

Emotional Intelligence Management Improvement Effects: Enhancing employees' performance in the state owned hotels in Egypt

Yasser Tawfik Halim, Associate Professor, Faculty of
Management Sciences,
October University for Modern Sciences and Arts, Egypt
yassertawfik@hotmail.com, ytafwik@msa.eun.eg
Ola Abdel Moneim El Sayed Emara, Lecturer, Faculty of
Management Sciences,
October University for Modern Sciences and Arts, Egypt
oemara@msa.eun.eg

ABSTRACT

With positive keenness and compliance to the target that the hospitality market expertly recover, and, as the Holding company for Tourism and Hotels (HOTAC) exert efforts to accelerate market growth, employees' adherence to high performance becomes essential. These potentials for performance are expected to prevail with developed managers' competencies. Here, an emotionally intelligent manager is expected to push towards employees' positive and committed compliance to goals, and to help to capture higher industry performance levels.

This paper investigates the effect of managers' emotional intelligence on employees' satisfaction, performance, and reduced emotional exhaustion, applying on the hospitality industry in Egypt, and following the line of study that considers emotional intelligence a significant factor towards the betterment of the workplace environment. Here, emotional intelligence is expected to have an efficacious impact on the organization's performance, especially when it comes to job satisfaction and employee performance, which are aspects that are considered to influence the overall sector performance.

RESEARCH LIMITATIONS

The results of the research were based on a limited survey that has been distributed to department managers of three hotels located in Greater Cairo, Egypt (Cairo Marriott Hotel & Omar Khayyam Casino, Marriott Mena House Cairo Hotel, and The Nile Ritz-Carlton Hotel). The research targeted state owned hotels run under international hotel chains. It is recognized that further research is necessary to establish the exact nature of the causal linkages between emotional intelligence and performance outcomes in the Egyptian state owned hotels, and further assess the impact of such a concept on sustaining a competitive advantage, and maintaining greater chance for sector growth.

KEY WORDS

Emotional Intelligence, Hospitality Industry Egypt, Performance, Job Satisfaction, Emotional Exhaustion.

1. Introduction

According to (Brackett , Rivers , & Salovey , 2011) emotional intelligence was a fairly new concept when first introduced in a theoretical model, parley twenty years ago (2011), defined as the ability to monitor one's own and others feelings and emotions, and be able to use this information to influence their thinking and actions to have a favorable outcome.

(Moon & Hur, 2011) refers to emotional intelligence as a competency of managing yourself and your relationships with others, in order to make better teamwork, lead others, forecasting the future, and overall lead to positive effects in terms of efficacy and job performance.

Emotional Intelligence is to perceive, understand, manage, and use emotions. The multiple intelligences theory believes that interpersonal, and intrapersonal intelligence, are very unique compared to the mathematical and logical type recognized today as IQ, or general intelligence (Batool , 2013).

Achievements and success in life are more related to the degree

of emotional intelligence than to cognitive one. Defining emotional intelligence as a set of abilities, which include self-control, enthusiasm and persistence, and self-motivation, also stating that there are four dimensions of emotional intelligence; ability to manage impulses and postpone gratification, to control one's moods and prevent distressed emotions from crippling the ability to think, to empathize, and to hope (Goleman and Cherniss, 2001; Golman et. al, 2013).

Emotional intelligence have been investigated for its ability to make stronger relationships in the work place (Saeed, et. al , 2014), and when it comes to hospitality management in specific, there is a great need for enhancing skill-building and adding a new dimension of emotional and aesthetic attributes (Baum, 2006).

Moreover in the case of state-owned enterprises, it is seen that public investment can, and is expected to play, a significant role in long-term economic development through sector empowerment, here managing reforms, including human aspects of administration, become vital (Chang, 2007). Among different economic sectors, and considering the reality of state owned enterprises that includes state owned hotels, there is a need to increase the competitiveness of the state owned hotel chains as it affects the Tourism and Hotels sector development and growth (Barros, 2005).

2. Theoretical Framework

2.1 History of Emotional Intelligence

The history of emotional intelligence dates back to 1920 where the concept of "social intelligence" emerged. Further, down the line the first scientific paper covering social intelligence was published in 1990. Goleman, who coined the word Emotional Intelligence, and wrote a best seller in 1995, followed it. Shortly after, the first popular self-report questionnaire was developed which helped in understanding one's own emotional intelligence.

Lastly, in 2003 the first “ability measure” was created. Furthermore, based on the Bar-On model, emotional intelligence is made up of interrelated emotional and social capabilities. Skills and facilitators that decide how well we comprehend and communicate ones own thoughts across others, understand others and relate with them, and deal with the everyday demands and struggles. The emotional and social competencies, skills and facilitators included in this broad definition of the construct are based on the 5 meta-factors: intrapersonal EQ, interpersonal EQ, Stress management EQ, Adaptability EQ and General Mood EQ(Furnham , 2001).

