

# The Importance of Emotional Proficiency on Organizational Performance in the Hotel Industry

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## ABSTRACT

The study intends to distinguish the relationship between emotional intelligence (EI) and organizational performance. Emotional intelligence refers to the ability to name and regulate one's emotions, recognize the emotions of other people and emphasize, and use the abilities to communicate effectively and build healthy relationships with other individuals (Harvard Medical School, 2022). Furthermore, organizational performance is defined as the organization's "ability to achieve goals in a state of constant change" (Miles, 2022). It consists of financial, employee, and operational performance. The research covers a variety of emotional skills that influence organizational performance. Emotional skills consist of emotional self-awareness, achievement orientation, adaptability, optimism, and emotional self-control. Additionally, the study pursues to investigate accurate self-assessment. For this research, we strive to study the correspondence between EI and organizational performance in the hotel industry. As claimed by an article, "managers have difficulty in expressing emotional intelligence skills, which worsens business performance in the hotel industry" (Strugar Jelača et al, 2022). Hospitality workers are emotional labor workers, and they must display proper emotions to their customers to supply outstanding service. EI helps employees regulate their emotions, demonstrates them appropriately, and assists hospitality workers to grant outstanding service (Miao et al, 2021). To analyze the claim, the questionnaire is given to hotel employees in Kuwait which examines their emotional proficiency and organizational performance through a five-point Likert scale presenting their weakest and strongest areas. The results are analyzed through Jamovi and Smart PLS 4 which provided us with reliability statistics, inspection of the demographics, correlation matrix, and linear regression. As researchers, we believe that the emotional intelligence is greatly associated with organizational performance.

**Keywords:** emotional intelligence; emotional skills; organizational performance; hotel industry; Kuwait

**DOI:** 10.7176/EJBM/15-5-07

**Publication date:** February 28<sup>th</sup> 2023

## 1. INTRODUCTION

Research on the relationship between emotional proficiencies and job performance has been studied for an extended period. Employees within the corporate world are encouraged to build on their emotional intelligence to improve their performance at the workplace. According to a study, giving prominence to EI secures the prosperity of the organization and individual work performance. A person's emotions forecast their satisfaction which influences their performance at the workplace (Sultana et al, 2021). Additionally, the interdependence of EI and organizational performance is particularly important in the hospitality industry, or more precisely the hotel industry. Those who work within the industry are trained to serve and satisfy their consumers. Employees with high emotional intelligence within the industry have the tendency to excel at regulating emotions, capable at forming relationships and minimizing conflicts. Additionally, from a manager's perspective, employees are "internal consumers" and it is the manager's duty to care for them as much as their "external consumers" (Scott-Halsell, 2008). Extensively, emotional intelligence has always been important for effective leadership, nevertheless, its gravity is proven after the pandemic. There was a greater requirement for team leaders to be "there" for their employees in order to connect and associate with them on a deeper level. When managers interact with employees, they acquire important details about the workplace culture, such as discovering little issues before they become major. The ability to pay close attention to them is pivotal. Empathetic leadership, which provides a safe environment for workers to express their emotions and provides the appropriate level of assistance needed in the situation, is urgently required (Petkevičiūtė, 2022).

The main problem is that hotel managers are struggling to utilize their emotional skills, which taints the hotels' performance (Strugar Jelača et al, 2022). This issue tends to be related to the earnings of employees, since the majority work at a minimum wage, which further prohibits them from supporting consumers (Halsell-Scott, 2008). Essentially, if managers are facing difficulties, then employees would not be in control which drives consumer frustration. The significance of emotional adeptness matters to hotel employees because they must learn to cope with a "variety of different personalities, emotions, and demands from their guests". The ability to deal with such varieties demands skills gained from emotional intelligence (eHotelier, 2019).

As far as we know, no previous research has studied the association between emotional intelligence and the organizational performance of hotel employees in Kuwait. Individual performance is more affected by the development of managerial skills than organizational outcomes. It is important to have research in order to fill

the gaps in knowledge. The more we discover, the more we uncover. Maintaining emotional intelligence is valued in business, it impacts the employees doing. It is a way of thinking and actions that make a person more aware of their surroundings. The ability to exert control is increased by being aware of how emotions are created. Understanding one's emotions as well as those of others empowers the individual to behave proactively than passively. To our knowledge, Kuwait does have an emotional intelligence training course (BlackBird Training Center, 2022). Blackbird for Training's main objective is to equip participants with the knowledge and abilities needed to comprehend emotional intelligence. Participants list many abilities from self-awareness to relationship management, using Daniel Goleman's Framework in a 5-day program. There has been previous evidence for Relationships between emotional intelligence and sales performance in Kuwait, outdated from 2016 (AlDosiry, 2016). The result was that there is no relationship between total sales performance and emotional intelligence (Kannaiah et al, 2015).

