

Analysing the Impact of Emotional Intelligence on Performance of Employees Working In Star Category Hotels of Chandigarh

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Abstract

Emotional intelligence plays a significant role for employees in successful delivery of the operations and is considered to be very important for any business firm especially for the hospitality operations where there is a direct encounters between employees and consumers of hotel industry. The present study is focussing on the impact of emotional intelligence on performance of employees working in star category hotels of Chandigarh. The first objective of the Study was to analyse the emotional Intelligence level of the staff working in selected star category hotels of Chandigarh. The results of the first objective shown that employees have good emotional intelligence in terms of Self Awareness, Self Management, Relationship Management, Social Awareness, Service Orientation, Developing Others, Leveraging Diversity and Political Awareness. The second objective of the study was to determine the impact of Emotional Intelligence on Employee performance. The findings of the second objective revealed that good emotional intelligence of the employees positively influence employees performance.

Keywords: Emotional Intelligence, Employees Performance, Star category, Chandigarh,

I. INTRODUCTION

The Indian hospitality industry, spearheaded by the hotel market, has emerged as one of the primary sectors which are driving the economic growth of the country (Kaushal & Srivastava, 2021). In India, hotels are classified based on location (city hotels, airport motels, resorts, etc.), level of service (upscale, mid-market, and economy), and themes (boutique hotels, heritage hotels, etc.) (Kansara & Mishra, 2019). The hotel industry in India is expected to reach a value of INR 1,210.87 billion by the end of 2023, expanding at a compound annual growth rate (CAGR) of ~13% during the 2018-2023 period, owing to the high arrival rate of foreign tourists and business delegates (Market Watch, 2022). In 2018, the major hotel brands operating in India were Marriott International, The Indian Hotels Company Limited (including brand Ginger), Radisson Hotel Group, ITC Hotels, Accor Hotels, Hyatt Hotels, Sarovar Hotels, Intercontinental Hotels Group, Lemon Tree Hotels, and Oberoi Hotels & Resorts (MarketResearch.com, 2019). The occupancy rate (percentage of days for which rooms are booked in a given period) of the major hotels in India increased at a rate of ~65% between FY 2017 and FY 2018 (Businesswire, 2019), due to increased demand from business and leisure travelers (Financial Express, 2022), and a increase in the addition of new hotel rooms across the country (The Indian Express, 2021). In terms of revenue sources for hotels, rooms have so far had the largest share (CHRON, 2022). In FY 2017, on an average, ~53.6% of the total revenue of Indian hotels came from rooms, followed by food and beverages, and banquet services (ReportLinker, 2019). Demand for hotel rooms is high across the country, owing to increased business-related and leisure travel (The Economic Times, 2022). Hotel owners are adopting the latest marketing practices through social media, which prove to be effective in generating exposure and higher volume of bookings (eZee Absolute, 2022).

Emotional intelligence (EI) is normally defined as the ability to perceive, utilise, comprehend, handle, and control emotions. Individuals with high emotional intelligence can understand their own emotions and of others also, use emotional intelligence to guide thinking and behavior, discern between different feelings and label them appropriately, and adjust emotions to adapt to environments (Oxford Dictionary of Psychology, 2008). The word emotional intelligence obtained popularity 1995 best-selling book “*Emotional Intelligence*”, written by journalist Daniel Goleman. Goleman defined emotional intelligence as the array of skills and characteristics that drive leadership performance (Goleman, 1995). The concept of ‘intelligence’ involves abilities related to problem-solving, abstract reasoning, and the processing of information; emotional intelligence can thus also be thought of as a type of intelligence that involves reasoning and processing information about emotion in order to achieve one’s goals. Recently, a handful research tested EI within side the

context of hospitality businesses (**Kim and Agrusa, 2011**). Characterized with the aid of using tremendous face-to-face interplay with customers, the hospitality enterprise calls for frontline personnel to manage, regulate, and manipulate their feelings effectively (**Karatepe, 2011**). Therefore, it's far important for hospitality managers to apprehend the have an effect on of EI on employees efforts and outcomes.

Direct encounters between hotel frontline staff and customers are critical to service delivery (**Lee & Ok, 2015**). During the encounter, customers build a hotel awareness (**Wang & Wong, 2011**). Customers feel satisfied when front-line hotel staff provide quality service (**Lam et al., 2002**). As a result, frontline hotel workers were identified as an important factor in quality of service (**Kusluvan et al., 2010**). Employee emotional intelligence and engagement are key factors influencing attitudes and behavior in the workplace (**Dawkins et al., 2017**). Emotionally intelligent employees use the right emotions to serve their customers (**Kim & Agrusa, 2011; Lee & Ok, 2015**). Studies have shown that customers are more satisfied with the services provided by employees with high emotional intelligence (**Kernbach & Schutte, 2005**). To maintain quality of service, hospitality companies need to understand the factors that contribute to the emotional intelligence and work engagement of frontline workers. Studies have shown that emotional intelligence and work involvement are associated with individual work-related factors (**Kim & Agrusa, 2011**).