As per Furnham (2001) Emotional intelligence is identified and perceived as different from social intelligence by authors and psychologists as according to the Bar-On model, emotional intelligence consists of interrelated emotional and social competencies, skills and facilitators that determine how well we understand and express ourselves, understand others and relate with them, and cope with daily demands, challenges and pressures. The emotional and social competencies, skills and facilitators included in this broad definition of the construct are based on the 5 meta-factors:

intrapersonal Emotional Intelligence, interpersonal Emotional Intelligence, Stress management Emotional Intelligence, Adaptability EI and General Mood EI. However the term social intelligence is social competence and success in social interaction that is adaptive and can be seen in other animal species. It allows individuals to understand others’ hopes, fears, beliefs and wishes. In addition, Furnham (2001) outlines that Emotional intelligence components has different scales and dimensions as:

- Intrapersonal (self-awareness and self-expression)
- Interpersonal (social awareness and interpersonal relationship)
- Stress Management (emotional management and

regulation)

- Adaptability (change management)
- General Mood (self-motivation)

Models of emotional intelligence are divided into two types of models: An ability models, which views emotional intelligence as a standard intelligence and argues that the construct meets traditional criteria for an intelligence, proponents of the ability model measure emotional intelligence as a mental ability with performance assessments that have a criterion of correctness. The other model is the trait model, which proposes that emotional intelligence is related and determined by the traits an individual possesses. However a mixed model has emerged viewing emotional intelligence as a hybrid between the ability concept and an individual's personality traits such as optimism, self-esteem, and emotional self-efficacy (Brackett, Rivers & Salovey, 2011).

2.1.1 Measuring Emotional Intelligence

Researchers and psychologists have developed plenty of models and methods as an attempt to measure the degree of emotional intelligence an individual can acquire, however these models and methods of measurement are considered controversial. According to Furnham (2001) the most well established measure is MSCEIT (Mayer-Salovey Caruso Emotional Intelligence Test), as it measures four factors: Perceiving and identifying emotions (the ability to recognize how you and those around you are feeling).Using emotions to facilitate thought (the ability to generate emotion and then reason with this emotion).Understanding emotions (the ability to understand complex emotions, and how emotions evolve). Finally, managing emotions (the ability to manage emotions in yourself and in others). The aforementioned factors are measured in MSCEIT by asking test takers to;

- Identify the emotions expressed by a face or in designs.

- Generate a mood and solve problems with that mood.
- Define the causes of different emotions. Understand the progression of emotions.
- Determine how to best include emotion in our thinking in situations that involve us or other people.

Another model for measuring emotional intelligence is Bar-On model of social and emotional intelligence (ESI) which was developed by Revene Bar-On to give a theoretical understanding of Emotional Quotient Inventory (EQ-I). According to the Bar-on model, emotional-social intelligence is a combination between emotions and social skills and abilities; therefore the Bar-On model focuses on assessing the following aspects: intrapersonal which is self-awareness and self-expression; and, *interpersonal* which is related to social awareness and interpersonal relationships, including stress management-which involves emotional management and regulation. The Bar-On model is also concerned with assessing adaptability which includes reality-testing, flexibility, and problem-solving, finally it assesses an individual's general mood, which can be related to self motivation (comprising optimism and happiness) (Bar-On et al., 2006).

2.1.2 Workplace and Emotional Intelligence

The workplace is a place where people are placed to work, collaborate, form social groups, or work individually, but one thing is for sure, the workplace is a much better place when there is a good relationship among the workers. For good relationships to spring forward it requires some sort of mutual understanding and respect amongst employees. Emotionally intelligent people are more prone to understanding their and others emotions and adjusting themselves in order to deal with the people in an emotionally intelligent way.

Emotional intelligence is hypothesized to influence the success with which employees interact with colleagues, the strategies

they use to manage conflict and stress, and overall job performance. Based on the exploratory findings of the MSCEIT (Mayer-Salovey Caruso Emotional Intelligence Test) emotional intelligence positively contributes to several aspects of workplace performance. A test was done to some employees in a health insurance company belonging to the finance department, and what was discovered was that the employees with higher MSCEIT scores had higher company rank and received greater merit pay increases than employees with lower MSCEIT scores. Furthermore, employees with higher emotional intelligence also received better peer and/or supervisor ratings of interpersonal facilitation, stress tolerance, and leadership potential than those with lower emotional intelligence (Brackett , Rivers , & Salovey , 2011).

According to (Zeidner , Matthews , & Roberts , 2004) four out of five companies are now trying to promote EI in their organizations. The concept of EI is thought to be useful when evaluating ongoing functioning and the well-being of employees at critical stages of their careers (i.e. selection, training, placement, and promotion).

2.1.3 Effective Leadership and Emotional Intelligence

According to (Batool , 2013) there has been a dramatic rise to the topic “emotional intelligence” as a measure for identifying potentially effective leaders, and as a tool for developing effective leadership skills. Emotional intelligence can help reduce stress, improve performance and sense of achievement by motivating the subordinates within the organization; it also helps enhancing the productivity of the employees to meet organizational goals in an ethical way. Furthermore, a good leader uses emotional intelligence to judge people more clearly, and closely building connections between his/her employees. A leader has to rely on empathy in order to feel what others are feeling and to sympathize with his subordinates. This creates a

bond of trust and helps the leader be better accepted by his/her employees and guide them towards the companies' goals.

When it comes to management, businesses' primary focus is to recruit managers who can be perceived by their subordinates as leaders they can look up to instead of managers they despise being involve with in a work setting, therefore most businesses and managers prefer transformational leadership style. Here transformational leaders are seen to be those managers that can develop a vision and create commitment among subordinates to that vision and model the vision inside the work environment. On the other hand, transactional leaders are seen more as administrators that keep up the norm, their attention is on connecting work execution to rewards and guaranteeing subordinates have the vital assets to attempt their parts. Unlike, transformational leaders who can manage strategic matters more proficiently and thus create citizenship behavior among employees that can take an organization forward towards achieving its strategic goals. It is believed that there is a correlation between emotional intelligence and transformational leadership, as people who acquire certain level of emotional intelligence are like to engage in transformational leadership, a Study that studied the relationship between Emotional intelligence and transformational leadership concluded that Emotional intelligence is related to three aspects of transformational leadership which are; idealized influence, inspirational motivation and individualized consideration (Rosete, & Ciarrochi, 2005).

