

To Examine The Role Of "Emotional Intelligence" In The Development Of Leadership In The Hospitality Sector

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Abstract

Leadership is a technique of leading followers/teams and is characterised as the core of every organisation. In order to acquire better results from employees and fulfil corporate goals, the leader must be able to read their and his or her own pulses. Emotional intelligence has been a popular concept in recent years, with the Emotional Quotient (EQ) having long since eclipsed the Intelligence Quotient (IQ) (IQ). A manager who can recognise and control his or her own emotions, as well as the emotions of others, may be able to perform better at work. Hoteliers are obliged to work long hours, which can contribute to employee unhappiness. When they don't get enough money back, their unhappiness may show up in their job behaviour. The hotel sector sells an intangible product, which is something that is both generated and consumed at the same time, because it is a service-oriented business. The goal of this course is to gain a full grasp of emotional intelligence and how it applies to the hospitality business.

Keywords: Emotional Intelligence, Hospitality sector, Development of leadership.

1. Introduction

To put it another way, intelligence is the whole weightage of an individual's capacity to act in the best possible way and deal with everyday situations effectively and efficiently. The name Intelligence comes from the Latin *Intelligentia*, which is a combination of the terms *Inter*, which means between, and *Intelligence*, which means intelligence. It is a choice between sensible behaviour and a variety of replacements available in the subject of how one conducts himself/herself. It comes from the Latin *legere*, which means to select, and thus it is a choice between sensible behaviour and a variety of replacements available in the subject of how one conducts himself/herself (Koc, 2019).

Emotional intelligence, or EI, is the ability to control and understand one's own thoughts and feelings, as well as the ideas and feelings of others in one's environment and society. People with a high level of emotional intelligence are able to recognise and understand their own feelings and thoughts, as well as the influence of those emotions and thoughts on others. Being a great leader necessitates a high emotional quotient, which is something that cannot be taught (Dowding, 2016).

Some recruiters have started including aptitude tests that assess an applicant's emotional intelligence in their shortlisting processes in recent years. This is founded on the idea that someone with a higher emotional intelligence capability will have superior intrapersonal, interpersonal, and leadership skills, among other things. Despite the fact that some studies have identified a link between job performance and emotional intelligence, many more have failed to find any such association, making it difficult to prove anything on a scientific basis. It is similarly difficult to assess, making the process difficult to foresee, due to the highly changeable nature of each individual's emotional state and intelligence.

If you work in a responsible position, you should be welcoming to guests as well as polite and attentive to them; in other words, you should be a "people's person." Someone with enhanced emotional intelligence is generally efficient in their approach when it comes to managing personal connections. Empathy, social awareness, and a caring attitude that allows them to find pleasure in serving others are among the qualities of people with a higher emotional quotient. The skill sets are suited for employees in the hospitality business who engage with a wide range of people on a daily basis. According to study, people in the hospitality industry have a greater emotional intelligence than the general population. This is unsurprising considering that frontline hospitality staff deal with a diverse spectrum of personalities, emotions, and demands from their guests on a regular basis. The margin for mistake is fairly limited at any given time,

thus the hospitality staff must be ready to react swiftly in order to deal with difficult situations. The capacity to keep clients and patrons happy at all times necessitates a unique blend of finesse, calm, and inner grit (Editor, 2019).

