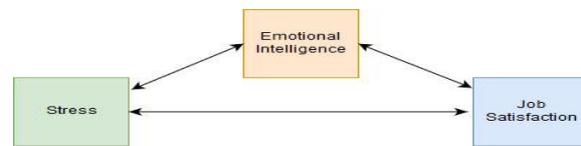
They tend not to require validation from others. It has been found that lack of intrinsic motivation and a negative mind frame can lead to emotional exhaustion and depression. (Karatepe & Tizabi, 2011) Another study examined the effects of EI on social skills and stress management among (National Automatic Merchandising) members which revealed that EI contributed significantly to the member's social and stress management skills. (Cha, Cichy & Hyun, 2009)

Studies have been conducted linking EI with job satisfaction. One such study examined the relationship between emotional intelligence, job satisfaction and performance for 187 food service workers and concluded that emotionally intelligent employees had higher instances of job satisfaction since they were more skilled at assessing and managing their emotions as compared to employees who possessed lower levels of EI. (Sy, Tram & O'Hara, 2005) Another study examined employees of a Fortune 400 insurance company and found that EI and job satisfaction had a positive correlation and EI had a major role in influencing the attitude at work. EI also influenced work performance by allowing people to build workplace relationships, work as teams and build social capital. (Lopes, Grewal, Kadis, Gall & Salovey, 2002) Other studies found that emotional intelligence has a positive impact on organizational citizenship behaviour (OCB), which is the willingness to go the extra mile as a result of increased levels of motivation and commitment and that emotionally intelligent leaders are followed by employees with high levels of job satisfaction. EI has also been found to reduce counterproductive work activities and increase productive behaviour. (LSEBusinessReview, 2017) The supervisor's role as a mediator is pivotal to the levels of job satisfaction and emotional exhaustion in employees. Supervisors and managers must be capable of maintaining the emotional environment and ensuring a balance of emotions within his subordinates especially during stressful times when not all is going well. The supervisor's reaction in such situation and towards the employee has a powerful influence on job satisfaction levels. (Karatepe, 2010) A study collected data from a U.S based hotel's managerial and supervisory employees and found that the components of EI are predictors of job satisfaction and specifically, intrapersonal skills are a predictor of longevity in the hotel industry but not with the company. (Wolfe & Kim, 2013) Another study examined worker's satisfaction with their work schedule flexibility using data collected from nine hotels in South Korea. It revealed that emotional intelligence and job satisfaction serve as precursors to schedule flexibility satisfaction and that decreased turnover is a result of increased schedule flexibility satisfaction. (Gyumin, Magnini & Kim, 2011)

Design of the study

It is a correlational study. This study aims to see the influence of Emotional Intelligence on Stress and Job Satisfaction among hotel employees in the Udupi District. The model given below was adapted from the model of a similar study

conducted in 2013 to determine the relationship between emotional intelligence and job stress among engineer's at managerial levels of a public sector organization. (Goswami & Talukdar, 2013)



Research Gap

A study in 2008 investigated the levels of emotional intelligence in Hospitality Industry Professionals and found that the professionals had above average levels of EI which could prove to play a significant role in their achievement in a service- based industry. However, the research had several limitations. The sample size of 65 was relatively small and consisted mainly of hotel managers and not many hospitality managers. Further, the sample recruitment was not random which may have affected the results. (Scott-Halsell, Blum & Huf, 2008)

There have been few studies conducted that link emotional intelligence with stress or with job performance. In 2016, a study conducted to analyse the impact of hospitality employees' EI on their stress-coping styles and job satisfaction found a positive relationship between high EI and low stress as well as a positive correlation between low stress and high job satisfaction. The research however was limited to Korean hotels and family restaurants. (Jung & Yoon, 2016) No study till date has studied the relationship and links between EI, stress and job satisfaction for Indian Hospitality professionals. Tourism is the 3rd largest contributor to foreign exchange for India. In 2017, India ranked 7th among 184 countries in terms of travel & tourism's total contribution to GDP. Thus, the hospitality sector in India is expanding at a tremendous rate attracting many international companies to set up shop and creating a large number of employment opportunities. Hospitality is one sector which can never be fully tech based. Thus, research is definitely required to link EI, stress and job performance in order to train the employees to the best version of themselves.

