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## Assessing the impact of emotional and social intelligence on employee performance in selected hospitality and tourism organizations in Bauchi Metropolis.

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### **Abstract**

*This study explores the opportunity in assessing the impact of emotional and social intelligence on the performance of staff in some selected hospitality and tourism establishments in Bauchi metropolis. The study was carried out among the staff of the selected hospitality industries. It used the quantitative method of research; questionnaire survey precisely to investigate forty eight respondents which were randomly distributed among employees of the selected establishments. Data generated were analysed in descriptive statistics with Statistical Package for Social Science (SPSS) to determine the impact of emotional and social intelligence on the employee performance in the study area. It was discovered that social intelligent was geared towards improving employee performance. It also revealed that emotional and social intelligence, when acquired, enables employees understand tourists' and guests' emotions. It was recommended that social intelligence is an important tool for hospitality establishments. Hence, management of such institutions should see it as a concept that will promote and motivate the inner force of workers for effective service delivery.*

**Keywords:** *emotional intelligence, employee performance, guest emotion, guest satisfaction, social intelligence.*

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### **INTRODUCTION**

Social intelligence (SI) is the ability to interact with one another socially within an organization, especially when it has to do with human oriented industry such as the hospitality and tourism industries. Social intelligence inherent in one's life enables him/her to socially interact with customers and guests and give attention to the needs of such customers. Though, social intelligence is an inherent but can also be developed over a period of time, through social interactions with the customers and guests. Snow (2010) describes social intelligence as the accumulation of knowledge cognitive abilities

and affective sensitivity that allows individuals to navigate their social world. No matter how high a person's social intelligence may be, for it to be effective, it has to be harnessed to enhance a better and effective performance.

Emotional Intelligence (EI) is the measure of an individual's abilities to recognise and manage their emotions, and the emotions of other people, both individually and in groups. Langhorn (2004) described Emotional intelligence as the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional meanings,

and to reflectively regulate emotions in ways that promote emotional and intellectual growth. More succinctly, EI is how individuals relate and react to the world around them.

Managers who possess high levels of SI and EI are able to communicate vision and enthusiasm effectively (Brownell & Jameson, 2004). They are able to minimize unnecessary conflict (Bagshaw, 2000) while empathizing with subordinates and guests (Humphrey & Sleeth, 2002). They can also accurately assess their own and others' emotions in an effort to choose the best strategies to both maximize results and satisfy the parties involved (Voola, Carlson, & West, 2004).

Performance can only be achieved if organizations motivate staff through training them in social and emotional skills such as communication, listening persuasion, self-control, trustworthiness, and accurate, self-assessment, and self-confidence, conscientiousness in order to sharpen their social and emotional skills (Nwokorie & Obiora, 2018). Since social and emotional intelligence are all about reading the mind and reflectively regulate the emotions of your customers, it is important that these skills are acquired into the minds of the workers for effective service delivery.

### **Objective of the study**

The major objective of the study is to find out how social and emotional intelligence can enhance productivity in hospitality and tourism establishments in Bauchi metropolis. Specific objectives include:

- i. To examine the impact of emotional and social intelligence on the performance of staff in hospitality and tourism industry in Bauchi metropolis.
- ii. To find out whether staff of hospitality industry are been motivated in the area of social and emotional skills.
- iii. To find out why social intelligence is important to hospitality and tourism industries

## **LITERATURE REVIEW**

### **The concept social intelligence**

Social intelligence is originally conceived by Edward L. Thorndike in the 1920's, but failed to attract significant attention. The concept gained significance in 1983 when Harvard Psychologist Howard Gardner Proposed the theory of multiple intelligences in his work "Frame of mind". Gardner (1983) found that human possessed not only cognitive intelligence, but also other forms of intelligence, such as language, logic, musical kinesthetic, visual, internal and social intelligences. Social intelligence is invaluable aspect of one's life which helps an individual to interact socially in work environment. Honeywin (2015) and Albrecht (2005) have defined social intelligence as the capacity to get along with others and navigate complex social relations and environment.