According to Rosete, & Ciarrochi (2005) researchers examined the relationship between a self-report measure of EI (SUEIT), personality, and effective leadership as measured by the multifactor leadership questionnaire. Their results showed that EI aspect; the ability to perceive and understand emotions in others, is the main reason that some people are able to exhibit

transformational leadership when compared to other personality measures.

2.1.4 Effectiveness of Delegation and Emotional Intelligence

Emotional intelligence contributes greatly to manager's performance, especially when delegation of work and power is concerned. To begin with, managers with high EI level are able to identify talents among employees, decentralize the management process, then delegate tasks to the staff, giving them the opportunity to exploit and discover their own talents. Moreover, in today's business environment it is important for managers and employees to learn how to cooperate as a team. Managers need to be competent in self-awareness, self-control, empathy, and emotional responses in order to guide and lead their workforce. Self-assessment is another important trait, which stems from EI; it refers to identifying and knowing your own strengths and weaknesses. It also means the ability to learn from our past experiences and embed useful experiences into our daily life. Managers with sharp self-assessment skills welcome criticism and feedback from their employees, and use it to grow in the areas that they are weak in. Self-confidence is one of the most important impressions of having high EI level; self-confidence is one of the important key elements of doing effective delegation. Managers with this factor are capable of performing with self-assurance and be conclusive in their decision making process. Over and above, by knowing the rules and techniques for delegating effectively managers will be able to save time and allow other employees to participate and grow, thus keep them motivated. It is seen that it is the manager's duty to identify and empower the right persons to delegate the task and authority in the right manner. This necessitates the existence of managers with high level of emotional intelligence to locate the right person, because poor and weak delegation could demotivate and confuse the person with new responsibility

delegated to him, as a result he will fail to carry out the job effectively (Khosravi, Manafi, Hojabri, Farhadi & Gheshmi, 2011).

2.1.5 Emotional Intelligence and Employee Communication

According to Hassan et al., (2014) communication effectiveness is the degree of mutual understanding between the sender and a receiver of a message. Effective Communication is a high level of communication effectiveness, which is what organizations pursue in order to reach a level of great mutual understanding between the two groups managers and their subordinates, and by achieving effective communication an organization can achieve strategic alignment which will eventually enhance the overall organization's performance, as high EI individuals, most centrally, can better perceive emotions, use them in thought, understand their meanings, and manage emotions better than others tends to be more open and agreeable.

Therefore, Hassan et al., (2014) argues that emotional intelligence can be connected to communication as it is believed to be the same process of acquiring knowledge processing it and giving feedback based on processed knowledge, also, emotional intelligence is essential for the interaction and relationship part of the communication process, as it gives an individual the ability to understand other people's emotions which helps in achieving a high level of communication effectiveness. Moreover in the study they indicates that there is a significant and positive relationship between emotional intelligence-specifically the degree of happiness, assertiveness, independence-and communication effectiveness, which leads to gaining a competitive advantage.

2.1.6 Emotional Intelligence and Emotional Exhaustion

Research indicates preconditions for employees' emotional exhaustion. Emotional exhaustion usually results from employees engaging in emotional labor behavior, which is the process of

expressing organizationally demanded emotions to customers and senior managers; this requires employees to make an effort to exert control in order to display appropriate feelings (Moon & Hur, 2011).

According to Moon and Hur (2011) emotional exhaustion can negatively influence an Employee's performance in terms of organizational commitment and job satisfaction, which leads to an overall decline in the organization's performance, as it is proven that emotional exhaustion increases deterioration in the quality of service, higher job turnover, absenteeism, and low morale. High levels of emotional intelligence can help in reducing the chance of employees suffering from emotional exhaustion, which results from emotional labor. Specifically, three factors of emotional intelligence are most likely to prevent emotional exhaustion these are: appraisal of emotions; optimism; and social skills. Therefore, it is expected that individuals with high levels of EI are likely to deal effectively with demands and pressures resulting from work-related stress.

2.1.7 Emotional Intelligence and Its' Effect on Employees' Performance

With employment come many variables such as work pressure, stress, anxiety, agitation, irritability, or depression. All these variables are related to the different dimensions of emotional intelligence. These symptoms of EI affect employees' performance. Emotions affect the way employees carry out their tasks, sometimes for the better and sometimes for the worse. Furthermore, globalization has changed the market greatly. Organizations to cope with globalization demand that employees are better prepared, open, and flexible in their work. These employees are exposed to a lot of stress, which often causes them to be less creative, and less motivated in their work. For this reason, organizations are paying more attention to recruiting emotionally intelligent people who are capable of handling these

emotionally challenging circumstances that comes with globalization (Al Khatani, 2013).

Overall, EI allows an employee to build positive relationships at work, collaborate effectively, and build social capital. By having a deeper understanding of one's own emotions, an employee can handle stress and work well in such conditions. This also helps with better adapting to organizational change, hence why emotional intelligence is a key factor behind employees' performance (Al Khatani, 2013).

Many researchers supported and promoted the idea that emotional intelligence alone can enhance employee performance, however a study conducted by Halim and Halim (2012) investigating the effect of EI on the performance of employees working in the tourism and hospitality sector, indicated that this idea is not always correct and in fact emotional intelligence alone doesn't necessarily affect or influence the performance of employees.