Research Methodology

The aim of this paper is to determine and analyse the relationship between emotional intelligence, stress and job satisfaction levels in Indian hotel employees. The stated hypothesis is that emotional intelligence, job satisfaction and stress levels are related. The population comprised of employees of 102 hotels in Udupi. The sample size of 86 was selected based on random sampling.

The samples ranged from the age group of 20-65 years. The respondents consisted of 51% females and 49% males. 28% of respondents held managerial and supervisory positions, while the remaining 72% held non-managerial positions.

To support our hypothesis we drew conclusions based on a questionnaire filled out by the respondents.

Research instruments:

Two standardized questionnaires one on Emotional Intelligence and other on Coping Styles were taken as instruments for the study.

Research instruments:

Two standardized questionnaires one on Emotional Intelligence and other on Coping Styles were taken as instruments for the study. The questionnaire was adapted from an emotional intelligence model by Paul Mohapel, workplace stress survey from the American Institute of Stress (AIS) and a job satisfaction survey published by the Wellness Council of America (WELCOA). The questionnaire was divided into three sections with 5 questions each. Section 1 (emotional intelligence) and Section 2 (stress) utilized a five-point scale (1=strongly disagree to 5= strongly agree). Section 3 (job satisfaction) utilized a yes/no approach. The data was then summarized in an excel sheet and analysed with the help of SPSS, a popular statistical software that has the ability to analyse and present complex data.

We also represented the data in the form of scatter diagrams to aid visual interest and understanding. With the use of Pearson Correlation the degree of relationship between emotional intelligence, stress and job satisfaction was measured.

Results and Discussion

Section 1- Emotional Intelligence

Section 1- Emotional Intelligence					
Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Are your moods affected easily by external events?	10	8	19	39	10
Are you able to logically examine your emotions when you're upset or angry?	9	14	23	27	13
Do you find it easy to accept critical comments from others without losing your temper?	9	17	28	18	14
Are you able to calm someone down when they're upset?	6	12	19	33	16
Are you good at motivating others?	7	7	22	30	20

Section 2- Stress

Section 2 - Stress					
Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Do you tend to have frequent arguments with superiors, co-workers or customers?	14	30	20	16	6
Do you tend to eat, walk and talk quickly?	7	9	20	21	29
Do you find that you have a greater dependency on alcohol, caffeine, nicotine or drugs than you did before?	18	14	14	17	23
Do you suffer from muscular aches and pains especially in the neck, head, lower back, legs and shoulders? Can you express how you really feel and get matters off your chest at work?	7	14	13	28	22
Do you find that you don't have much time for hobbies/interest outside of work?	6	13	12	35	20

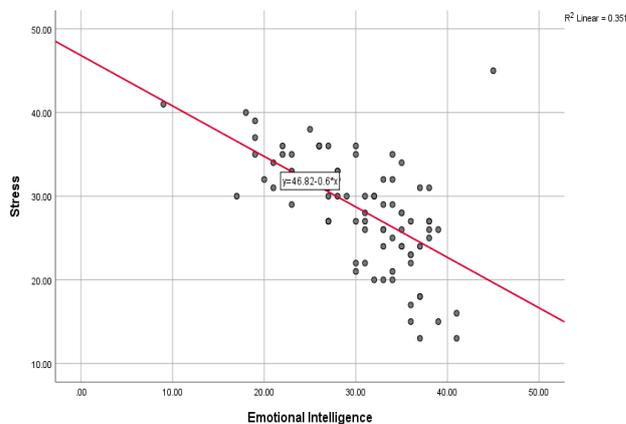
Section 3- Job Satisfaction

Section 3- Job Satisfaction			
Questions	Yes	No	Maybe
Do you find that you don't have much time for hobbies/interest outside of work?	50	20	16
Are the working hours at your company satisfactory?	39	35	12
Do you have a good relationship with your co-workers and supervisors? Is the work environment satisfactory?	53	16	17
Are promotions frequently given at your organization?	27	37	22
Do your superiors recognize and acknowledge your work? Does top management at your organization involve employees in management decisions?	43	31	12