II. REVIEW OF LITERATURE

2.1. Concept of Emotional Intelligence

Thronthike (1936) in the study mentioned that the concept of emotional intelligence has its roots in the discussions which started in the late 1930s, when the researchers started describing emotional intelligence as a non-intellective intelligence which is sometimes also referred as "social intelligence." **Goleman (1995)** defined emotional intelligence (EI) as the potential to recognize and understand one's own emotions of individual and at the same time emotions of other people. Goleman stated that emotions influence our behaviour and these emotions can impact one own self as well as other people positively or negatively and it is always beneficial to have the ability of understanding other people emotions. **Freedman (2007)** in the research paper stated that emotional intelligence is very beneficial for all individuals and it helps individuals to better understand their priorities in life and this also establishes their most of the daily work related and personal life behaviours. Freedman (2007) is also of the opinion that inherited qualities of emotional intelligence are generally developed through experiences of life of people, especially from the emotional lessons which an individual experiences during his/her childhood or adolescent age from their parents, family, school and other surroundings. **Syed et al. (2013)** in their research paper defined emotional intelligence as identifying and managing their own and others' sentiments/emotions to guide individuals' emotions, ideas, and actions. They mentioned in their paper that the term emotional intelligence was coined by Wayne Payne in 1985 and since then, emotional intelligence was considered an influential area. with the age of people and it reaches its peak when the person is in their 40s or 50s. **Lopez-Zafra et al. (2019)** stated that emotional intelligence is not a trivial conception as it not only increases positive behaviours of employees but also decreases negative behaviours amongst employees and that can effectively enhance an organization's competitive advantage (**Sarrionandia et al., 2018**).

2.2. Impact of Emotional Intelligence on Employees Performance

Dulewicz and Higgs (2000) in their research paper concluded that employees who possess high level of emotional intelligence are highly proactive to understand the requirement of the management as well as of clients and surely get more success in their professional life. **Singh (2003)** in his book "Emotional Intelligence at Work, A Professional Guide" points out that the EI gives an individual competitive advantages over others and as per him even in highly reputed business establishment, where all employees are trained to be smart, the most effective, valued, productive and efficient managers are those who possess strong abilities of emotional intelligence and he also asserts that possessing with great intellectual capabilities, you may turn out to be an excellent legal advisor or fiscal analyst, but a high level of emotional intelligence is what makes a employee for a CEO, a successful politician, a brilliant trial lawyer, or a powerful bureaucrat. **Carmeli (2003)** in the research paper asserts that most employees who possess high level of emotional intelligence can use and manage their own sentiments/emotions and they also have the social capability to regulate others and sustain interpersonal relationship. Employees having high level of EI are normally aware and can manage their sentiments/emotions in terms of sustaining a positive and strong mental state, which is a position that leads to enhanced job performance as well as job satisfaction of employees working in the organization.

Altındağ and Köseadağı (2015) in their study have established that there is a meaningful association among emotional intelligence, creative organizational culture and the job performance of the staff members. Thus, it can be concluded that it is mandatory for any organization to develop a creative organizational culture and to have front line managers who possess higher level of emotional intelligence in order to enhance the staff members' performance at the work. **Ghuman (2016)** in the research paper on emotional bonding of employees stated that the team members are intellectualized as a societal unit which with the passage of time share the

common events or experiences. Thus, working teams members with regular interface of emotional bonds motivate members to complete the task with increased efficiency as a result influences the job performance of the team members working in the organization. **Navas and Vijaykumar (2018)** in their study revealed that the EI and job satisfaction had a significant and positive correlation. The performance and productivity of an employee always based upon his level of satisfaction with the job, thus, the staff members with high level of emotional intelligence and job satisfaction generates the best performance in their working environment. **Supriyanto et al. (2019)** in their research paper concluded that emotional intelligence has a direct and significant effect on taking extra responsibilities by employees beyond their mentioned job profile, and this can enhance employee performance indirectly and directly. Employees who can regulate their emotions can manage their behaviour during their work to simplify the work processes. Thus, these employees give maximum outputs. **Zaman et al. (2021)** in their study revealed that for improving the performance of employees of public sector, awareness of the concept of emotional intelligence and its relevance must be taken into consideration in public sector.

III. OBJECTIVES OF THE STUDY

- To analyse the emotional intelligence level of employees working in star category hotels of Chandigarh.
- To determine the impact of emotional intelligence on employees performance.

IV. RESEARCH METHODOLOGY

Data was collected from employees of star category hotels from January 2022 to July 2022. A sample can also relates to a statistically significant subset of a population, rather than the entire population. As a result, a statistical analysis of a sample should document the estimated standard deviation, or standard error, of its overall population results. Only a population-wide analysis would result in no standard error. The selection of population of interest for the study would be considered from different level of Hotel operation in and around Chandigarh area, 5 operations would be considered from each tier with a average target sample of 20 from each operations. In the present research responses were taken from employees of star category hotels of Chandigarh. The researcher has used **Convenience Sampling Technique**, which is a type of non -probability sampling, however, the selection of elements is non - random, and non-probability sampling does not allow the estimation of sampling errors. The researcher has collected a total of 444 responses. Different level of Hotel operation in and around Chandigarh area, 5 operations would be considered from each tier with a average target sample of 20 from each operations.