2.2 Leadership and Employees' Performance

For any organization to achieve its' set of objectives and goals, there must be a high relationship between the (management) leaders and employees. However, for productivity to exist in an organization there should be high employees' performance, which solely depends on the leadership style. In Organizations, leadership is a managerial activity the purpose of which is to direct the employees in one immediate chain of command toward the accomplishment of work goals. Nowadays it is demanded from a leader to be a coach, dreamer, innovator, explorer, connector, builder, and Praiser. Coach: the leader must make a conscious effort to hear and understand the content, meaning, and feeling is related to what is said. Dreamer: the leader must be non-judgmental when looking at new ideas, be receptive to new visions, even if it may seem impractical or unrealistic. Innovator: the new leader must ignite a strong feeling of

belonging within the staff or group, and keep it well lit. Explorer: the new leader must follow experimental trails in the search for new ground. Be adventurous, unconventional challenges your personal limits and takes risks. Connector: the new leader must find similarities and commonalities where others see only differences. Builder: the new leader must be detailed, resourceful, focused, and inventive. Praiser: the new leader should at every opportunity praises the effort put forth, the progress made and the result achieved. Praise well, praise often, and praise specifically. These seven traits are crucial in guaranteeing a successful leadership style which in turn will boost employee's performance (Babatunde , 2015).

2.2.1 Job Satisfaction and Employee's Performance

Organizations face strong pressure from the competitive market, and it is difficult to maintain the efficiency and high production quality needed to stay competitive. As the conditions are tough it is important that the organization has its workforce at its best at all times. Employees that are satisfied form a bond with the company and are prideful in belonging to such an organization, they believe in the goals and value the organization. These employees are the ones who display higher levels of performance and productivity, whereas the dis-satisfied employees are less productive, more absent, and their chances of turnover are greater.

Job satisfaction refers to how pleased an individual is in the current job position. It is an essential component that organizations frequently measure to make sure that the workforce within the organization is optimal. Moreover, employee performance can be defined as the quality and productiveness of work carried out by an employee. The relationship between job performance and job satisfaction is one of the most researched areas; the understanding theory of this reciprocal model is that if the satisfaction is extrinsic, then satisfaction leads to

performance. It is of great import to take note of the relationship between job satisfaction and employee performance to be aware that it is moderated or regulated by many variables. The most common variable is the reward. Those who place weight on compensation or rewards would be satisfied in their jobs leading them to perform better because of the eventuality of them receiving a reward or compensation from a better or higher performance (Indermun & Mohamed , 2013).

3. Exploratory Research

3.1 Scope and coverage

The researches collected data from eight managers from different departments within Cairo Marriott Hotel and Omar Khayyam Casino. The sample collected both genders with age group category ranging from 30-55, occupying different managerial positions and from both genders. Its' objective was to understand how the manager's emotional intelligence affects performance and satisfaction of employees in the hotel sector that is framed by being state owned and operationally run under international hotel chain.

3.2 Data Collection Tool

For this exploratory study, structured interviews will be used to collect the data. Structured interviews will ensure each interview is presented with exactly the same questions in the same order.

3.3 Answer Implications

Are you familiar with the term “emotional Intelligence”?

The four managers showed positive results to the first question. Every one of them has taken an EI course somewhere along their career path. According to one of the managers, emotional intelligence is the key to both personal and professional success, as it is the ability to manage your own emotions as well as others'.

How important do you think emotional intelligence is in the global and local market?

In the second question, all of them valued the importance of emotional intelligence in both markets. However, two of the managers were focused more with the importance of EI in the local market as they argued that an unstable local market leads to poor performance in the global market, which is why EI has to first be applied successfully in the local market. The latter two managers had a slightly different view. They believe that managers' and employees' job performance and effectiveness within any organization may only be achieved through emotional intelligence, and that this will automatically enhance the organizations' performance in both local and global market.

To what extent do you think emotional intelligence can have an impact on job performance?

All the managers seemed to agree to the third question, no one disagreed with the fact that emotional intelligence boosts job performance. However, some valued more the technical skills and some valued more the peoples' skills. The manager that valued more the peoples' skills stated that technical skills could always be taught whereas EI skills can only be taught to a certain extent, therefore EI skills are more valued. It increases efficiency and job performance, and it is even more important for senior managers and department heads to have EI skills as the top figures are the pillars of the organization so it is important for them to lead, manage, encourage, and know how to get along with the members of the organization through using their EI skills.

Which emotional competencies serve as the best predictors of job performance?

For the fourth question, based on the feedback received from the managers, the emotional competencies that show the strongest association with job performance are:

- Ability of helping others
- Strong communication skills

- Team work and collaboration

Which combinations of emotional competencies serve as the best predictors of job performance?

When managers were asked to identify the emotional competencies that serve as the best predictors of job performance their answers included Collaboration, co-operation, Commitment, achievement drive and understanding others, as they believed that when employees acquire these emotional competencies they tend to strive to align their performance with the organizational goals.

To what extent do you believe that emotional intelligence can affect employees' job satisfaction?

All the managers agreed that there is no doubt that emotional intelligence can directly affect the degree of job satisfaction; as they argued that employees with high EI tend to be more positively affected by emotional recognition and that some of them reach a degree where they prioritize emotional recognition over other forms of recognition. They also stated that the higher the degree of EI a leader has, the more he would be able to understand the emotions of his followers and based on his understanding he can effectively choose the appropriate motivation methods that increase his follower's (employees) level of satisfaction.

Which emotional competencies show the strongest association with job satisfaction?

Managers identified self-awareness, self-regulation and empathy are the emotional competencies that are strongly associated with job satisfaction, as they argued that these competences can help employees understand their and others emotions, they also mentioned that employees who acquire high level of EI specially in the aforementioned competencies tend to be self-motivated which increases their degree of job satisfaction.