The most vital advantage of this method is that it can be applied in any workplace. Knowing how to develop emotional intelligence enables individuals to identify the emotions and behavioral traits of others. If individuals wish to achieve their aims in a job, they must build strong working relationships with their colleagues. Self-management and relationship management are two ways in which an individual can constructively manage their interactions with others (Kapur, 2018). In addition, soft skills and emotional intelligence (EI) may appear more like personal attributes than professional traits, these are the necessary skills to offer exceptional client experiences in the multi-cultural situations that are typical of hospitality firms. A recent study reveals that the guest experience not only affect how the consumer feels in the moment, but also has a significant impact on the customer's present and future behavior. This indicates that personnel with superior EQ abilities will be in a better position to supply an exceptional guest experience (Giannotti, 2021). To be more precise, this research serves as an opportunity to fill in the gaps of knowledge. There are rarely studies on Kuwait's hotel industry, and the relationship between both variables in Kuwaiti organizations in general. It is our duty to enhance the idea and to encourage other industries to examine their capabilities to benefit themselves.

## 2. LITERATURE REVIEW

For this research paper, we elaborate on six emotional skills and their correspondence to organizational performance. The skills include emotional self-awareness, accurate self-assessment, adaptability, optimism, achievement orientation, and emotional self-control. Firstly, Emotional self-awareness is the understanding and knowing of oneself. Meaning, how well one can identify with their emotions and the underlying causes for them (Farrell, 2021). Increased self-awareness results in accurate self-assessment. Self-assessment is the awareness of your capabilities. Individuals can perform a SWOT analysis to examine their own job strengths, flaws, possibilities, and threats. The third emotional skill is adaptability. Adaptability is a critical skill for professional success. The skill refers to the ability to successfully adjust to a changing work environment. It is widely acknowledged as a key quality for today's employees and has even been proposed as a third type of job performance in addition to task and contextual performance (Van Dan, 2010). Manish Sodhi, CEO of Hotel Sahara Star makes a claim that quarantine educated the industry, "to be prepared and also brace for the worst possible outcome." In fact, "adaptability is the only way to survive change and keep moving forward" for companies in the hospitality industry. Since the hotel industry is service-based and customer-focused, organizations must truly understand their customers and adapt to their wants and needs. Fourthly, Optimism is a term involving feelings, expectations, planning, logic and actions (Balci and Yilmaz, 2002). Goleman defines optimism as a strong emotion and an expectation towards the assumption that everything will be all right against all its difficulties and obstacles. Since the COVID-19 outbreak, an increasing number of studies explored the impact on tourism and hospitality (Higgins-Desbiolles, 2020). These studies primarily focus on the challenges and HR strategies of the hospitality workforce, which has been hit the hardest by the pandemic. According to Wong's study, hotel occupational stressors caused by COVID-19 caused a high level of anxiety and negatively impacted job satisfaction and work commitment. After the pandemic, the hotel industry has been optimistic about its recovery. "Vision and optimism are needed to craft the hotels and restaurants of the future, and young people who are well educated and embody the ideas of creativity, flexibility, and ambition will have an incredible opportunity to become industry leaders" stated by Swiss Education Group. The fifth emotional skill this study considers is achievement orientation. Achievement orientation is the drive to improve the organization, and the individual's ability to correspond their "drive to achieve with the needs and goals of the organization" (Goleman, 2021). According to Goleman, for an employee to be achievement oriented, they would search for ways to refine the organization by establishing their objectives and "take calculated risks". Lastly, emotional self-control, or in other sources emotional self-regulation, is the "learned skill of applying conscious thought to events that prompt strong emotions" (Veazey, 2022). Fundamentally, the skill centers on how we put in the effort to repress and regulate intense emotions. It is significant to learn and apply emotional self-control strategies in the workplace because a manager's, or employee's, strong emotions heavily influence their subordinates and co-workers. It modifies the responses of subordinates and co-workers which could potentially

harm the association between managers and subordinates, or employees with other employees (Pollack, 2020).