Table 1: Targeted Number of Hotels

Sl	Category of Hotel	Number of Hotel	Targeted Samples
1	5 * Hotels	05	100
2	4* Hotels	05	100
3	3* Hotels	05	100
4	Below 3 * Hotels	05	100
5	Total	20	400

Lee Cronbach developed Cronbach's alpha (or coefficient alpha) in 1951 to measure reliability or internal consistency. Consistency is also known as "reliability." Cronbach's alpha tests to see if multiple-question tests are reliable. Likert scale surveys are trustworthy. These questions assess latent variables, which are variables that are hidden or unobservable.

The formula for Cronbach's alpha is

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Where:

- N = the number of items.
- \bar{c} = average covariance between item-pairs.
- \bar{v} = average variance.

The variables used in the study are Emotional Intelligence and Employee Performance.

Table 2: Reliability

Variables	Cronbach's Alpha	Reliability
Emotional Intelligence		
Self Awareness	.907	High
Self Management	.945	High
Relationship Management	.960	High
Social Awareness	.904	High
ServiceOrientation	.923	High
DevelopingOthers	.913	High
LeveragingDiversity	.863	High
Political Awareness	.895	High
Employee Performance		
Communication	.920	High
Job	.906	High
Innovation	.908	High
Teamwork	.932	High
Customer Focus	.920	High
Career Path Recognition	.915	High

To establish objective 1, i.e., To Study the Emotional Intelligence level of the staff working in selected hotels a simple statistical tool was used, Frequency Distribution. For testing the second objective Multiple Linear Regression and Pearson’s Correlation was used. By fitting a line to the observed data, regression models are used to describe relationships between variables. Regression estimates the change in a dependent variable as the independent variable(s) change. To estimate the relationship between two or more independent variables and one dependent variable, multiple linear regression is used.

V. DATA ANALYSIS AND INTERPRETATION

5.1. Demographic Profile of the Respondents

The age distribution of the respondents have shown that 51% of respondents are in the age bracket of 18-30 years, 31% in 31-40 years, 17% in 41 – 50 years and 1% of age bracket 51-60 years. The gender distribution of the respondents have been depicted that 69% are males, 30% are females and 1% prefer not to mention their age. The distribution of educational background has shown that 28.2% of the respondents are Diploma holders, Undergraduate 26.6%, Graduate 25.9%, Postgraduate 12.4%, Doctorate 9%, Other’s 6.1%. The position analysis shows that 36.7% of the employees works in operational level, 24.1% on supervisory level and 39.2% on managerial level post in star category hotels of Chandigarh. The departmental analysis have shown that 22.3% of the employees work in Front Office department, Housekeeping 18.7%, Food Production 34.0%, Food and Beverage Service 12.2%, Human Resource 3.8%, Others 9.0%. Income analysis have shown that 30.4% of the employees earns upto 3 lakhs, 3-6 lakhs 33.8%, 6-10 lakhs 20.7%, more than 10 lakhs 15.1%. the hotel category analysis have shown that 22.7% of the employees works in 1 or 2 Star category hotels, 3 Star 23.4%, 4 Star 22.5%, 5 Star 31.3%.

Table 3: Demographic characteristics of respondents

Variables	(%)	
Gender	Male	68.7
	Female	30.4
	Preferred not to say	----
Age	18-30 years	51
	31-40 years	31
	41-50 years	17
	51-60 years	1

Educational Qualifications	Diploma	28.2
	Undergraduate	26.6
	Graduate	25.9
	Postgraduate	12.4
	Doctorate	0.9
	Others	6.1
Position Analysis	Operational Level	36.7
	Supervisory Level	24.1
	Managerial Level	39.2
Departmental Analysis	Front Office	22.3
	Housekeeping	18.7
	Food Production	34.0
	Food and Beverage Service	12.2
	Human Resource	3.8
	Others	9.0
Annual Income	Up to 3 Lakhs	30.4
	3-6 Lakhs	33.8
	6-10 Lakhs	20.7
	More than 10 Lakhs	15.1
Hotel Category Presently Working	1 or 2 Star	22.7
	3 Star	23.7
	4 Star	22.5
	5 Star	31.3

5.2 Objective 1: To Study the Emotional Intelligence level of the staff working in selected hotels

To establish this objective the variables of Emotional intelligence has been studied separately using frequency distribution. To study emotional intelligence 4 parameters were used, namely **Self Awareness, Self Management, Relationship Management, Social Awareness. Service Orientation, Developing Others, Leveraging Diversity and Political Awareness.**

Self Awareness :Self-awareness is construed in a plethora of ways, together with insight, reflection, rumination, and mindfulness, with the latter receiving special attention. Self-awareness can be defined broadly as the degree to which people are constantly mindful of their internal states as well as their interactions or relationships with others.