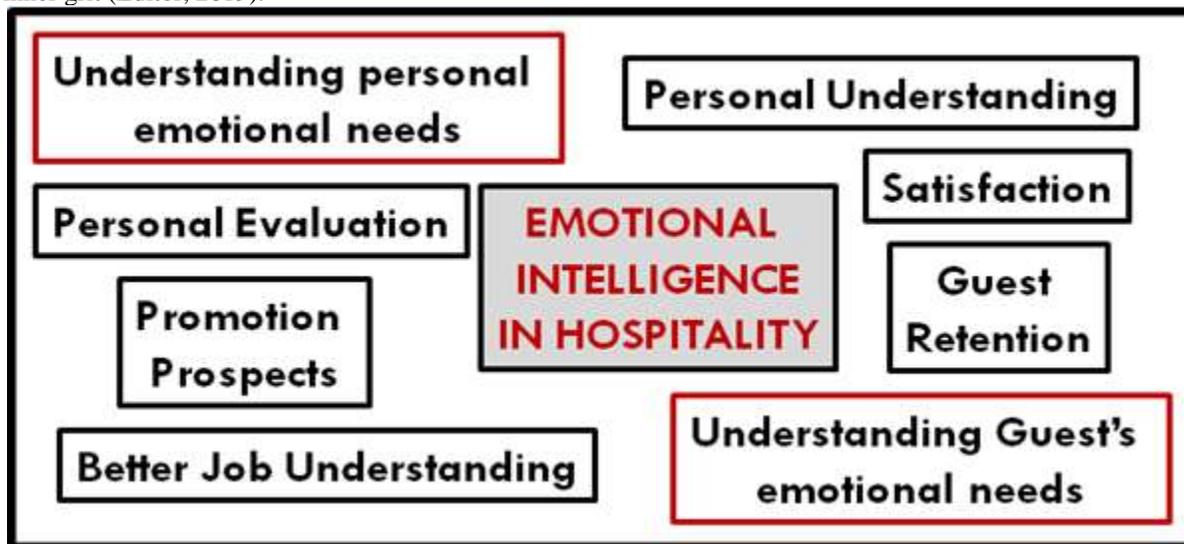


Figure 1: Inter-relational model of EI in personal and professional front

2. steps for leaders to improve their emotional intelligence

- **Self-awareness:** Self-awareness requires reflection, especially if you have a tendency to act hastily. Take a step back to understand your emotions rather than allowing them to control you. You'll be better able to recognise your strengths and weaknesses as a result, which you may use to improve your performance.

- **Self-control:** Self-control is the ability to control one's emotions and impulses. Always be accountable to yourself, especially if you have a tendency to blame others when things go wrong. Admitting your mistakes and accepting the consequences will not only get you respect, but it will also help you improve your emotional intelligence.

- **Self-motivation:** Self-motivation is innate. If you're having trouble doing this, think about why you do your job in the first place. What was it that drew you to it in the first place? Make it a goal to always look for the good, especially when faced with difficulties or failures.

- **Empathy:** It's difficult to sympathise when you don't question your own viewpoint. Take a moment to put yourself in someone else's shoes to see what they think. Recognize your coworker's emotions and make an effort to respond by speaking with them about them.

- **Social skills:** Many people believe charisma is a natural attribute, but this isn't always the case; it's often developed over time. Practice two-way communication and keep in mind that a discussion should include an equal amount of giving and receiving. Maintaining eye contact, smiling, and paying attention to those around you are all things you can work on.

3. Role of Emotional Intelligence in Leadership Effectiveness

Leadership is a technique of leading followers/teams and is characterised as the core of every organisation. In order to acquire better results from employees and fulfil corporate goals, the leader must be able to read their and his or her own pulses. In general, people in organisations expect others to understand and respect their own feelings. As a result, the leader must exercise extreme caution while dealing with the emotions of

his or her personnel. Emotional intelligence empowers leaders to positively change their position by fostering a climate of open communication, higher trust, and greater empathy by having a better knowledge of their own and others' emotions. Emotional intelligence is becoming a more crucial trait for leaders to possess as firms become more conscious of the value of these vital abilities that allow for a higher degree of communication within teams, with customers and suppliers, and with all stakeholders. The ability to detect and control emotions in ourselves and others is referred to as emotional intelligence (E.I.) (Goleman, 2001). The term "emotional intelligence" was first used in published writing by Peter Salovey and John Mayer, who defined it as "a form of intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions" (Salovey & Mayer, 1990). These authors later updated their concept of emotional intelligence, with the most largely recognised version currently being the most widely accepted. The ability to recognise emotion, integrate emotion to facilitate thought, understand emotions, and manage emotions to support personal growth is thus defined as emotional intelligence (Mayer & Salovey, 1997). Reuven Bar-On, the inventor of the term "emotion quotient," is another well-known researcher of emotional intelligence.