Correlations			
		EI	Stress
EI	Pearson Correlation	1	-.592**
	Sig. (2-tailed)		.000
	N	86	86
Stress	Pearson Correlation	-.592**	1
	Sig. (2-tailed)	.000	
	N	86	86

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

Table 1



Scatter Diagram 1

Hypothesis 1: Emotional Intelligence and Stress have a Negative Correlation

To support hypothesis 1, Pearson Correlation was used to determine the degree of correlation. According to the correlation test as shown in table 1, there is statistical significance between emotional intelligence and stress levels as the Sig. 2-tailed value is .000. The relationship between the variables is a negative 59.2% which means as one variable increases, the other decreases.

This is a relatively strong correlation. This shows that emotionally intelligent people tend to have lesser stress.

Scatter Diagram 1 proves that there is a negative correlation between emotional intelligence and stress as the graph starts

high on zero and gradually slopes downwards. Thus, increase in one variable is correlated with decrease in the other variable. This is consistent with the findings of previous research which has shown that good EQ helps cope with stressful circumstances. (Kumar & Rooprai, 2009) Another study examined the effects of EI on social skills and stress management among NAMA (National Automatic Merchandising) members which revealed that EI contributed significantly to the member's social and stress management skills. (Cha, Cichy & Hyun, 2009)

Hypothesis 2: Emotional intelligence and Job Satisfaction have a Positive Correlation

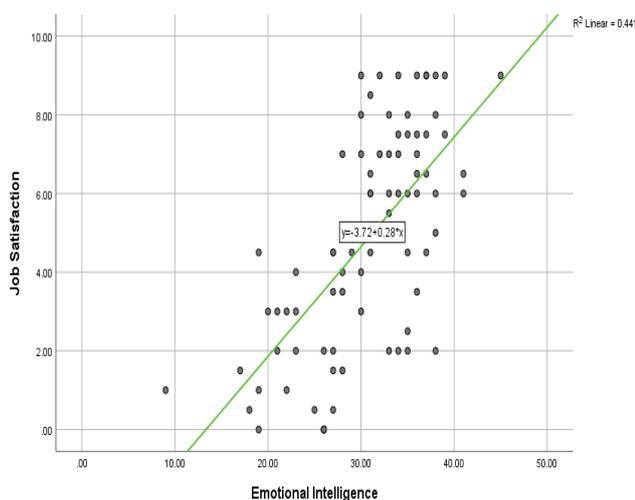
Correlations

		EI	JS
EI	Pearson Correlation	1	.664**
	Sig. (2-tailed)		.000
	N	86	86
JS	Pearson Correlation	.664**	1
	Sig. (2-tailed)	.000	
	N	86	86

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

Table 2

To support hypothesis 2, Pearson correlation was used to analyse the direction of relationship between emotional intelligence and job satisfaction. Table 2 shows that there is significant relationship between EI and job satisfactions as the Sig. 2-tailed level is .000. There is a positive relationship of 66.4% between the two variables which signifies that as one variable increases or decreases, so will the other variable. There is a strong correlation between the variables. This shows that if an employee has higher EI levels, his job satisfaction is also likely to be high. If an employee has lower levels of EI, he is likely to have lesser job satisfaction.



Scatter Diagram 2

Scatter Diagram 2 represents a graph that slopes upwards from zero. This represents the positive relationship between emotional intelligence and job satisfaction. This is consistent

with the findings of previous research that EI and job satisfaction have a positive correlation and EI also influenced work performance by allowing people to build workplace relationships, work as teams and build social capital. (Lopes, Grewal, Kadis, Gall & Salovey, 2002) Another study examined the relationship between emotional intelligence, job satisfaction and performance for 187 food service workers and concluded that emotionally intelligent employees had higher instances of job satisfaction since they were more skilled at assessing and managing their emotions as compared to employees who possessed lower levels of EI. (Sy, Tram & O'Hara, 2005) Another study examined employees of a Fortune 400 insurance company and found that EI and job satisfaction had a positive correlation and EI had a major role in influencing the attitude at work.