Table 4 : Self Awareness Parameters

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Self awareness
When I'm in a bad situation, I get frightened right away.	Frequency	123	120	113	58	30	444	Highly SA
	Percent	27.7	27.0	25.5	13.1	6.8	100.0	
I am quickly alarmed by unusual conditions in the Others' critical thoughts have a big impact on me	Frequency	63	144	94	98	45	444	Highly SA
	Percent	14.2	32.4	21.2	22.1	10.1	100.0	
My emotions are immediately discernible from my facial expressions	Frequency	79	109	111	93	52	444	Highly SA
	Percent	17.8	24.5	25.0	20.9	11.7	100.0	
I believe that maintaining a harmonious work atmosphere requires a high emotional quotient.	Frequency	48	86	106	121	83	444	Highly SA
	Percent	10.8	19.4	23.9	27.3	18.7	100.0	
When my coworkers become agitated, I remain out of their path.	Frequency	72	102	133	91	46	444	Highly SA
	Percent	16.2	23.0	30.0	20.5	10.4	100.0	
My approach to issue resolution at work is centered on logic rather than emotions	Frequency	50	76	110	123	85	444	Highly SA
	Percent	11.3	17.1	24.8	27.7	19.1	100.0	
Together with technical training, I was given EQ-related instruction.	Frequency	52	67	125	131	69	444	Highly SA
	Percent	11.7	15.1	28.2	29.5	15.5	100.0	
My bosses also help me with EQ concerns when it comes	Frequency	48	64	116	151	65	444	Highly SA
	Percent	10.8	14.4	26.1	34.0	14.6	100.0	
to dealing with consumers my approach at work is centered on logic rather on emotions	Frequency	50	73	117	135	69	444	Highly SA
	Percent	11.3	16.4	26.4	30.4	15.5	100.0	
At work, I am subjected to	Frequency	64	84	121	121	54	444	Highly SA

powerful emotions that are difficult to regulate	Percent	14.4	18.9	27.3	27.3	12.2	100.0	
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It was found that majority of the employees are Self Aware. Looking at the frequency table it was observed that employees are well aware of themselves and how to handle their emotions. It has been proved that a Highly self-aware employee is one that takes challenges in stride and reacts in a calm, professional manner.

Self Management :Self-management refers to our ability to better manage our thoughts, emotions, and hold ourselves accountable for our actions.

Table 5: Self Management

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Self management
I have enough knowledge about my condition	Frequency	66	68	93	135	82	444	Highly SM
	Percent	14.9	15.3	20.9	30.4	18.5	100.0	
I have good social support, which makes it easier for me	Frequency	45	91	85	137	86	444	Highly SM
	Percent	10.1	20.5	19.1	30.9	19.4	100.0	
I have those who support me to make self-management work	Frequency	53	65	111	142	73	444	Highly SM
	Percent	11.9	14.6	25.0	32.0	16.4	100.0	
I find joy in everyday life despite my illness	Frequency	46	81	90	145	82	444	Highly SM
	Percent	10.4	18.2	20.3	32.7	18.5	100.0	
I know how to handle the illness in daily life	Frequency	50	72	82	151	89	444	Highly SM
	Percent	11.3	16.2	18.5	34.0	20.0	100.0	
I have found good daily routines	Frequency	39	69	100	152	84	444	Highly SM
	Percent	8.8	15.5	22.5	34.2	18.9	100.0	
I have received sufficient amount of information	Frequency	45	86	119	124	70	444	Highly SM
	Percent	10.1	19.4	26.8	27.9	15.8	100.0	
I feel satisfied with my situation	Frequency	51	92	92	141	68	444	Highly SM
	Percent	11.5	20.7	20.7	31.8	15.3	100.0	
I have a plan for how to deal with my illness	Frequency	48	74	102	147	73	444	Highly SM
	Percent	10.8	16.7	23.0	33.1	16.4	100.0	
I have concrete plans for my future self-management	Frequency	39	73	89	142	101	444	Highly SM
	Percent	8.8	16.4	20.0	32.0	22.7	100.0	

Advocating for self-management is even more critical when we consider empowering employees across the organization to become more creative, innovative, and resourceful.

Relationship Management: Relationship Management describes our capacity to communicate clearly, maintain positive relationships with others, interact with people from different cultures, work well in groups, and resolve conflict. Relationship management is dependent on your ability to effectively were using the other three areas of EQ.

Table 6: Relationship Management

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Relationship management
I am articulate and able to arouse enthusiasm for a shared vision and mission	Frequency	76	84	114	118	52	444	High
	Percent	17.1	18.9	25.7	26.6	11.7	100.0	
I guide the performance of others while holding them accountable	Frequency	51	98	89	152	54	444	High
	Percent	11.5	22.1	20.0	34.2	12.2	100.0	
I lead by example	Frequency	52	71	119	141	61	444	High
	Percent	11.7	16.0	26.8	31.8	13.7	100.0	
I handle difficult people and	Frequency	52	83	85	153	71	444	High