To what degree do you think high levels of employees'

emotional intelligence can protect them from emotional exhaustion?

When managers and employees were asked if high levels of EI could protect them from emotional exhaustion they illustrated that high EI levels, especially competencies related to self-control and stress management can protect them from getting exposed to emotional exhaustion.

How do you as a manager use emotional intelligence to promote high levels of performance?

Managers stated that emotional intelligence competencies help them in promoting high levels of performance as emotional intelligence help them in taking effective decisions that can enhance the overall business performance, they also mentioned that EI can help them in significant business activities such as; choosing team members, motivating them, delegation, communicating with the team, solving problems and developing others, effective execution of these activities boosts the overall business performance.

3.4 Preliminary Findings

Our preliminary findings indicated that emotional intelligence has a positive correlation with employee's performance as it is shown that ability to help others, communication skills and collaboration can affect an employee's performance. In addition, Employee satisfaction is dependent on the level of managers' emotional intelligence, as it is believed that high levels of EI can help managers effectively motivate their employees and keep them satisfied. It is also obvious that the level of managers' and employees' emotional intelligence affects the degree of their exposure to emotional exhaustion as it is illustrated that emotional competencies related to self- control and stress management can help them greatly in getting exposed to emotional exhaustion. And that, it is believed that employees' level of emotional intelligence affects their level of performance

and satisfaction as it is believed that employees who acquire high level of EI specially self-awareness, self-regulation, empathy and motivation competencies tend to be self-motivated which increases their level of job satisfaction and performance.

This relationship has not been examined in the hospitality and tourism industry. Intuitively, one might assume that EI will increase staff performance standards. However, empirical research is needed to test this hypothesis. This study aims to cover this gap in the literature through assessing the impact of emotional intelligence on staff satisfaction, higher performance standards and reduced emotional exhaustion, applying on the hospitality industry in state owned hotels in Egypt, that are run under international hotel chains.

4. Major Research Problem & Questions

4.1 Research Problem:

In the past decade the concept of emotional intelligence has become prominent in the field of leadership and management, many organizations have adopted and applied emotional intelligence training programs, however, emotional intelligence is still considered a controversial topic, therefore, this research attempts to investigate the effect of managers' emotional intelligence on employees' job performance and satisfaction, and level of emotional exhaustion.

4.2 Research Questions:

RQ1: Does managers' Emotional Intelligence positively affect employees' Satisfaction?

RQ2: Can managers' E.I reduce chances of Employee's emotional exhaustion?

RQ3: Does managers' Emotional Intelligence positively affect employees' performance?

5. Research Objectives

RO1: To investigate if managers' Emotional Intelligence positively affects employees' Satisfaction.

RO2: To investigate if Managers' E.I can reduce chances of Employee's emotional exhaustion

RO3: To investigate if managers' Emotional Intelligence positively affects employees' performance.

6. Research Hypotheses

H1: Manager's Emotional Intelligence positively affects employees' Satisfaction.

H2: Managers' E.I can reduce chances of Employee's emotional exhaustion.

H3: Manager's Emotional Intelligence positively affects employees' performance.

7. Research Methodology

7.1 Introduction

A quantitative approach using survey method was followed, questionnaires were used to for data collection. Nominal, and Likert scale measurements were used in the questionnaire. Moreover, in order to guarantee no misunderstanding when answering the questionnaires, we ran a pretest sample using both English, and Arabic versions

7.2 Research Strategy

Our questionnaires were handed out based on convenient sampling, and the types of questions in the questionnaire were all Likert scale except for the demographics, which were nominal. Our Likert scale questions were used to measure the three hypotheses of our research, Managers' EI, and Its' Effect on Employee's Satisfaction, Managers' EI, and Its' Effect on Employee's Performance., and Managers' EI, and Its' Effect on Employee's Emotional Exhaustion

7.3 Pretesting

The questionnaire was pretested as a sample to make sure every question is clear and to improve the questionnaire by identifying, and eliminating potential problems. A pilot study was conducted by having 10 employees from several departments answer the

questionnaire, 5 questionnaires in Arabic and 5 in English to make sure both versions are consistent, so that if any errors occurred, or any of the participant faced difficulty in solving the questionnaire it can be edited and modified before distributing the final sample.

7.3.1 Pretest Report

Through pretesting the questionnaire we managed to make sure that all the questions are clear to all the participants, the only negative feedback we got was that some participants believed that some of the questions are very similar; however, we did it on purpose, as we wanted to investigate some matters from different perspectives and tackle some details.

7.4 Research Population and Sampling

Our population is employees working in Hotel sector in different departments, with different demographics and occupations. The researchers distributed more than 160 questionnaires, 125 in English, and 35 in Arabic to have approximately 100 valid questionnaire.

7.4.1 Sampling Technique

The sampling technique used is convenient sampling, which is a non-probability sampling technique, relies on using population members who are conveniently available to participate in study. Which means that the sample was based on selecting people who are willing and able to participate in filling the questionnaires under only one condition, which is to be from the selected 3 hotels employees.

7.5 Data Collection

Our primary data was collected as aforementioned by distributing questionnaires to be answered by 160 employees in order to get different information about more than one manager as each group of employees has their own manager.

8. Analysis and Hypotheses Testing

In this section we researched, and tested our hypotheses using the

SPPS software for the analysis of our results. Our analysis starts with the descriptive analysis, which includes a set of brief descriptive statistics that summarizes a given data set that can either be a representation of the entire population or a sample. In addition, we used the descriptive analyses mean, frequency, and the percentage to accurately analyze the answers of the respondents.