Hypothesis 3: Stress and Job satisfaction have a Negative Correlation

Correlations

		Stress	JS
Stress	Pearson Correlation	1	-.640**
	Sig. (2-tailed)		.000
	N	86	86
JS	Pearson Correlation	-.640**	1
	Sig. (2-tailed)	.000	
	N	86	86

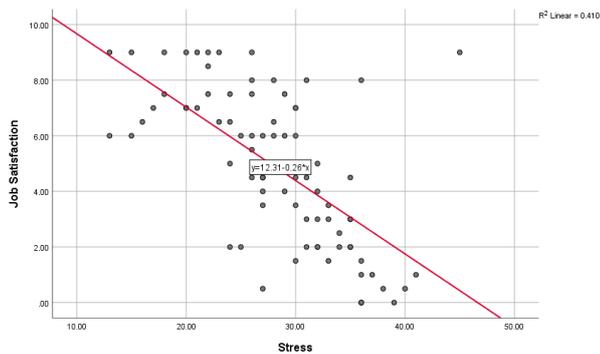
** . Correlation is significant at the 0.01 level (2-tailed).

Table 3

To support hypothesis 3, Pearson Correlation was used to determine the degree of correlation between stress and job satisfaction in Indian hotel employees. According to the correlation test as shown in table 3, there is statistical significance between stress and job satisfaction levels as the Sig. 2-tailed value is .000. The relationship between the variables is a negative 64% which means as one variable increases, the other decreases. This shows a strong correlation. This shows that employees with higher levels of stress have lesser job satisfaction as compared to employees who have lower stress and higher job satisfaction.

To support hypothesis 3, Pearson Correlation was used to determine the degree of correlation between stress and job satisfaction in Indian hotel employees. According to the correlation test as shown in table 3, there is statistical significance between stress and job satisfaction levels as the Sig. 2-tailed value is .000. The relationship between the variables is a negative 64% which means as one variable increases, the other decreases.

This shows a strong correlation. This shows that employees with higher levels of stress have lesser job satisfaction as compared to employees who have lower stress and higher job satisfaction.



Scatter Diagram 3

Scatter Diagram 3 presents a graph that starts high on zero and gradually slopes downwards, signifying a negative relationship between stress and job satisfaction. This is consistent with previous research which support the correlation. A study conducted among employees of the Iranian Petrochemical Industry found that there was a negative correlation between stress and job satisfaction. (Hoboubi, Choobineh, Ghanavat, Keshavarzi & Hosseini, 2016)

Conclusion and Limitation

Previous research has proven that EI is an important trait to possess, especially in the workplace and more so in the hotel business. (Nguyen, Ladkin & Osman, 2016) This is because emotions need to be managed in order to have positive interactions with guests and avoid low satisfaction rates. (Cavelzani, Esposito & Villamira, 2010) Thus, emotional intelligence is of immense importance especially for hospitality employees who have to adapt to diverse work conditions. Reducing employee stress and increasing their job satisfaction in order to reduce turnover, reduce training costs and increase productivity is the emerging goal of many organizations. This research can prove useful to organizations who are looking to implement this. EI can be gained through experience and training as opposed to IQ which is determined at birth. Organizations can use standardized tests to measure employee intelligence as part of the hiring procedure. Further, existing employees can be provided regular training and counselling sessions in order to develop their emotional intelligence levels and thereby help to reduce work-related stress, handle difficult situations and increase overall levels of happiness and job satisfaction. (Humphrey, Miao & Qian, 2017) Therefore, hiring solely on the basis of technical skills is not a beneficial option since these are not indicative of success. The most favourable choice would be to hire hospitality employees who already possess high levels of EI. (Scott-Halsell, Blum & Huf, 2008)