tense situations with diplomacy and tact	Percent	11.7	18.7	19.1	34.5	16.0	100.0	
I spot potential conflict, bring disagreements into the open, and help lessen the conflict	Frequency	48	81	113	143	59	444	High
	Percent	10.8	18.2	25.5	32.2	13.3	100.0	
I encourage debate and open discussion	Frequency	53	71	96	132	92	444	High
	Percent	11.9	16.0	21.6	29.7	20.7	100.0	
I model team qualities like respect, helpfulness, and cooperation	Frequency	44	77	93	130	100	444	High
	Percent	9.9	17.3	20.9	29.3	22.5	100.0	
I draw all members into active and enthusiastic participation	Frequency	41	77	90	147	89	444	High
	Percent	9.2	17.3	20.3	33.1	20.0	100.0	
I protect the group and its reputation, and share credit with the group	Frequency	48	75	102	120	99	444	High
	Percent	10.8	16.9	23.0	27.0	22.3	100.0	
I collaborate, sharing plans, information, and resources	Frequency	52	77	94	133	88	444	High
	Percent	11.7	17.3	21.2	30.0	19.8	100.0	
I recognize the need for change and remove barriers to it	Frequency	51	80	97	130	86	444	High
	Percent	11.5	18.0	21.8	29.3	19.4	100.0	
I model the change expected of others	Frequency	48	70	111	144	71	444	High
	Percent	10.8	15.8	25.0	32.4	16.0	100.0	
I am skilled at the art of persuasion	Frequency	51	70	116	143	64	444	High
	Percent	11.5	15.8	26.1	32.2	14.4	100.0	
I make presentations to appeal to the listene	Frequency	49	65	98	153	79	444	High
	Percent	11.0	14.6	22.1	34.5	17.8	100.0	

Relationship management may entail being open, acknowledging another's feelings, and demonstrating that you care. Taking the time to truly listen to colleagues and employees and understand them on a personal level can help improve relationship management skills. **The data shows the employees have a good EI in terms of Relationship management**

Social Awareness: is defined as the ability to understand and empathize with others, including those from different backgrounds and cultures.

Table 7: Social Awareness

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Social awareness
I am attentive to emotional cues and am a good listener	Frequency	86	59	74	130	95	444	High SA
	Percent	19.4	13.3	16.7	29.3	21.4	100.0	
I show sensitivity and understand others' perspectives	Frequency	37	88	92	143	84	444	High SA
	Percent	8.3	19.8	20.7	32.2	18.9	100.0	
I help out based on understanding other people's needs and feelings	Frequency	50	46	110	144	94	444	High SA
	Percent	11.3	10.4	24.8	32.4	21.2	100.0	

Table 7 shows that most of the employees are socially aware. Social awareness skills allow us to manage relationships more effectively and to lead people, projects, and teams more satisfactorily in the workplace.

Service Orientation: Daniel Goleman defines it as "the ability to detect and meet the needs of customers."

Table 8: Service Orientation

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Service orientation
I seek ways to increase customers' satisfaction and loyalty	Frequency	42	86	83	142	91	444	High SO
	Percent	9.5	19.4	18.7	32.0	20.5	100.0	
I gladly offer appropriate	Frequency	52	57	111	133	91	444	High SO

assistance	Percent	11.7	12.8	25.0	30.0	20.5	100.0	
I grasp a customer's perspective, acting as a trusted advisor	Frequency	47	64	90	153	90	444	High SO
	Percent	10.6	14.4	20.3	34.5	20.3	100.0	

Service-oriented people envision, acknowledge, and meet the needs of others, whether or not they are clients. They make themselves available to others and care about them. As a result, it is easy to conclude that they are more likely to feel empathy and compassion for those around them.

Developing Others: Developing Others entails providing coaching, support, and recognition to employees in order to improve their performance, development, and motivation.

Table 9: Developing Others

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Developing others
I acknowledge and reward people's strengths, accomplishments, and development	Frequency	101	65	71	128	79	444	High
	Percent	22.7	14.6	16.0	28.8	17.8	100.0	
I offer useful feedback and identify people's needs for development	Frequency	55	86	77	138	88	444	High
	Percent	12.4	19.4	17.3	31.1	19.8	100.0	
[I mentor, give timely coaching, and offer assignments that challenge and grow a person's skill	Frequency	69	64	88	129	94	444	High
	Percent	15.5	14.4	19.8	29.1	21.2	100.0	

Developing others encourages individuals to take responsibility for their own development and should include a variety of learning activities. This positively affects the future growth of your organization.

Leveraging Diversity :Leveraging Diversity is defined as Increasing organizational effectiveness and performance by utilizing the various perspectives, experiences, and abilities that employees bring to the workplace.

Table 10: Leveraging Diversity

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Leveraging diversity
I respect and relate well to people from varied background	Frequency	85	73	88	101	97	444	High
	Percent	19.1	16.4	19.8	22.7	21.8	100.0	
[I see diversity as opportunity, creating an environment where diverse people can thrive	Frequency	47	84	97	127	89	444	High
	Percent	10.6	18.9	21.8	28.6	20.0	100.0	

The employees seem to leverage diversity very highly. This means that an inclusive workplace is found that maximises each person's talents in order to achieve the organization's vision and mission.