We implanted the reliability test, which according to Malhotra, Baalbaki, & Bechwati (2013), is the extent to which a scale produces consistent results if repeated measurements are used in the characteristics. Furthermore, we also added the Kruskal Wallis test, which is a nonparametric (distribution free) test that assesses the differences in the continuous dependent variable by using a grouping dependent. The research depends on the Pvalue, which according to Malhotra, Baalbaki, & Bechwati (2013), is the level of marginal significance within a statistical hypothesis test representing the probability of the occurrence of a given event.

The population of the research consists of Marriott employees; we had 100 questionnaires filled as **sample size for our research.**

8.1 Demographics of the Sample**Table 8.1 Demographics**

	Frequency	Percentage %	Total	Mean
Gender:				
1- Male	61	61.0	100	
2- Female	39	39.0		
Age:				
1- 19 to 23 years old	13	13.0	100	32 years old
2- 24 to 28 years old	30	30.0		
3- 29 to 33 years old	32	32.0		
4- 34 to 38 years old	8	8.0		
5- 39 or more years old	17	17.0		
Salary (EGP)				
1- Less than 2,000 EGP	5	5.0	100	9,355 EGP
2- 2,000 to 5,000 EGP	28	28.0		
3- 5,000 to 8,000 EGP	23	23.0		
4- 8,000 to 11,000 EGP	21	21.0		
5- 11,000 to 14,000 EGP	15	15.0		
6- 14,000 EGP or more	8	8.0		
Education Level				
1- Technical High Schools and career institutions	5	5.0	100	
2- Faculty Graduates	84	84.0		
3- Post Graduate	11	11.0		
Current Marital status				
1- Single	57	57.0	100	
2- Married	36	36.0		
3- Divorced	5	5.0		
4- Widow	2	2.0		

As we used the non-probability convenient sampling based on the availability of the target respondent, we found that the majority of the participants are males, to be exact 61 percent of them. Furthermore, the highest percentage goes to the employees with the age 29 to 33 years old, while the lowest percentage group was from 34 to 38 years old, and the mean age of all employees was 32 years old. The most occurring salary in our report is between 8,000 to 11,000 EGP; to be precise the mean is

9,355 EGP, which indicates that the average income for Hotel employees in the target segment was 9,335 EGP. In addition, the majority of the participants are faculty graduates, 84 percent to be exact, and 57 percent of the participants were single.

8.2 Testing Hypothesis One

H1: Manager's EI Positively Affects Employees' Satisfaction

Table 8.2 Manager's Emotional Test from the Perspective of The Employees:

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	Total
Statements	Frequency	Frequency	Frequency	Frequency	Frequency		
1- My Manager understands my feelings and takes active interest in my concerns	9	16	13	47	15	3.43	100
2- My manager accurately understands my strengths and my limitations	4	14	15	48	19	3.64	100
3- My manager recognizes his colleagues' and subordinate needs	3	15	18	52	12	3.55	100
4- My manager strives hard to meet his colleagues' and subordinate needs	3	20	25	35	17	3.43	100
5- My manager effectively keeps disruptive emotions or impulses under control	5	24	16	41	14	3.35	100
6- My manager acknowledges and resolves disagreements effectively and comfortably	5	18	12	54	11	3.48	100
7- My manager is flexible in adapting to change and understands unexpected obstacles	8	13	16	44	19	3.53	100

8- My manager adapts his responses and tactics to fit desired circumstances	4	14	17	44	21	3.64	100
9- My manager is capable of sending clear, convincing, consistent messages	6	16	14	41	23	3.59	100
10- My manager tries to create authentic, lasting relationships with his subordinates	5	14	15	36	30	3.72	100
11- My manager is able to inspire, guide and align the efforts of others	7	11	16	43	23	3.64	100

The results drawn from the study point to the fact that the majority of the participants perceive their manager to be emotionally intelligent. The highest mean was 3.72, which indicates that the majority of employees agreed that their managers try to create authentic, lasting relationships with his/her subordinates'. Moreover, employees show their neutral situation in other statements, to be precise, managers effectively keep disruptive emotions or impulses under control, and managers strive hard to meet his colleagues and subordinates' needs, with mean (3.35) and (3.43). This data collection is useful for assessing the manager's emotional intelligence and its' impact on employees' performance and satisfaction within the organization.

Table 8.3: Reliability test for managers' emotional test from the perspective of the employees

Cronbach's Alpha	N of Items
.953	11

In our research we implanted the reliability test, which according to Malhotra, Baalbaki, & Bechwati (2013), is the extent to which a scale produces consistent results if repeated measurements are made in the characteristics.

The reliability was conducted for the managers' emotional intelligence to ensure its' consistency and to be able to identify if the statements actually tested the managers' emotional intelligence. The Cronbach's Alpha is 0.958, which means that all the statements were reliable and within the accepted range.

Table 8.4 Employee Satisfaction

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	Total
Statements	Frequency	Frequency	Frequency	Frequency	Frequency		
1- I feel encouraged to come up with new and better ways of doing things.	5	13	13	40	29	3.75	100
2- My work gives me a feeling of personal accomplishment	7	12	12	40	29	3.72	100
3- On my job, I have clearly defined quality goals.	5	14	17	49	15	3.55	100
4- The Hotel does an excellent job of keeping employees informed about matters affecting us.	13	18	20	34	15	3.20	100
5- My job makes good use of my skills and abilities.	6	14	16	45	19	3.57	100
6- In general I am satisfied with my job	6	13	10	47	24	3.70	100

The majority of the participants are satisfied with their jobs with means (3.75, 3.72, 3.70, 3.57, 3.55). The highest recorded mean was 3.75 which states that employees feel encouraged to come up with new and better ways of doing things. Employees are neutral about the Hotel doing an excellent job of keeping them informed about matters affecting them, with mean 3.2.