Further, research has linked job satisfaction and EI. It has been proven that EI and job satisfaction have a positive correlation and EI also influenced work performance by allowing people to build workplace relationships, work as teams and build social capital. (Lopes, Grewal, Kadis, Gall & Salovey, 2002) This paper has also reached the same conclusion and found that EI and job satisfaction have a positive correlation and EI has strong influence over an employee's satisfaction levels. Another research has provided

the reason for this correlation. It was found that employees with higher EI were more skilled at assessing and managing their emotions as compared to employees who possessed lower levels of EI and thus possessed higher job satisfaction. (Sy, Tram & O'Hara, 2005). Previous research has shown that good EQ helps cope with stressful circumstances. (Kumar & Roprai, 2009) This paper also attempted to link EI and Stress and concludes that there is a negative correlation between the two. No study till date has studied the relationship and links between EI, stress and job satisfaction for Indian Hospitality professionals. Tourism is the 3rd largest contributor to foreign exchange for India. In 2017, India ranked 7th among 184 countries in terms of travel & tourism's total contribution to GDP. Thus, the hospitality sector in India is expanding at a tremendous rate attracting many international companies to set up shop and creating a large number of employment opportunities. Hospitality is one sector which can never be fully tech based. The human touch cannot be replaced. Human emotions are very important in the industry. Identifying the emotions of the guests as well as finding the exact right words to say in a particular situation indicates a good level of EI. Thus, research is definitely required to link EI, stress and job performance in order to train the employees to the best version of themselves. This paper aims to explore the relationship between emotional intelligence, job satisfaction and stress as well as the effects of EI on job satisfaction and stress among Indian hotel employees. The research has used a questionnaire and Pearson Correlation to collect data. The results of the data analysis show that EI and stress have a negative correlation, EI and job satisfaction have a positive correlation and stress and job satisfaction have a negative correlation. This means that emotionally intelligent people tend to have higher job satisfaction and lesser stress whereas employees with comparatively lower levels of EI have lower job satisfaction and higher stress. To conclude, the foundation of a great workplace is a happy workplace. This study involved employees of hotels in the Udupi district. The study cannot be generalized to every hotel in different locations. It would prove advantageous to study hotel employees of different locations. Further, the Udupi district does not have any five star property. Hence, there is scope for research to be conducted among staff of luxury properties.

Bibliography

1. Archambault. (2016). Why you need emotional intelligence in hospitality. Retrieved from <http://blog.typosy.com/emotional-intelligence-in-hospitality-with-curt-archambault>
2. Ažić, M. L. (2017). The Impact of Hotel Employee Satisfaction on Hospitality Performance. *Tourism and Hospitality Management*, 105-117.
3. Bariso, J. (2018). Emotional intelligence is the ability to make emotions work for you, instead of against you. Borough Hall.
4. CareerBuilder. (2011, August 18). Press Room. Retrieved from Career Builder: <https://www.careerbuilder.ca/share/aboutus/pressreleas>