Political Awareness :Empathy requires a high level of political awareness. It is about comprehending the 'currents', or ulterior motives, in an organisation, and especially the power dynamics.

Table 11: Political Awareness

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Political awareness
I am good at accurately read key power relationships	Frequency	83	65	99	119	78	444	Highly Aware
	Percent	18.7	14.6	22.3	26.8	17.6	100.0	
[I can usually detect crucial social networks	Frequency	48	92	107	130	67	444	Highly Aware
	Percent	10.8	20.7	24.1	29.3	15.1	100.0	
I usually accurately read situations and organizational and external realities	Frequency	49	59	121	123	92	444	Highly Aware
	Percent	11.0	13.3	27.3	27.7	20.7	100.0	

The employees were found to be politically aware Having politically aware employee can positively impact the leadership and organisation goals (Ammeter 2002).

Thus, the objective 1 is thoroughly established and displayed the respondents have emotional intelligent.

5.3 Objective 3: To determine the impact of Emotional Intelligence on Employee performance.

H₀₁: Emotional Intelligence does not affect Employee performance

To test this hypothesis multiple linear regression is conducted. The dependent variable or response variable is Employee Performance. The independent variable or predictor is Emotional Intelligence.

There are 8 parameters of the **Independent Variable** - Emotional intelligence which include

- **SELF AWARENESS**
- **SELF MGMT**
- **RELATION MGMT**
- **EMPATHY (SOCIAL AWARENESS)**
- **SERVICE ORIENTATION**
- **DEVELOPING OTHERS**
- **LEVERAGING DIVERSITY**
- **POLITICAL AWARENESS**

There are 6 parameters of the **Dependent Variable**- Employee Performance which include

- **COMMUNICATION**
- **JOB**
- **INNOVATION**
- **TEAMWORK**
- **CUSTOMERFOCUS**
- **CAREERPATH**

The first proposed model for the hypothesis is

$$\text{COMMUNICATION} = \beta_0 + \beta_1 \text{SELF AWARENESS} + \beta_2 \text{SELF MGMT} + \beta_3 \text{RELATION MGMT} + \beta_4 \text{EMPATHY} + \beta_5 \text{SERVICE ORIENTATION} + \beta_6 \text{DEVELOPING OTHERS} + \beta_7 \text{LEVERAGING DIVERSITY} + \beta_8 \text{POLITICAL AWARENESS}$$

On analyzing the data, ANOVA table (Table 12) reveals the regression model is significant. $F(8,435) = 98.226, p = .000$.

The Coefficients table (Table 13) reveal that out of 8 predictors 3 is significantly predicting the regression model. Thus the final regression equation stands as

$$\text{COMMUNICATION} = .139 + .331 * \text{POLITICAL AWARENESS} + .253 * \text{EMPATHY} + .191 * \text{RELATION MGMT}$$

The predictors are in order of importance of prediction as per the β values.

The model summary table (Table 14) displays that the predictors predict the dependent variable strongly 70.3% (adjusted $R^2 = .703$).

Table 12: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	445.545	8	55.693	98.226	.000 ^b
	Residual	246.641	435	.567		
	Total	692.186	443			

Dependent Variable: COMMUNICATION

Predictors: (Constant), Self awareness, Self management, Relation management, Empathy, Service orientation, Developing others, Leveraging diversity, Political awareness

Table 13: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.139	.147		.950	.343
	Self awareness	.026	.051	.018	.519	.604
	Self mgmt	-.045	.057	-.037	-.796	.427
	Relation mgmt	.191	.058	.155	3.287	.001
	Empathy	.253	.059	.241	4.308	.000

Service orientation	.087	.064	.081	1.361	.174
Developing others	.089	.059	.090	1.508	.132
Leveraging diversity	.051	.054	.052	.940	.348
Political awareness	.331	.057	.309	5.778	.000

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.644	.637	.75299

The second proposed model for the study is

$$JOB = \beta_0 + \beta_1 SELF\ AWARENESS + \beta_2 SELF\ MGMT + \beta_3 RELATION\ MGMT + \beta_4 EMPATHY + \beta_5 SERVICE\ ORIENTATION + \beta_6 DEVELOPING\ OTHERS + \beta_7 LEVERAGING\ DIVERSITY + \beta_8 POLITICAL\ AWARENESS$$

On analyzing the data, ANOVA table (Table 15) reveals the regression model is significant. $F(8,435) = 85.818$, $p = .000$.

The Coefficients table (Table 16) reveal that out of 8 predictors 4 is significantly predicting the regression model. Thus the final regression equation stands as

$$JOB = .370 + .225 * POLITICAL\ AWARENESS + .198 * SERVICE\ ORIENTATION + .116 * EMPATHY + .077 * SELF\ AWARENESS$$

The predictors are in order of importance of prediction as per the β values.