***Hypothesis 1 (H1). Emotional intelligence is associated with operational performance in the hotel industry***

Operational performance refers to the interaction of organizational units and their aptness to exhibit results. All departments must work together to achieve their organizational goals (Andriiuk, 2021). This performance prioritizes factors such as the organization's sales growth, customer satisfaction, and product or service demands from customers (Strugar Jelača et al, 2022). In the opinion of Andriiuk, with operational performance, there are five objectives to consider. Firstly, speed is "concerned with such issues as the time that it takes to manufacture and process one or more products of the company or the time that it takes to research a new product and develop it" (LaMarco, 2019). Furthermore, speed brings customer satisfaction which then develops loyalty. Secondly, quality depends on customers and "how well a product conforms to certain specifications, how desirable the features of the product are; how reliable the product is; how durable it is; how easily it can be serviced; how well it performs its intended function; and, how much the customers believe in its value" (Andriiuk, 2021; LaMarco, 2019). Customers assist organizations with quality by providing reviews on the defects of products and feedback that will benefit organizations to a greater extent. Thirdly, cost is an objective of operational performance, and it directs to how to augment the profit margin yet construct affordable services for customers. The compensation of both variables makes an organization more competitive. Fourth of all, flexibility demonstrates how organizations react and adapt to change. Finally, dependability is the most crucial objective because it influences customer loyalty. The more an organization can respond to customer needs, the more dependable it is. In relation to emotional intelligence, studies have proven that possessing the skills aid in customer satisfaction and loyalty. Employees will be capable of forming relationships with customers, which drives loyalty to the organization and enhances the mentioned factors of operational performance. Customers' loyalty would be implied because the proper treatment given by the organization (Strugar Jelača, 2022). With the hotel industry, because of the pandemic, hotels are not operating like they used and faced losses (Ray, 2021). The industry is developing strategies to make up for losses and consider operational changes because of the pandemic. However, it has come to their realization that the new regulations should be "naturally enforced" since hotel employees cannot rely on foreign customers. Moreover, ways of communication have changed, and hotels are providing self-service options so that customers do not need to physically contact hotel employees, which has made both parties extremely satisfied. Because the industry is contingent on customers, the operations are built from customer loyalty. Facilities, such as the ability for customers to make special arrangements, influence customer loyalty, and the hotel would have to understand consumer needs to attract more loyal customers. The credibility of the hotel is important, and it is one of the universal goals of hotel employees to maintain their reputation as they operate. Empathy shapes the quality of hotel service which generates consumer satisfaction then loyalty. Reliability is important, especially after the pandemic, because customers want to be assured of their safety during their stay. Hotels would have to consider keeping their customers, and that requires obtaining emotional intelligence. Finally, responsiveness to customer needs matters. Customers have preferences and it is the hotel's duty to supply them. However, hotels have lost employees throughout the pandemic which may cause delay in supplies, and that will affect a hotel's image. The hotel must be able to provide for their customers to keep them satisfied and maintain their loyalties.

***Hypothesis 2 (H2). Emotional intelligence is associated with employee performance in the hotel industry.***

In this age of digitalization, automation, and epidemics, the labor market and service industry are fast altering. Work is becoming more mechanized, while people and offices are becoming more geographically scattered, virtually connected, and global in scope. Despite the many benefits and opportunities provided by modern technology and change, such as enhanced adaptability, efficiency, and performance, we must not lose sight of the human side. Emotions and human interactions, according to Gerber, are inextricably linked. Soft talents like emotional intelligence, empathy, and integrity are becoming increasingly important for today's employees and CEOs. Because emotional and social skills are viewed as crucial for the future of work, they are becoming competitive differentiators for firms. Deloitte did research in 2017 and discovered that "soft skill-intensive occupations would account for two-thirds of all employment by 2030," and that organizations "may increase revenue by over \$90,000" by recruiting individuals with excellent soft skills, according to Gerber's report. According to the Harvard Firm Review's 2016 Empathy Index, "empathy is more important to a successful firm than ever before" because it is linked to expansion, greater output, satisfied customers, and profit. In the hotel industry, being friendly, welcoming, attentive, and customer-centric is crucial, as is the ability to cope with people of all temperaments and needs. As a result, it should come as no surprise that emotional intelligence is a highly valued skill in the industry. Professionals in the hotel business have demonstrated a high level of EI. Furthermore, today's guests and customers expect more from such businesses. They seek memorable encounters that create a positive impression and make them feel personally linked to a company or its offerings. Only emotionally engaged hotel experiences will assure customer satisfaction and repeat business. As a result, you have an advantage over the competitors in the form of improved client loyalty and favorable word of mouth. Employees with high EI have the ability and expertise needed to assist businesses in providing extraordinary

experiences in the multi-cultural environments typical of the hotel industry, as the industry attempts to tap into this new emotional business and create more experience-oriented services linked with emotions (Gerber, M).