According to Riggio (2014) he stated that social intelligence is the key to career and life success. He further explained that social intelligence is what a man is born with. Genetic plays a large part. Social intelligence on the other hand is mostly learned, developed from experience with people and learning from success and failure in social settings. It is more commonly referred to as tact "common sense; or "street smart" While we agree that it can be learned and developed many people unfortunately do not continue to learn as they age, as a result fail to acquire the awareness and skill they need to succeed in social business or professional situation. Hence, it is quite clear that adults who lack insight and competence in dealing with others can't make significant improvements in their social intelligence status as a result of assessing themselves against a comprehensive model of interpersonal effectiveness.

### **Importance of social intelligence in the hospitality and tourism industry.**

Social intelligence is the key to organizational success because the decors, architecture, furniture fittings alone are not enough to affect the interactions with customers and guest. (Jungle & Yoon, 2014; Kim, 2008; Lee et al, 2016) highlighted that social intelligence is the major building block to hospitality industries because the above mentioned fixtures alone cannot transform positive values to the

guests/customers and tourists found within the hospitality establishments. Therefore, it behoves on the manager and every member of staff in the hospitality sector to learn or developed social intelligence to improve organizational performance as that will earn the industry a wider market share. Boyatzis (2008) and Koplan, et al., (2014) have argued that social intelligence of managers improves service performance. Barsade and Gibson (2007), Boyatzis (2007), Offerman et al. (2004) and Tsai (2009) disagreed that social intelligence cannot improve service quality but managerial behaviour have an impact on the emotional climate within human oriented business. While Gulertekin (2013) and Spiess (2011) stated that the emotional behaviour of the manager plays a role in the emotional climate. Social intelligence is important to hospitality and tourism industry because they cannot survive without good customer relationship. Managers of these establishments should develop their social intelligence to enable them to react immediately to the needs of their customers and guests. Social intelligence can be used to improve organizational performance; emotional intelligence is how we handle ourselves, feeling, and passions etc and also how we manage our emotions.

#### **Using social and emotional intelligence to improve organizational performance.**

Albrecht (2006) defined social intelligence as the ability to negotiate and collaborate with others. Once an organization develop social intelligence and been able to listen to customers and guests the entire organization benefits from it. Social intelligence can be used to improve the performance of an organization when the workers are motivated, knowing how they are thinking at every point in time, and getting a feedback from the workers and strength that would have reveal the organizational performance. Goleman (2000) stated that organizations that exhibit high social intelligence are more likely to succeed in over time. Social intelligence and emotional intelligence are two distinct dimensions of competence. Social intelligence is separate from, but complimentary to emotional intelligence. Therefore, we need both models to enable us get

better explanation to the topic. That explains the reason why Goleman (2000) stated that for organizations to perform better they have to adopt an emotional intelligence which he explained in five elements namely:

1. Self awareness: is an element that enables one to develop a better understanding of the way emotion affect your performance. As an individual you can also use your values to guide your decision - making. By looking at your strengths and weaknesses and learning from your experiences, you can gain self confidence and goals
2. Self - regulation: describe how this individual controls his/her temper and reduce stress by acting in more positive and action - oriented way. This enables you to retain your composure and improve your ability to think clearly under pressure through self regulation, he claims, you can handle your impulses effectively and exercise self restraint.
3. Motivation: Goleman stated that harnessing this aspect, you can enjoy challenges and stimulation and strive for achievement. You will be committed to the cause and seize the initiative you will also be guided by your personal preferences in following one set of goods, rather than another.
4. Empathy: is the characteristic that enables you understand other points of view, and behave openly and honestly.
5. Social skill: according to Goleman (2000) he described social skills as persuasion, communication, listening, negotiating, and leading as a honed.