The model summary table (Table 17) displays that the predictors predict the dependent variable strongly 70.3% (adjustedR2 = .703)

Table 15: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	344.265	8	43.033	85.818	.000 ^b
	Residual	218.128	435	.501		
	Total	562.392	443			

Dependent Variable: JOB

Predictors: (Constant), Self awareness, Self management, Relation management, Empathy, Service orientation, Developing others, Leveraging diversity, Political awareness

Table 16: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.370	.138		2.682	.008
	Self awareness	.077	.048	.059	1.600	.110
	Self mgmt	.065	.053	.059	1.218	.224
	Relation mgmt	.067	.055	.061	1.234	.218
	Empathy	.116	.055	.122	2.098	.036
	Service orientation	.198	.060	.204	3.295	.001
	Developing others	.094	.056	.105	1.680	.094
	Leveraging diversity	.062	.051	.069	1.210	.227
Political awareness	.225	.054	.233	4.182	.000	

Table 17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.612	.605	.70813

The third proposed model for the study is

$$INNOVATION = \beta_0 + \beta_1 SELF\ AWARENESS + \beta_2 SELF\ MGMT + \beta_3 RELATION\ MGMT + \beta_4 EMPATHY + \beta_5 SERVICE\ ORIENTATION + \beta_6 DEVELOPING\ OTHERS + \beta_7 LEVERAGING\ DIVERSITY + \beta_8 POLITICAL\ AWARENESS$$

On analyzing the data, ANOVA table (Table 18) reveals the regression model is significant. $F(8,435)=92.661, p = .000$.

The Coefficients table (Table 19) reveal that out of 8 predictors 4 is significantly predicting the regression model. Thus, the final regression equation stands as

$$\text{INNOVATION} = .370 + .245 * \text{RELATION MGMT} + .182 * \text{POLITICAL AWARENESS} + .176 * \text{LEVERAGING DIVERSITY} + .131 * \text{DEVELOPING OTHERS} + .129 * \text{SERVICE ORIENTATION} + .118 * \text{EMPATHY}$$

The predictors are in order of importance of prediction as per the β values.

The model summary table (Table 20) displays that the predictors predict the dependent variable strongly 62.3% (adjustedR2 =.623)

Table 18: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	408.048	8	51.006	92.661	.000 ^b
	Residual	239.450	435	.550		
	Total	647.497	443			

Dependent Variable: INNOVATION

Predictors: (Constant), Self awareness, Self management, Relation management, Empathy, Service orientation, Developing others, Leveraging diversity, Political awareness

Table 19: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.253	.144		1.754	.080
	Self awareness	-.020	.050	-.014	-.395	.693
	Self mgmt	-.036	.056	-.030	-.639	.523
	Relation mgmt	.245	.057	.206	4.290	.000
	Empathy	.118	.058	.117	2.051	.041
	Service orientation	.129	.063	.124	2.054	.041
	Developing others	.131	.058	.137	2.239	.026
	Leveraging diversity	.176	.053	.184	3.301	.001
	Political awareness	.182	.056	.176	3.222	.001

Table 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.623	.74193

The fourth proposed model for the study is

$$\text{TEAMWORK} = \beta_0 + \beta_1 \text{SELF AWARENESS} + \beta_2 \text{SELF MGMT} + \beta_3 \text{RELATION MGMT} + \beta_4 \text{EMPATHY} + \beta_5 \text{SERVICE ORIENTATION} + \beta_6 \text{DEVELOPING OTHERS} + \beta_7 \text{LEVERAGING DIVERSITY} + \beta_8 \text{POLITICAL AWARENESS}$$

On analyzing the data, ANOVA table (Table 21) reveals the regression model is significant. $F(8,435) = 98.633, p = .000$.

The Coefficients table (Table 22) reveal that out of 8 predictors 4 is significantly predicting the regression model. Thus, the final regression equation stands as

$$\text{TEAMWORK} = .193 + .235 * \text{RELATION MGMT} + .187 * \text{POLITICAL AWARENESS} + .154 * \text{SERVICE ORIENTATION} + .143 * \text{LEVERAGING DIVERSITY} + .128 * \text{EMPATHY}$$

The predictors are in order of importance of prediction as per the β values.

The model summary table (Table 23) displays that the predictors predict the dependent variable strongly 63.8% (adjustedR2 =.638)

Table 21: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	404.430	8	50.554	98.633	.000 ^b
	Residual	222.957	435	.513		
	Total	627.387	443			

Dependent Variable: TEAMWORK

Predictors: (Constant), Self awareness, Self management, Relation management, Empathy, Service orientation, Developing others, Leveraging diversity, Political awareness

Table 22: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.193	.139		1.384	.167
	Self awareness	.036	.048	.027	.750	.453
	Self mgmt	.027	.054	.023	.500	.617
	Relation mgmt	.235	.055	.200	4.267	.000
	Empathy	.128	.056	.128	2.297	.022
	Service orientation	.154	.061	.151	2.537	.012
	Developing others	.069	.056	.073	1.219	.223
	Leveraging diversity	.143	.051	.152	2.775	.006
	Political awareness	.187	.054	.183	3.423	.001

Table 23: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.645	.638	.71592

The fifth proposed model for the study is

$$\text{CUSTOMERFOCUS} = \beta_0 + \beta_1 \text{SELF AWARENESS} + \beta_2 \text{SELF MGMT} + \beta_3 \text{RELATION MGMT} + \beta_4 \text{EMPATHY} + \beta_5 \text{SERVICE ORIENTATION} + \beta_6 \text{DEVELOPING OTHERS} + \beta_7 \text{LEVERAGING DIVERSITY} + \beta_8 \text{POLITICAL AWARENESS}$$

On analyzing the data, ANOVA table (Table 24) reveals the regression model is significant. $F(8,435)=79.894, p = .000$.