**Hypothesis 3 (H3): Emotional intelligence is associated with financial performance in the hotel industry.**

According to Kumar and Singh, emotional intelligence helps resolve workplace conflicts. They are more productive when employees communicate with one another. Increase in sales, an improvement in product quality, and an expansion of the business's achievement. Hence, there is a bigger financial return and a very high-profit margin (Cherniss et al, 2001). An emotionally intelligent leader aims to increase the efficiency of the work and keep track of the business's financial health. To establish a great financial performance, the leader might enhance his capacity to engage in a variety of tasks. Good performance is a result of communication, teamwork, productivity, or quality. Improve relationships with his partners such as creditors, employees, and consumers. Therefore, a strong correlation between emotional intelligence and performance is necessary (Ezzi et al, 2016). Financial performance and operational performance go hand in hand. Financial display historical facts, but they also reveal how a company makes use of its income. Operational offer business insight into a company's performance efficiency. These reports give businesses the ability to assess their financial status, both now and in the future. Having the right systems and resources in place (Patel, 2021).

**3. METHODOLOGY**

**3.a. The Structure of Study Dimensions**

For the structure of study dimensions, our independent variables are the emotional skills including emotional self-awareness, accurate self-assessment, adaptability, optimism, emotional self-control, and achievement orientation. Additionally, we provided dependent variables which are the organizational performances: operational, employee, and financial performances. With the demographics, we expect both female and male respondents with age ranges from twenty to fifty years old. We hope from employees with an educational background such as the Bachelors, Diploma and Masters degree. In addition, we anticipate for respondents to have experience working at their current hotels.

Role	Factor	Code	Item (English)	Item (Arabic)	Reference
Independent	Emotional Awareness	EA 1	1- I always know which emotions I am feeling and why.	أعرف دائماً المشاعر التي أشعر بها ولماذا .	(Davies)
		EA 2	2- I realize the links between my feelings and what I think, do, and say.	أدرك الروابط بين مشاعري وما أفكر فيه ، أفعل ، وأقول .	
		EA 3	3- I have a guiding awareness of my values and goals.	لدي وعي توجيهي لقيمي وأهدافي .	
	Accurate Self-Assessment	ASA1	1- I am aware of my strengths and weaknesses.	أنا على دراية بنقاط قوتي وضعف .	
		ASA2	2- I am reflective and try to learn from experience.	أنا انعكاس وأحاول التعلم من التجربة .	
		ASA3	3- I am open to candid feedback, new perspectives, continuous learning, and self-development.	أنا منفتح على التعليقات الصريحة ، ووجهات نظر جديدة ، والتعلم المستمر ، والتطوير الذاتي .	
	Adaptability	A1	1- I smoothly handle multiple demands, shifting priorities, and rapid change.	أنا أتعامل مع متطلبات متعددة ، وتحويل الأولويات ، والتغيير السريع .	
		A2	2- I adapt my responses and tactics to fit fluid circumstances.	أنا أتكيف ردوداتي وتكتيكاتي لتناسب ظروف السوائل .	
		A3	3- I am flexible in how I see events.	أنا مرن في كيفية رؤية الأحداث .	
	Optimism	O1	1- I am persistent in seeking goals despite obstacles and setbacks.	أنا مستمر في البحث عن أهداف على الرغم من العقبات والانتكاسات .	
		O2	2- I operate from hope of success rather than fear of failure.	أعمل من أمل النجاح بدلاً من الخوف من الفشل .	
		O3	3- I see setbacks as due to manageable circumstance rather than a personal flaw.	أرى النكسات بسبب الظروف التي يمكن التحكم فيها بدلاً من عيب شخصي .	
	Emotional Self-Control	ESC1	1- I manage my impulsive feelings and distressing emotions well.	أنا أدير مشاعري الاندفاعية وعواطف محزنة جيداً .	