Table 8.5 Reliability Test for Employee satisfaction

Cronbach's Alpha	N of Items
.918	6

The reliability was conducted on employees satisfaction to ensure its' consistency and to be able to identify if the statements actually tested employee satisfaction. The Cronbach's Alpha is 0.918, which means that all the statements were reliable and within the accepted range

Kruskal Wallis Test

According to Malhotra, Baalbaki, & Bechwati (2013), the Kruskal-Wallis test is a nonparametric (distribution free) test that assesses the differences in the continuous dependent variable by using a grouping dependent.

Table 8.6 Kruskal Wallis Test

	Relationship between Managers' EI and Employee's Satisfaction
P-Value	0.000

Hint relation at P-value < 0.05

Through conducting Kruskal Wallis test, we were able to conclude that there is a relationship between Manager's EI (independent variable) and Employee's Satisfaction (dependent Variable) as P-value (0.000) is less than 0.05

Table 8.7 The relationship between Managers' EI and Employee's Satisfaction

	Manager's Emotional Intelligence
Employee's Satisfaction	0.679

As the correlation coefficient is 0.679 we conclude that there is a strong positive relationship between Manager's Emotional intelligence and Employee's satisfaction.

Results of testing H1: Managers' E.I. positively affects employees' satisfaction.

Analyzing the relationship between the two variables indicated there is a strong positive relationship between Manager's Emotional intelligence and Employee's satisfaction, which means that the more an employee perceives his/her manager to be emotionally intelligent, the more he is satisfied. In addition, as the data shows strong relationship between the two variables we can conclude that the manager's emotional intelligence is a direct contributor to employee's satisfaction. **H1 is accepted**

8.8 Testing Hypothesis Two**H2: Manager's EI Can Reduce Chances of Employee Emotional Exhaustion**

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	Total
Statements	Frequency	Frequency	Frequency	Frequency	Frequency		
1- I feel emotionally drained from my work	7	33	27	25	8	2.94	100
2- I feel used up at the end of the workday	5	32	18	31	14	3.17	100
3- I feel fatigued when I get up in the morning and have to face another day on the job	10	33	18	26	13	2.99	100
4- Working with people all day is really a strain for me	11	42	26	14	7	2.64	100
5- I feel burned out from my work	21	41	19	13	6	2.42	100
6- I feel frustrated by my job	20	37	14	18	11	2.63	100
7- I feel like I am working too hard on my job	9	38	28	14	11	2.80	100
8- I feel like I am at the end of my rope	23	42	19	12	4	2.32	100

The majority of the results show that the employees are neutral when it comes to being emotionally exhausted at work with means (3.17, 2.99, 2.94, 2.80, 2.64, 2.63). The highest mean was 3.17, which states that employees feel used up at the end of the workday. Employees disagree about being burned out from their work and that they are at the end of their rope with means (2.42, 2.32).

Table 8.9 Reliability Test for emotional exhaustion

Cronbach's Alpha	N of Items
.900	8

The reliability was conducted on employees' emotional exhaustion to ensure its' consistency and to be able to identify if the statements actually tested the emotional exhaustion. The Cronbach's Alpha is 0.900, which means that all the statements were reliable and within the accepted range.

Table 8.10 Testing the relationship between Managers' EI and Employee Emotional Exhaustion

	Relationship between Managers' EI and Employee's Emotional Exhaustion
P-Value	0.000

Hint relation at P-value < 0.05

Through conducting Kruskal wallis test, we were able to conclude that there is a relationship between Manager's EI (independent variable) and Employee's Emotional Exhaustion (dependent Variable) as p-value (0.000) is less than 0.05.

Table 8.11 The relationship between Managers' EI and Employee's Emotional Exhaustion

	Manager's Emotional Intelligence
Employee's Emotional Exhaustion	-0.591

As the correlation coefficient is -0.591 we conclude that there is a moderate negative relationship between Manager's Emotional intelligence and Employee's Emotional Exhaustion, which means that the more EI the manager has the less emotionally exhausted the employees feel.

Result of Testing H2: E.I. can reduce chances of employee emotional exhaustion

Analyzing the relationship between the two variables indicated that there is a negative moderate relationship between the degree of a Manager's Emotional Intelligence and Employee's emotional exhaustion. As the analysis showed a negative relationship we concluded that as predicted in the H2 the more an employee perceives his/her manager as emotionally intelligent, the less he/she are emotionally exhausted from the job which means that despite all the emotional stress an employee is exposed to, having an emotionally intelligent manager reduces the chance of the employee suffering from emotional exhaustion, **H2 is accepted.**

8.12 Testing Hypothesis Three**H3: Manager's EI Positively Affects on Employees' Performance****Table 8.12 Employees' Performance**

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Mean	Total
Statements	Frequency	Frequency	Frequency	Frequency	Frequency		
1- I achieve set targets and objects	1	3	11	64	21	4.01	100
2- I successfully complete assigned projects	1	2	10	60	27	4.10	100
3- I meet set deadlines	0	5	12	56	27	4.05	100
4- I voluntarily take tasks without specific instructions, when appropriate	4	9	16	49	22	3.76	100
5- I effectively set work priorities and objectives	0	9	10	59	22	3.94	100
6- I willingly take on new or increased responsibilities	4	6	14	50	26	3.88	100
7- I carry out my work accurately		5	11	61	23	4.02	100
8- My work is creative and solution oriented	3	9	15	46	27	3.85	100
9- I complete work timely	1	4	15	52	28	4.02	100
10- I'm rarely absent	2	12	12	47	27	3.85	100
11- I manage time effectively	5	8	12	50	25	3.82	100
12- I willingly spend extra time at work	8	7	15	52	18	3.65	100
13- I willingly accept new ideas or approaches	2	11	8	46	33	3.97	100
14- I openly accept and listen to criticism	4	12	12	49	23	3.75	100
15- I communicate effectively with my colleagues and managers	4	5	11	48	32	3.99	100

Based on the results collected from the participants the majority see that they all perform well. The highest mean was 4.10, which states that they successfully complete assigned projects. The lowest mean was 3.65, which says that they willingly spend extra time at work.