#### **Social intelligence enhances performance and productivity**

While imagining how organizations were able to increase productivity through the effort of their leader (manager), it would be known that there are people who understand what was going on with their teams, and who knows how the team could work together to achieve an organizational goal. The reason is that the manager being the leader is skilled at interaction with others being able to present them very well and powerfully influence their team for productivity (Nwokorie,

2017). What the manager has exhibited is social intelligence on the side of his workers and team mates. This is an essential skill for being an effective leader. Social intelligence means more than just being a caring person. Two broad ingredients make up social intelligence namely:

Social awareness and social facility. Social awareness covers a spectrum of understanding, from empathy sensing another person's inner state or understanding their thoughts and feelings to grasping a complex social situation. Social facility builds on that understanding to create smooth effective interaction. Leaders cannot be effective if social awareness is not inherent in them.

### **Effect of emotional intelligence on hospitality and tourism employees**

Hotels, restaurants, private clubs, managed food service, event planning, tourism related business and travel providers are all in hospitality industries, the services rendered some time is intangible or tangible, however, the quality of this products is impacted by the service pattern in which the service is received. Langhom (2004) noted that in hospitality the service provider is "part of the product itself" for guests to be satisfied, they not only must believe that they have received a valuable service for the money paid, but also feel valued and respected by the worker providing the service (Kembach & Schutte 2005; Langhom 2004; Varca, 2004; Winsted, 2002).

The word service is commonly used for hospitality worker and managers. Employees work in departments with names like guest services or catering service. Restaurant wait staff is known as "servers" they are trained to be service oriented and provide excellent customer service. However, the service is subjective at best. Staff members might believe they are providing good customer services, when in truth it may be less than adequate in the eyes of the receiver.

One negative impact that the hospitality industries faces is that workers are often minimum wage earners who are unable to afford the service that they are providing. For employees to be affective in providing necessary

services, they must be appreciated and supported (Nwokorie, 2016). They are in fact, the internal customers in their company. One of the primary duties of hospitality managers is to lead in such a way that both internal and external customers can find satisfaction (Lewis, 2000; Sosik & Megeriah 1999; Wong & Law, 2000)

### **Emotional intelligence and competencies in hospitality and tourism industry**

Beside psychology and education emotional intelligence had gained interest in business life. Researchers have carried out studies to find connection between emotional intelligence, leadership behaviours, individual and organizational performance (George, 2000; Lopes et al, 2006; Koman & Woliff, 2008). Feelings cannot be neglected and excellent leaders have already recognized the benefits of the value of emotions, and the importance to develop and manage individuals behaviour and attitudes as Nick Zenuik, a former senior executive of ford motor company said: Emotional intelligence is a hidden competitive advantage if you take care of the soft stuff the hard stuff takes care of itself "Cooper, 1997 P. 31). The "soft stuff relates to individual and job competencies including individual traits, values and behaviours Delamare le Desit and Winterton (2005) after examining the French UK, American German and Austrian approaches to competences. A holistic competence model was developed. Figure 2.2 represents the four dimensions of competencies Social, functional and cognitive dimensions are quite universal while Meta competence interlocks the other facilitating the acquisition of the other particular competences. The concept of the holistic model is based on Cheetham and Chivers (1998) competence framework which consist of five dimensions: Cognitive functional personal, ethical and meta-competences (Delamare le Deist & Winterton, 2005:35) concerning emotional intelligence personal competences which deals with know how to behave and ethical competence appropriate values and ability to make judgments seen the most significant.