Role	Factor	Code	Item (English)	Item (Arabic)	Reference
		ESC2	2- I stay composed, positive, and unflappable even in trying moments.	أبقى مؤلفة ، إيجابية ، لا يمكن إلغائها حتى في محاولة لحظات .	
		ESC3	3- I think clearly and stay focused under pressure.	أعتقد بوضوح وأواصل التركيز تحت الضغط .	
	<b>Achievement Orientation</b>	AO 1	1- I am results-oriented, with a high drive to meet objectives and standards.	أنا موجه نحو النتائج ، مع حملة عالية لتحقيق الأهداف والمعايير .	
		AO 2	2- I pursue information to reduce uncertainty and find ways to do better.	أتابع المعلومات لتقليل عدم اليقين وإيجاد طرق للقيام بعمل أفضل .	
		AO 3	3- I continuously learn in order to improve my performance.	أتعلم باستمرار من أجل تحسين أدائي .	
<b>Dependent</b>	<b>Operational Performance</b>	OP 1	1- When there are problems in my work group, they get corrected quickly.	عندما تكون هناك مشاكل في مجموعة العمل الخاصة بي ، يتم تصحيحها بسرعة .	
		OP 2	2- The people I work with cooperate to get the job done.	الأشخاص الذين أعمل معهم يتعاونون لإنجاز المهمة .	
		OP 3	3- Where I work, we exchange ideas and best practices with other department.	حيث أعمل ، نتبادل الأفكار وأفضل الممارسات مع مجموعات أخرى عبر	
	<b>Employee Performance</b>	EP 1	1- I use the group's core values in making decisions and clarifying choices.	أستخدم القيم الأساسية للمجموعة في اتخاذ القرارات وتوضيح الخيارات .	(Davies)
		EP 2	2- I am satisfied with the career development opportunities.	أنا راض عن فرص التطوير الوظيفي .	(De George, 2011)
		EP 3	3- Where I work, employees are getting the training and development needed to keep up with customer/client demands.	حيث أعمل ، يحصل الموظفون على التدريب والتطوير اللازم لمواكبة متطلبات العملاء/العميل .	
	<b>Financial Performance</b>	FP 1	1- I set long term financial goals and strive to achieve them completely.	أحدد أهدافاً مالية طويلة الأجل وسعي لتحقيقها تماماً	(Atkinson, 2011)
		FP 2	2- I find it more satisfying to spend money than to save it for the long term.	أجد أنه من المرص أكثر إرضاءاً لإنفاق الأموال بدلاً من توفيره على المدى الطويل	
		FP 3	3- I am prepared to risk some of my own money when saving or making an investment.	أنا مستعد للمخاطرة ببعض أموالتي عند توفير أو استثمار	

### 3.b. Data Collection

For collecting data, the Likert scale was used. A grading system that is employed in surveys is intended to estimate respondents' attitudes, opinions, or experiences. To a particular topic or statement, subjects are asked to select one of several possible answers; these options often include "strongly agree" (5), "agree" (4) "neutral" (3), "disagree" (2), and "strongly disagree" (1). The research was collected over the month of November 2022. Collected from twenty-eight employees from hotel industry in Kuwait. A total of thirty-four questions, twenty-seven questions answered through the Likert scale, and the questions were divided into two parts; emotional proficiencies and organizational performance. Three questions determine the demographic: gender, age, and level of education. At last, the questionnaire included four questions about the employees' experience working in the current hotel.

### 3.c. Pilot Research and Statistical Methods

For the pilot research and statistical methods, Jamovi is used to analyze our results then conducted an inspection on the reliability of the questionnaires given to hotel employees in Kuwait to examine our hypotheses with the assistance of SmartPLS 4.

#### 3.c.A. Item Reliability Statistics

For the following examination, we demonstrated the reliability of the variables by loadings which should be more than or equal to 0.70. The items eliminated because they were less than the requirement include: AO1,

ASA1, EA1, O3, EP3. Secondly, we calculated the composite reliability, CR, of the items and they are higher or equal to 0.70. Thirdly, the average variance extracted, AVE, is computed to measure the variations if there were an error in the measurements. The items exceeded the condition to be more or equal to 0.50. Finally, the variance inflator factors, VIF'S, estimate the issues among the variables, and it is demanded to not surpass the value of 3.3. As shown below, the items do not display issues because the results did not go beyond the value of 3.3. In addition, we had to construct a validity analysis using cross-loadings and Fornell-Larker Criterion. Both techniques aid to prove the validity of the measurements.

LABEL	ITEM	Loadings	CR	AVE	VIF's
<b>Adaptability</b>	A1	0.746	0.863	0.678	1.611
	A2	0.786			1.718
	A3	0.927			1.623
<b>Achievement Orientation</b>	AO2	0.929	0.915	0.843	1.898
	AO3	0.908			1.898
<b>Accurate Self-assessment</b>	ASA2	0.917	0.831	0.713	1.245
	ASA3	0.765			1.245
<b>Emotional Awareness</b>	EA2	0.936	0.827	0.708	1.253
	EA3	0.736			1.253
<b>Emotional Self-control</b>	ESC1	0.784	0.839	0.636	1.29
	ESC2	0.766			1.504
	ESC3	0.86			1.518
<b>Optimism</b>	O1	0.931	0.863	0.76	1.407
	O2	0.808			1.407
<b>Operational Performance</b>	OP1	0.853	0.912	0.775	2.048
	OP2	0.879			2.03
	OP3	0.907			2.476
<b>Employee Performance</b>	EP1	0.855	0.825	0.702	1.195
	EP2	0.82			1.195
<b>Financial Performance</b>	FP1	0.911	0.88	0.711	2.879
	FP2	0.878			2.03
	FP3	0.729			2.476