Table 8.13 Reliability Test for employees' performance

Cronbach's Alpha	N of Items
.899	15

The reliability was conducted on employees' performance to ensure its' consistency and to be able to identify if the statements actually tested employees performance. The Cronbach's Alpha is 0.899, which means that all the statements were reliable and within the accepted range.

Table 8.14 Testing the relationship between Managers' EI and Employee's performance

	Relationship between Managers' EI and Employee's performance
P-Value	0.002

Hint relation at P-value < 0.05

Through conducting Kruskal Wallis test, we were able to conclude that there is a relationship between Manager's EI (independent variable) and Employee's performance (dependent Variable) as p-value (0.002) is less than 0.05.

Table 8.15 The relationship between Managers' EI and Employee's Performance

	Manager's Emotional Intelligence
Employee's Performance	0.469

As the correlation coefficient is 0.469 we conclude that there is a moderate positive relationship between Manager's Emotional intelligence and Employee's performance.

Results of testing H3: Manager's Emotional intelligence positively affects employee's performance

Analyzing the relationship between the two variables indicated that there is a moderate positive relationship between Manager's Emotional intelligence and employee's performance which means that an employee can perform better if his/her manager is emotionally intelligent therefore, we can assume that Emotional

intelligent is one of contributors that help enhance the employee's performance, **H3 is accepted**

9. Discussion, Conclusion, and Recommendation

Hypothesis	Literature	Results	Discussion
1. Manager's Emotional Intelligence Positively Affects Employee's Satisfaction	According to Zeidner, Matthews, and Roberts (2004), there is a strong link between a manager's E.I and the employees' satisfaction.	The majority of the employees were satisfied with their jobs. This makes H1 valid.	The results of the research supported what the authors said regarding manager's E.I positively affecting employee's satisfaction.
2. Manager's Emotional Intelligence Can Reduce Chances of Employees' Emotional Exhaustion	Moon, and Hur (2011), stated that high levels of emotional intelligence can help in reducing the chance of employees suffering from emotional exhaustion which results from emotional labor.	The majority of employees disagreed or showed neutral to questions that implicated being emotionally exhausted.	This result suggests that employees are not emotionally exhausted, as most of them perceive their managers as emotionally intelligent that are why we strongly believe that emotional intelligence reduces employees' emotional exhaustion.
3. Manager's Emotional Intelligence Positively Affects Employees' Performance	According to Al Khatani, (2013), emotional intelligence is a key factor behind employees' performance. However, emotional intelligence alone doesn't necessarily affect or influence the performance of employees.	Based on the results collected from the employees, the majority sees that they all perform well.	The results of the research supported what the author said regarding manager's E.I positively affecting employee's performance, but did not support Halim and Halim's study.

In this chapter, the results of the research hypothesis will be clarified, a conclusion will be made, and some suggestions for further researches will be recommended.

9.2 Conclusion

In our research, we tested three hypotheses. It was found that hypothesis one there is a relationship between manager's emotional intelligence, and employees' satisfaction, so it was an accepted hypothesis.

In hypothesis two, was accepted, as it was apparent that most employees who believe that their managers are emotionally intelligent answered neutral or disagree to questions that implicated that they are emotionally exhausted.

Moreover, in hypothesis three, we discovered a strong relationship between a manager's emotional intelligence, and employees' performance, making hypothesis three accepted.

9.3 Recommendations:

Having had contact with the Hotel employees, and conducted our research on them, as researchers we have a few recommendations on where to improve based on the results of our study. Overall, the managers of Hotels all have a grasp of what emotional intelligence is, and its' importance at work.

In order to boost employee satisfaction, we recommend for managers as mediators between the Hotel and the employees, to inform them on matters that affect them, as this seems to be one of the Hotel's drawbacks.

Furthermore, many employees feel used up at the end of their workday. We recommend the manager's to come up with a solution for this matter in the form of allowing longer breaks between work, to give employees the chance to recuperate from emotional exhaustion.

Last but not least, the employees all seem to be performing well. However, what they have in common is that not everyone is willing to spend extra time at work. To increase the number of employees willing to spend extra time at work, we recommend the managers to create long lasting relationships with the employees.

10. The Research Limitations and Suggestions for Further Researches

10.1 The Research Limitations

The greatest limitation holding us back in our research was time, if we had more time we would have thoroughly conducted our study not only on employees but also on their manager's as that would provided us with more credibility having opinions from both levels.

Moreover, as researchers we feel that the restriction of having to conduct our research on only 3 Hotels is not fair for truly determining whether our stated hypothesis accepted or not. We feel that emotional intelligence is too profound to simply be studied through one sector.

10.2 Suggestions for Further Researches

After having had experience with this topic we would suggest that if it were to be continued then it should study across several Governorates, and include data from more Hotels from different categories to add more variety to the answers. Lastly, other researchers could use other variables to measure emotional intelligence with variables such as gender, age, and whether their marital status has also an effect.

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