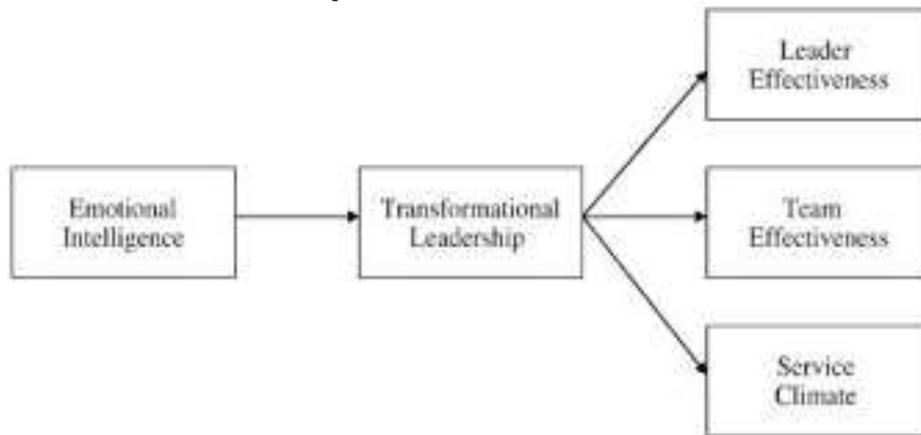


Figure : 2. Role of Emotional Intelligence in Leadership Effectiveness

4. The Concept of Emotional Intelligence

Although the notion of EI is already generally accepted and used, the tourist and hospitality business appears to be a fresh arena for using it. However, working in the hospitality and tourism sector today necessitates not only providing excellent service but also being aware of and regulating emotions in a constructive manner (Rybochkina, 2010).

EI's current focus is on recognising and accepting emotions as assets that provide information. Leaders in the tourism sector who handle emotions well receive a lot of value from them and develop real self-efficacy. EI assists them in making better judgments and gaining full ownership of the people they lead (Freedman, 2007).

Mayer and Salovey (1997, p.18) first described EI as "the ability to monitor one's own and others' moods and emotions, to distinguish between them, and to utilise this information to guide one's thinking and actions." Many definitions of EI have been published in the last decade, which has sparked a surge in interest in the field. While numerous research have contributed to this debate, Goleman's persuasive EI model has gotten a lot of attention. EI, according to Goleman, is "the capacity for identifying our own and others' feelings, motivating ourselves, and effectively controlling emotions in ourselves and in our relationships" (Goleman, 1998a, p.317). To regulate the whole gamut of emotional competencies, Boyatzis et al. (2000) revised Goleman's (1998a) EI model from five dimensions (self-awareness, self-regulation, motivation, empathy, and social skills) to four (selfawareness, self-management, social awareness, and relationship management). This model of EI is now frequently employed.



Figure: 3. Concept of Emotional Intelligence.

The following are the definitions of the terminology used in the model:

- Knowing one's interior states, preferences, resources, and intuitions is referred to as self awareness. Managing one's internal states, urges, and resources is referred to as self-regulation.
 - Self-motivation refers to emotional inclinations that help people achieve their goals. Empathy entails being aware of the feelings, needs, and worries of others.
 - Adeptness at eliciting desired responses in others is referred to as social skills.
 - Managing one's internal states, urges, and resources is referred to as self-regulation.
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- Empathy entails being aware of the feelings, needs, and worries of others.

5. Conclusion

The current research yielded some useful findings that have consequences for both theory and practise. Only the dimensions Intrapersonal, Interpersonal, Stress Management, and General Mood explained the predictive power of EI, according to the findings.

Individuals with higher emotional intelligence (EI) are better at interpreting their peers' emotions and anticipating alternative responses. Despite the fact that samples of the study voted that emotional intelligence (EI) should be employed in the formation of competent hospitality executives, the hospitality business, which deals with people, has not incorporated it in its training courses. The study's shortcomings are as follows: Only one city was featured, which had the problem of providing a narrow point of view,

when include multiple cities could have provided a more varied perspective. Furthermore, the sample size was extremely tiny, which was understandable considering hoteliers' long working hours.

6. References

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