- esdetail.aspx?id=pr652&sd=8%2f18%2f2011&ed=8%2f18%2f2099
5. Cavlezani, Esposito & Villamira, A. (2010). Emotional Intelligence and Hotel Business. In A. Cavlezani & Esposito, Emotional Intelligence & Hospitality. Tate Publishing & Enterprises .
 6. Cha, Cichy & Hyun. (2009). The Contribution of Emotional Intelligence to Social Skills and Stress Management Skills Among Automated Foodservice Industry Executives. *Journal of Resources In Hospitality & Tourism* 8, 15-31.
 7. Chignell, B. (2018, February 13). The Importance Of Emotional Intelligence In The Workplace. Retrieved from Ciph: <https://www.ciph.com/features/emotional-intelligence/>
 8. Christina A. & Irene S. (2016). The impact of emotional intelligence on improving team-working: the case of Public Sector (National Centre for Public Administration and Local Government - N.C.P.A.L.G.). *Procedia - Social and Behavioral Sciences* 230, 167-175.
 9. Cooper, R. (1998). Sentimental Value. *People Management*, 48-50.
 10. Du, Ma & Wang, J.-g. (2012). On the Effect of Negative Emotional Events on the Emotion, Satisfaction and Commitment of Frontline Employees: Taking High-interactive Service Industry as An Example. *Tourism Tribune / Lvyou Xuekan* 27, 60-67.
 11. Fastiggi, A. (2013, October 24). Leadership is built on emotional intelligence. Retrieved from Hotel News Now: <http://www.hotelnewsnow.com/Articles/20726/Leadership-is-built-on-emotional-intelligence>
 12. Gardner, H. (1983). *Frames of Mind: The Theory of Multiple Intelligences*. Basic Books.
 13. George, J. (1995). Leader Positive Mood and Group Performance: The Case of Customer Service. *Journal of Applied Social Psychology*, 778-794.
 14. Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
 15. Goleman, D. (2012, May 11). Q&A. Retrieved from Daniel Goleman: <http://www.danielgoleman.info/emotional-intelligence-and-stress/>
 16. Goswami & Talukdar. (2013). Relation between Emotional Intelligence and Job stress among engineer's at Managerial level at Public sector organization. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, Volume 7, Issue 3, 44-47.
 17. Gould, S. J. (1996). *The Mismeasure of Man*. W.W Norton & Company.
 18. Gyumin, Magnini & Kim, L. (2011). Employee satisfaction with schedule flexibility: Psychological antecedents and consequences within the workplace. *International Journal Of Hospitality Management* 30,, 22-30.
 19. Han, Kim & Kang, S. (2017). Effect of restaurant manager emotional intelligence and support on front-of-house employees' job satisfaction. *International Journal of Contemporary Hospitality Management*, 2807-2825.
 20. Hanzaaea & Mirvaisi, K. &. (2013). A survey on impact of emotional intelligence, organizational citizenship behaviors and job. *Management Science Letters* , 1395-1402.
 21. Haver, Akerjordet & Furunes, A. (2014). Wise Emotion Regulation and the Power of Resilience in Experienced Hospitality Leaders. *Scandinavian Journal Of Hospitality & Tourism* 14, 152-169.
 22. Hoboubi, Choobineh, Ghanavat, Keshavarzi & Hosseini, N. (2016). The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry. *OSHRI*, 67-71.
 23. Hosseinian, Yazdi, Zahraie & Fathi-Ashtiani, S.-M. (2008). Emotional Intelligence and Job Satisfaction. *Journal of Applied Sciences*, 903-906.
 24. Humphrey, Miao & Qian, R. (2017). A meta-analysis of emotional intelligence and work attitudes. *Journal of Occupational and Organizational Psychology*. Retrieved from LSE Business Review: <http://blogs.lse.ac.uk/businessreview/2017/12/13/emotionally-intelligent-employees-are-a-competitive-advantage/>
 25. Innovationbubble. (2016, July 6). Why emotionally intelligent managers will increase your employee retention. Retrieved from Innovation Bubble: <http://innovationbubble.eu/emotionally-intelligent-managers-will-increase-employee-retention/>
 26. Johanson, Youn & Woods, M. (2010). A Study of Stress Levels Among Hotel General Managers—A Comparison Between 1998 and 2008. *Journal of Human Resources in Hospitality & Tourism* , 32-44.
 27. Jung & Yoon. (2016). Why is employees' emotional intelligence important?: The effects of EI on stress-coping styles and job satisfaction in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 1649-1675.
 28. Jung & Yoon, H. (2012). The Effects of Emotional Intelligence on Counterproductive Work Behaviors and Organizational Citizen Behaviors Among Food and Beverage Employees in a Deluxe Hotel. *International Journal of Hospitality Management*, 369-378.
 29. Karatepe & Tizabi, O. (2011). "Work-related depression in the hotel industry: a study in the United Arab Emirates. *International Journal Of Contemporary Hospitality Management* 23, 608-623.
 30. Karatepe, O. (2010). Role Stress, Emotional Exhaustion, and Job Satisfaction in the Hotel Industry: The Moderating Role of Supervisory Support. *FIU Hospitality Review* 28, 48-66.
 31. Kernbach & Schutte, S. (2005). The Impact Of Service Provider Emotional Intelligence On Customer Satisfaction. *The Journal of Services Marketing*, 438-444.
 32. Kim & Agrusa, H. (2010). among, Emotional Intelligence and Coping Styles. *ICHRIE Conference*, (p. 11).