**3.c.A.b. Discriminant Validity – cross loadings**

	A	AO	ASA	EA	ESC	O	OP	EP	FP
<b>A1</b>	0.746	0.367	0.428	0.156	0.523	0.351	0.281	0.301	0.177
<b>A2</b>	0.786	0.17	0.44	0.3	0.482	0.391	0.136	0.495	0.145
<b>A3</b>	0.927	0.462	0.759	0.069	0.64	0.733	0.54	0.739	0.61
<b>AO2</b>	0.304	0.929	0.433	-0.135	0.557	0.473	0.433	0.414	0.527
<b>AO3</b>	0.505	0.908	0.453	0.226	0.56	0.492	0.441	0.425	0.358
<b>ASA2</b>	0.636	0.557	0.917	-0.046	0.452	0.797	0.751	0.676	0.699
<b>ASA3</b>	0.576	0.183	0.765	0.163	0.372	0.446	0.408	0.542	0.36
<b>EA2</b>	0.168	0.104	0.028	0.936	0.087	0.032	0.174	0.25	0.031
<b>EA3</b>	0.106	-0.103	0.047	0.736	-0.133	0.093	-0.098	0.11	0.079
<b>ESC1</b>	0.633	0.583	0.359	-0.097	0.784	0.525	0.228	0.475	0.319
<b>ESC2</b>	0.375	0.383	0.37	-0.108	0.766	0.265	0.287	0.226	0.251
<b>ESC3</b>	0.565	0.465	0.44	-0.084	0.84	0.381	0.303	0.362	0.431
<b>O1</b>	0.545	0.466	0.792	-0.008	0.354	0.931	0.685	0.605	0.79
<b>O2</b>	0.655	0.46	0.505	0.041	0.592	0.808	0.396	0.425	0.474
<b>OP1</b>	0.252	0.452	0.455	-0.245	0.214	0.516	0.853	0.255	0.409
<b>OP2</b>	0.48	0.331	0.732	-0.133	0.273	0.557	0.879	0.456	0.433
<b>OP3</b>	0.438	0.481	0.692	-0.09	0.398	0.636	0.907	0.592	0.618
<b>EP1</b>	0.587	0.495	0.644	0.152	0.433	0.567	0.496	0.855	0.504
<b>EP2</b>	0.56	0.258	0.573	0.243	0.332	0.444	0.342	0.82	0.433
<b>FP1</b>	0.419	0.481	0.603	0.017	0.405	0.664	0.46	0.483	0.911
<b>FP2</b>	0.4	0.428	0.55	-0.086	0.3	0.658	0.488	0.549	0.878
<b>FP3</b>	0.372	0.312	0.519	-0.074	0.383	0.589	0.461	0.379	0.729

### 3.c.a.c. Discriminant Validity – Fornell-Larker Criterion

	A	AO	ASA	EA	EP (dep.)	ESC	FP (dep.)	O	OP (dep.)
A	<b>0.824</b>								
AO	0.433	<b>0.918</b>							
ASA	0.714	0.482	<b>0.844</b>						
EA	0.169	0.038	0.04	<b>0.842</b>					
EP (dep.)	0.685	0.456	0.728	0.233	<b>0.838</b>				
ESC	0.675	0.607	0.491	-0.119	0.46	<b>0.797</b>			
FP (dep.)	0.472	0.487	0.663	-0.054	0.561	0.43	<b>0.843</b>		
O	0.664	0.524	0.772	0.013	0.606	0.503	0.757	<b>0.872</b>	
OP (dep.)	0.452	0.476	0.722	-0.171	0.505	0.34	0.557	0.65	<b>0.88</b>

### 3.b. Demographics

The following statistical method is related to the demographics of our respondents. They were employees from three hotels who responded to our request to cooperate with us. One hundred sixty-eight employees participated in the research, eighty-four males and eighty-four females. Their ages range from twenty to fifty years old. Out of 5, the participants Kuwait's hotel industry at 3.9, on average. Most of the employees believe that their managers do not create a safe environment, and they are not cared for as people. The majority earned their bachelor's degree as the highest education level. Furthermore, one hundred six participants worked for more than three years at their current jobs.