### **Emotional intelligence and work performance in hospitality sector.**

George (2002) states that emotional intelligence is a key factor both in private and in public life where this ability enables individuals to be socially effective and at work where emotionally intelligent managers have effective social interactions with co-workers and customers. Managing people, it is an emotional process so managers should recognize employee's emotional state and for efficient performance intervene accordingly. After studying 117 public service executive managers to investigate the relationship between effective performances, personality, and ability based emotional intelligence and cognitive intelligence Roseta and Cirarochi (2005) found that managers with excellent business performance have higher emotional intelligence and bear specific characteristics, such as high openness, furthermore, they can manage emotions better. Fully and being receptive to another person. This explains why Goleman (2017) listed seven ways social intelligence can enhance performance in hospitality industries:

- i. Synchrony is the ability to interact smoothly at the nonverbal level. Imagine watching a film conversation between two close friends with the sound tuned off. You're likely to see their bodies moving no rhythm, moving together and apart as though choreographed.
- ii. Self presentation means that you're able to present yourself effectively in any social setting
- iii. Influence lets a leader bring other into agreement with their position on an issue or impact the energy level of a group
- iv. Leaders show their concern by acting on, not just caring about others needs your social triggers: let's starts with tour social awareness. People and place trigger different emotions and this affects our ability to connect.
- v. Your secure base: whether we are cheerful extrovert or a quiet introvert. Everyone needs space and place to recharge. Goleman (2000) suggests a "secure base". This is a place, ritually, or activity that helps us process emotions and occurrences, a secure

base is helpful for too many reasons. First, it gives us a place to recharge before interactions so we don't get burnt out. Secondly, it helps us process and learn from each encounter.

- vi. Broken Bonds: one of the biggest pitfalls in social intelligence is lack of empathy. Goleman (2006) calls these broken bonds. Philosopher Martin Buber coined the idea of the "I-IT" connection which happens when one person treats another like an object as oppose to a human being.
- vii. Position infections: when someone smiles at us, it's hard not to smile back. The same goes for other facial expressions. When our friend is sad and begins to tear up, our own eyes will often get moist. Why? These are our mirror neuron in action put of our low road response to people. This is why.

## **METHODOLOGY**

This study was carried out in Bauchi Metropolis. It adopts the quantitative method of research which accentuates measurement in data collection and analysis (Bryman & Bell, 2007). Examples of this type of research include surveys, experimentation, simulation etc. Survey design method was used to collect primary data while secondary data was gathered from academic journals, text books, and other forms of publications. Although surveys could be slow and bias, however, they are useful when studying larger population and consequently can yield a valid generalization. This research adopted the use of questionnaire survey to randomly study cross section of 48% respondents who are mostly staff from the hospitality establishments. Veal (2011) observed that this method of survey is dependent on respondent's explanation and interpretation of their attitudes, intentions and behaviours. The method is significant to this study as it seeks to collect data on respondent's opinion, experience, knowledge and attitudes. To analyze the data collected, the descriptive statistics was adopted; a cross tabulation of variables was carried out and results presented in frequencies percentage and means statistical package for social sciences (SSPS).



**RESULTS**

**Table 1: Demographic Characteristics of the Respondents**

| Parameters                | Classifications   | Frequency | Percentage |
|---------------------------|-------------------|-----------|------------|
| Educational Qualification | ND/NCE            | 29        | 60.4       |
|                           | HND/BSc           | 14        | 29.2       |
|                           | MSc and above     | 5         | 10.4       |
| Job Classification        | Operations        | 7         | 14.6       |
|                           | Front office,     | 7         | 14.6       |
|                           | Food and beverage | 6         | 12.5       |
|                           | Managers and      |           |            |
|                           | Others            | 28        | 58.3       |
| Years in the Industries   | 0-5               | 25        | 52.1       |
|                           | 6-10              | 11        | 23.0       |
|                           | Above 10          | 12        | 25.0       |

Source: Field survey, 2019

Table 1 shows that 29(60.4%) has ND/NCE, 14(29.2%) has HND/BSc and 5(10.4%) has MSc and above. The Table also revealed that 7(14.6%) each were under operations and F/O 6(12.5%) were under food and beverage and

28(58.3%) were under other department. Furthermore, 25(52.1%) had worked for 0-5 years, 11(23.0%) has worked for 6-10 years and 12(25.0%) has worked for 10 years and above.