33. Kristensen T, H. T. (2002). Hospitalisation among employees in the Danish hotel and restaurant industry. *European Journal of Public Health*, 192-197.
34. Kumar & Rooprai, S. (2009). Role of Emotional Intelligence in Managing Stress and Anxiety at workplace. ASBBS Annual Conference, (pp. 3-5). Las Vegas.
35. Langhorn, S. (2004). How Emotional Intelligence Can Improve Management Performance. *Journal of Contemporary Hospitality Management*, 220-230.
36. Lopes, Grewal, Kadis, Gall & Salovey, P. (2002). Evidence that emotional intelligence is related to job performance. *Psicothema*, 132-138.
37. LSEBusinessReview. (2017, 12 13). Emotionally intelligent employees are a competitive advantage. Retrieved from LSE Business Review: <http://blogs.lse.ac.uk/businessreview/2017/12/13/emotionally-intelligent-employees-are-a-competitive-advantage/>
38. Mayer & Salovey, J. (1993). The Intelligence of Emotional Intelligence. 433-442.
39. Mayer & Salovey, J. (1997). Emotional development and emotional intelligence: Educational implications. New York: Harper Collins, 3-34.
40. Michie, S. (2002). CAUSES AND MANAGEMENT OF. *Occupational and Environmental Medicine*, 67-72.
41. Michie, S. (2002). Causes and management of Stress at Work. *Occupational and Environmental Medicine*, 67-72.
42. Min, J. (2014). The Relationships Between Emotional Intelligence, Job Stress and Quality of Life Among Tour Guides. *Asia Pacific Journal Of Tourism Research* 19, no. 10, 1170-1190.
43. Nguyen, Ladkin & Osman, Q. (2016). Emotional Intelligence And Hotel Employees In Vietnam. *CHME*.
44. O'Neill & Chandler, J. (2011). Work Stress and Well-being in the Hotel Industry. *International journal of hospitality management*, 385-390.
45. Patra, S. (2004). Role of emotional intelligence in educational management. *Journal of Indian Education*, 98-104.
46. Scott-Halsell, Blum & Huf, S. (2008). A Study of Emotional Intelligence Levels in Hospitality Industry Professionals. *Journal of Human Resources in Hospitality & Tourism*, 135-152.
47. Shukla & Srivastava, A. (2016). Meta Analysis of the Relationship Between Emotional Intelligence and Different Behavioral Intentions. *Research Journal of Business Management*, 58-73.
48. Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. SAGE, Thousand Oaks.
49. Sy, Tram & O'Hara, T. (2005). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of vocational behavior*, 461-473.
50. Thorndike, E. L. (1920). Intelligence and its uses. *Harper's Magazine*, pp. 227-235.
51. Tracy, B. (2018, January 16). 14 Things Emotionally Intelligent People Do In Times Of High Stress. Retrieved from Forbes: <https://www.forbes.com/sites/forbescoachescouncil/2018/01/16/14-things-emotionally-intelligent-people-do-in-times-of-high-stress/#57cb2e7b295b>
52. Wolfe & Kim, K. (2013). Emotional Intelligence, Job Satisfaction, and Job Tenure among Hotel Managers. *Journal Of Human Resources In Hospitality & Tourism* 12, 175-191.
53. Yatra. (2019). Hotels in Udupi. Retrieved from [yatra.com](https://www.yatra.com/hotels/hotels-in-udupi): <https://www.yatra.com/hotels/hotels-in-udupi>

AUTHOR PROFILE



Naresh P Nayak is currently Assistant Professor-Senior Scale, Accommodations Operation in Welcomgroup Graduate School of Hotel Administration. He also holds the administrative responsibility as the Warden of the WGSMA hostels since May 2012.



Sudhakar D Nayak, Assistant Professor, F&B Management, WGSMA, MAHE, Manipal, sudhakar.dnayak@manipal.edu

His AREAS OF INTEREST, EXPERTISE AND RESEARCH, Culinary, Italian Cuisine

Narayan B M Prabhu, Assistant Professor-Senior Scale, Sales and Marketing, WGSMA, MAHE, Manipal

Keya Bakshi, Student Scholar, WGSMA, MAHE, Manipal.

Shahid Ummer, Student Scholar, WGSMA, MAHE, Manipal.