Demographics	Overall (N= 168)
Gender	
Female	84 (50.0%)
Male	84 (50.0%)
Age	
20-30	36 (21.4%)
31-40	126 (75.0%)
41-50	6 (3.6%)
How would you rate the Hotel Industry in Kuwait?	
Mean (SD)	3.9
Range	2.0-5.0
Supervision [Your supervisor creates an environment of trust]	
No	136 (85.4%)
Yes	32 (14.3%)
Supervision [Your supervisor cares about you as a person]	
No	120 (71.4%)
Yes	48 (28.6%)
What is your highest education level?	
Bachelor	180 (64.3%)
Diploma	6 (3.6%)
Master	54 (32.1%)
How long have you been working at your current job?	
2-3 Years	36 (21.4%)
Less than 6 months	6 (3.6%)
More than 3 years	106 (64.3%)
Only 1 year	18 (10.7%)

### 3cC. Correlation Matrix

The correlation matrix below demonstrates the relationship between emotional intelligence and organizational performance based on the employees' responses to the questionnaire. The purpose of the research is to observe how emotional skills are associated with organizational performance. Firstly, operational performance is highly correlated with accurate self-assessment, adaptability, optimism, emotional self-control, and achievement orientation. Nevertheless, emotional awareness appears to be negatively correlated with the variable. Secondly, employee performance highly corresponds with accurate self-assessment, achievement, optimism, emotional self-control, and achievement orientation. Emotional awareness is the least compatible with employee performance. Lastly, financial performance is highly associated with accurate self-assessment, adaptability,

optimism, emotional self-control, and achievement orientation. However, emotional awareness is negatively connected.

Correlation Matrix									
	EA	ASA	A	O	ESC	AO	OP	EP	FP
EA	--								
ASA	0.137	--							
A	0.261***	0.655***	--						
O	-0.082	0.562***	0.542***	--					
ESC	-0.054	0.501***	0.607***	0.489**	--				
AO	-0.135	0.465**	0.356***	0.542***	0.584***	--			
OP	-0.097	0.623***	0.326***	0.605***	0.337***	0.352***	--		
EP	0.167*	0.741***	0.444***	0.339***	0.339***	0.358***	0.435***	--	
FP	-0.034	0.586***	0.317***	0.623***	0.419***	0.444***	0.557***	0.429***	-

Note. \* p < .05, \*\* p < .01, \*\*\* p < .001

### 3.c.D. Linear Regression

For the linear regression, one had to be provided for each dependent variable. It displays how significant each emotional skill, independent variable, is significant to the organizational performance, the dependent variable. The significance is considered by the original sample, sample mean, standard deviation, T statistics, and P values. However, some emotional skills are not remarkable to the organizational performance. Firstly, adaptability and emotional self-control deem as insignificant to operational performance, H1. With adaptability, according to Babble, it is proven that, while executing and conforming to organizational changes, agility tends to be the missing element. Agility is defined by the way a “business proactively evolves in order to thrive”. Therefore, efficiency and productivity are required for adaptability to improve organizational performance. Emotional self-control is regarded as insignificant because, as presented in the demographics table earlier, many of the participants responded that their supervisor does not create an environment of trust nor cares about them as individuals. It allows us to believe that they are working under stressful conditions that being so influences the operational performance. Secondly, achievement orientation, emotional self-control, and optimism are inconsequential to employee performance, H2. The result expresses that achievement orientation is not significant to employee performance, however, as researchers, we failed to study the different types of goal-oriented employees and the concept of “employee resistance” which refers to how they react to their superior’s commands (Wilkinson, 2022). Fundamentally, the outcome of the relationship between achievement orientation and employee performance is inaccurate since we did not contemplate specifications. Moreover, similarly to the first hypothesis, it is expected for emotional self-control to be insignificant considering the participants’ relationship with their supervisors. It further indicates that participants are not coping with their conditions properly. As well, optimism is inconsequential to employee performance. As claimed by Rozwell, pessimistic tendencies develop and it determines employee performance because workers “believe unfortunate circumstances will endure, undermine everything they do, and are their own fault”. Finally, achievement orientation, emotional awareness, and emotional self-control are inessential to financial performance, H3. With achievement orientation, it is believed that “higher quality exchanges with [the] supervisor” plays a major role in financial performance (Janssen et al, 2017). Because of the established weak relationship between employee and manager, it displays that there are no exchanges which have led to an insignificant result. In addition, both emotional awareness and emotional self-control are not important in financial performance. According to Danquah, emotions of employees, the service-providers, are vital to financial performance. Since our data, both qualitative and quantitative, demonstrates unawareness and dysregulation of emotions, it expands on its insignificance in the third hypothesis.