**Table 2**

| Items  | SA           | A            | UN         | D           | SD          | Mean | Std. Dev |
|--|--------------|--------------|------------|-------------|-------------|------|----------|
| Social and emotional intelligence has improve customers satisfaction in hospitality industries                     | 21<br>(43.8) | 23<br>(47.9) | 0<br>(0.0) | 2<br>(4.2)  | 2<br>(4.2)  | 4.27 | .893     |
| Hallmark of social intelligence is to enhance productivity   | 13<br>(27.1) | 26<br>(54.2) | 3<br>(6.3) | 4<br>(8.3)  | 2<br>(4.2)  | 3.92 | 1.028    |
| Financial motivation to staff has led to the growth and development of hospitality and tourism industry in Nigeria | 16<br>(33.3) | 13<br>(27.1) | 4<br>(8.3) | 7<br>(14.6) | 8<br>(16.7) | 3.46 | 1.501    |
| Social and emotional intelligence has improve employees satisfaction   | 18<br>(37.5) | 25<br>(52.1) | 1<br>(2.1) | 1<br>(0)    | 3<br>(6.3)  | 4.12 | 1.024    |
| Social and environmental performance has improve due to high level of social and emotional intelligence            | 18<br>(37.5) | 24<br>(50.0) | 2<br>(4.2) | 3<br>(6.3)  | 1<br>(2.1)  | 4.15 | .922     |
| Guests and customers are well managed when their emotions are understood   | 9<br>(18.8)  | 30<br>(62.5) | 3<br>(6.3) | 4<br>(8.3)  | 2<br>(4.2)  | 3.83 | .975     |
| Motivated staff performance will be rated highly   | 19<br>(39.6) | 18<br>(37.5) | 2<br>(4.2) | 6<br>(12.5) | 3<br>(6.3)  | 3.92 | 1.235    |
| Self-motivated staff work consistently toward achieving organisational goals                                       | 12<br>(25.0) | 27<br>(56.3) | 3<br>(6.3) | 2<br>(4.2)  | 4<br>(8.3)  | 3.85 | 1.111    |

|  |              |              |            |            |             |      |       |
|--|--------------|--------------|------------|------------|-------------|------|-------|
| A motivated staff have extremely high standards for the quality their work | 24<br>(50.0) | 13<br>(27.1) | 1<br>(2.1) | 2<br>(4.2) | 8<br>(16.7) | 3.90 | 1.491 |
|--|--------------|--------------|------------|------------|-------------|------|-------|

Source: Field Survey, 2019

From Table 2 it can be seen that 47.9% of the respondents agreed that social and emotional intelligence has improve customers satisfaction in hospitality industries. Also, majority of the respondents 54.2% agreed that the hallmark of social intelligence is to enhance productivity. Furthermore, 33.3% respondents strongly agreed that financial motivation to staff has led to the growth and development of hospitality and tourism industry in Nigeria. The analysis revealed that 52.1% of the respondents agreed that social and emotional intelligence has improve employees satisfaction; 50.0% of the respondents agreed that social and

environmental performance has improve due to high level of social and emotional intelligence; 62.5% of the respondents agreed that guests and customers are well managed when their emotions are understood; 39.6% of the respondents strongly agreed that motivated staff performance will be rated high; 56.3% of the respondents agreed that self-motivated staff work consistently toward achieving organisational goals and 50.0% of the respondents strongly agreed that motivated staff have extremely high standards for the quality of their work.