The Coefficients table (Table 25) reveal that out of 8 predictors 3 is significantly predicting the regression model. Thus, the final regression equation stands as

$$\text{CUSTOMER FOCUS} = .047 + .303^* \text{RELATION MGMT} + .251^* \text{POLITICAL AWARENESS} + .240^* \text{EMPATHY}$$

The predictors are in order of importance of prediction as per the β values.

The model summary table (Table 26) displays that the predictors predict the dependent variable strongly 58.8% (adjustedR2 =.588)

Table 24: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	443.202	8	55.400	79.894	.000 ^b
	Residual	301.640	435	.693		
	Total	744.842	443			

Dependent Variable: CUSTOMER FOCUS

Predictors: (Constant), Self awareness, Self management, Relation management, Empathy, Service orientation, Developing others, Leveraging diversity, Political awareness

Table 25: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.047	.162		.287	.774
	Self awareness	-.055	.056	-.037	-.972	.332
	Self mgmt	.064	.063	.050	1.022	.307
	Relation mgmt	.303	.064	.237	4.726	.000

	Empathy	.240	.065	.220	3.702	.000
	Service orientation	.130	.071	.117	1.839	.067
	Developing others	.050	.066	.049	.763	.446
	Leveraging diversity	.011	.060	.010	.178	.859
	Political awareness	.251	.063	.226	3.965	.000

Table 26: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.595	.588	.83272

The sixth proposed model for the study is

$$\text{CAREERPATH} = \beta_0 + \beta_1 \text{SELF AWARENESS} + \beta_2 \text{SELF MGMT} + \beta_3 \text{RELATION MGMT} + \beta_4 \text{EMPATHY} + \beta_5 \text{SERVICE ORIENTATION} + \beta_6 \text{DEVELOPING OTHERS} + \beta_7 \text{LEVERAGING DIVERSITY} + \beta_8 \text{POLITICAL AWARENESS}$$

On analyzing the data, ANOVA table (Table 27) reveals the regression model is significant. $F(8,435) = 76.323$, $p = .000$.

The Coefficients table (Table 28) reveal that out of 8 predictors 5 is significantly predicting the regression model. Thus, the final regression equation stands as

$$\text{CAREER PATH} = .625 + .653 * \text{POLITICAL AWARENESS} + .572 * \text{RELATION MGMT} + .542 * \text{EMPATHY} + .430 * \text{SERVICE ORIENTATION} + .406 * \text{DEVELOPING OTHERS}$$

The predictors are in order of importance of prediction as per the β values.

The model summary table (Table 29) displays that the predictors predict the dependent variable strongly 57.6% (adjusted R² = .576)

Table 27: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3400.379	8	425.047	76.323	.000 ^b
	Residual	2422.546	435	5.569		
	Total	5822.926	443			

Dependent Variable: CAREER PATH

Predictors: (Constant), Self awareness, Self management, Relation management, Empathy, Service orientation, Developing others, Leveraging diversity, Political awareness

Table 28: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.625	.459		1.361	.174
	Self awareness	.160	.160	.038	1.000	.318
	Self mgmt	.033	.177	.009	.185	.854
	Relation mgmt	.572	.182	.160	3.150	.002
	Empathy	.542	.184	.178	2.952	.003
	Service orientation	.430	.200	.138	2.151	.032
	Developing others	.406	.186	.142	2.188	.029
	Leveraging diversity	.028	.170	.010	.167	.867
	Political awareness	.653	.180	.210	3.637	.000

Table 29: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.584	.576	2.35989

Since all the proposed models are significant and the prediction percentage is also high. Thus, the null hypothesis is rejected accepting the alternative hypothesis, ie, **Emotional Intelligence positively affect Employee Performance.**

VI. CONCLUSIONS

The first objective of the Study was to analyse the emotional Intelligence level of the staff working in selected star category hotels of Chandigarh. The results of the first objective shown that employees have good emotional intelligence in terms of Self Awareness, Self Management, Relationship Management, Social Awareness, Service Orientation, Developing Others, Leveraging Diversity and Political Awareness. These findings are consistent with the findings of Hur et al. (2015), Jung and Yoon (2016) Munir and Azam (2017), Wollny et al. (2019), and Prentice et al. (2020). The second objective of the study was to determine the impact of Emotional Intelligence on Employee performance. The findings of the second objective revealed that good emotional intelligence of the employees positively influence employees performance. These findings are consistent with the findings of Carmeli (2003), Mishra and Mohapatra (2010), Druskat et al. (2013), Altındağ and Köseadağı (2015), Rexhepi and Berisha (2017), Supriyanto et al. (2019), Chong et al. (2020) and Zaman et al. (2021).

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