Table 3

| Items  | Yes |      | No |      |
|--|-----|------|----|------|
|  | F   | %    | F  | %    |
| Do you think that one importance source of social intelligence is to improve performance?  | 38  | 79.2 | 10 | 20.8 |
| Do you agree that a motivated staff can easily understand the emotions of guests and customers?                                  | 38  | 79.2 | 10 | 20.8 |
| Do you think one importance of emotional intelligence is self control?   | 46  | 95.8 | 2  | 4.2  |
| Do you think that a trained staff on the area of self intelligence can lead to self confidence?                                  | 37  | 77.1 | 11 | 22.9 |
| Do you think one importance of emotional intelligence is to enable a trained staff easily key into the strategy of the industry? | 41  | 85.4 | 7  | 14.6 |
| Social intelligence enables staff to develop the ability of listening to guests and tourists passionately?                       | 37  | 77.1 | 11 | 22.9 |
| Emotional intelligence makes a particular staff perform accurately   | 30  | 62.5 | 18 | 37.5 |
| Social intelligence leads to conscientiousness?  | 29  | 60.4 | 19 | 39.6 |
| Social intelligence persuades a staff to feel empathy for who would be guests or customers?                                      | 32  | 66.7 | 16 | 33.4 |
| Do you think managers with excellent business performance rate posses the spirit of emotional intelligence?                      | 32  | 66.7 | 16 | 33.3 |

Source: Field Survey, 2019

From Table 3, it can be seen that 79.2% of the respondents were of the opinion that social intelligence geared towrds improving performance; 79.2% agreed that motivated staff

can easily understand the emotions of guests and customers; 95.8% of the respondents were of the opinion that one importance of emotional intelligence is self control; 77.1% of the



respondents were of the opinion that a trained staff on the area of self intelligence can lead to self confidence; 85.4% of the respondents responded that emotional intelligence enable a trained staff to easily key into the strategy of the industry; 62.5% of the respondents were of the opinion that emotional intelligence makes a particular staff perform accurately. Furthermore, the analysis revealed that 60.4% responded that social intelligence leads to conscientiousness; 66.7% of the respondents were of the opinion that social intelligence persuades a staff to feel empathy for who would be a guests or customers and 66.7% were of the view that managers with excellent business performance rate posses the spirit of emotional intelligence.

### **Discussions**

In attempt to assessing the impact of social and emotional intelligence on the performance of staff in selected hospitality industries it was discovered that emotional and social intelligence was meant to determine the performance of staff. This was in conformity with (Jungleyoun, 2004; and Kim, 2008) who maintained that social intelligence is key to organizations performance. This finding is similar to that of Goleman (2000) who asserted that social and emotional intelligence in hospitality industries if properly applied will enhance organisational performance. The study further revealed that the hallmark of social intelligence is to enhance productivity in hospitality and tourism establishments, it suggest that staff of hospitality industries has to be considered so as to spur their ability to demonstrate appropriate skills towards their guests and customers George (2000) collaborated the statement. Stating that emotional and social intelligence is a factor that truly spurs the ability of an individual to effectively put in his or her best in discharging his work towards co-workers, guests' tourists and customers. Majority of the respondents agreed that one importance of emotional and social intelligence is to increase performance, especially when the manager possesses the ability to recognise the employee's emotional state and efficiently intervene accordingly. Roseta and Ciraaochi (2005) supported the statement by affirming that manager with specific characteristics such as openness,

eventually becomes a better manager, whose businesses performs excellently

### **CONCLUSION**

In hospitality and tourism industry emotional and social intelligence are social skills that are important factors spurring employees to display their true skills, only when manager of institution recognise these ability in the worker and reward them accordingly that the expertise in them are manifested. Hence; there is need to influence employee's emotion through motivations to improve performance. Social intelligence plays a role in demonstrating quality interaction with guests, tourists and customers such that problems of guests and tourists will be known and corrections will be made through empathy. And that will lead to customers and organizational satisfaction.

### **Recommendation**

Emotional and social intelligence is an important component in hospitality and tourism establishments that enables individual to interact freely in the work place. Management of an institution should see it as a concept that promote happiness and motivates the spirit of workers; therefore, for these institutions to succeed, they should exhibit high social intelligence that will lead to greater performance for effective service delivery.

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