**Table 1. H1: Emotional intelligence is associated with operational performance in the hotel industry**

	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P values	REMARK
A → OP	-0.024	0.024	0.118	0.205	0.837	n.s.
AO → OP	0.229	0.223	0.079	2.922	0.003	s
ASA → OP	0.579	0.576	0.105	5.523	0.000	s
EA → OP	-0.224	-0.222	0.066	3.422	0.001	s
ESC → OP	-0.194	-0.192	0.119	1.629	0.103	n.s.
O → OP	0.199	0.203	0.086	2.303	0.021	s



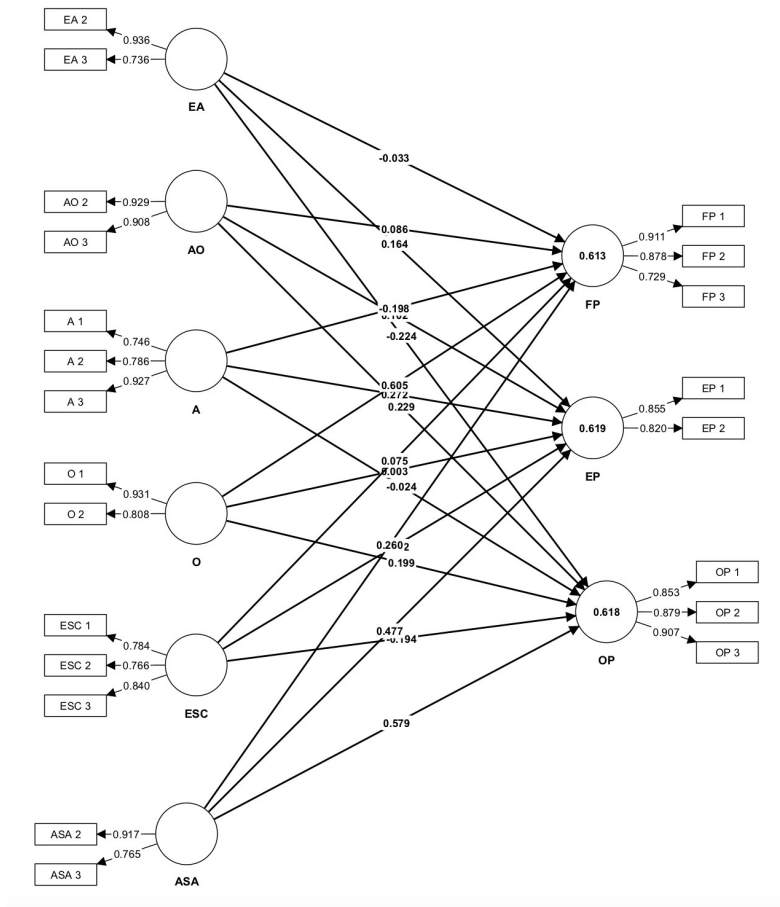
**Table 2. H2: Emotional intelligence is associated with employee performance in the hotel industry.**

	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P values	REMARK
A → EP	0.272	0.270	0.114	2.386	0.017	s
AO → EP	0.102	0.102	0.066	1.536	0.125	n.s.
ASA → EP	0.477	0.471	0.115	4.154	0.000	s
EA → EP	0.164	0.164	0.068	2.407	0.016	s
ESC → EP	-0.002	0.001	0.084	0.025	0.980	n.s.
O → EP	0.003	0.007	0.088	0.035	0.972	n.s.

**Table 3. H3: Emotional intelligence is associated with financial performance in the hotel industry.**

	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P values	REMARK
A → FP	-0.198	-0.189	0.08	2.483	0.013	s
AO → FP	0.086	0.087	0.106	0.811	0.417	n.s.
ASA → FP	0.26	0.251	0.075	3.455	0.001	s
EA → FP	-0.033	-0.037	0.056	0.455	0.551	n.s.
ESC → FP	0.075	0.071	0.068	0.597	0.267	n.s.
O → FP	0.605	0.607	0.086	1.109	0.000	s

**3.c.d.a. Results of the Linear Regression Analysis**



## 4. CONCLUSION

### 4.a. Discussion

We have studied the prominence of emotional intelligence in organizational performance. The paper focuses on six emotional skills and their relationship with the three performances. Prior and present research established their positive relationship including its relevance in the hotel industry. According to the author, Ural, managers “have difficulty in expressing emotional intelligence skills, which worsens business performance in the hotel industry” (Strugar Jelača et al, 2022). This permitted us to consider hotels in Kuwait. Three hotels gave their consent to have their employees take part in our survey.

Based on the outcomes of our study, one emotional skill positively influences organizational performance, accurate self-assessment. Relying on the qualitative data of the research, we assumed that accurate self-assessment would have a positive relationship with all three performances since much of the population have a negative outlook of their supervisors. This permits us to believe, as investigators, that employees had to be independent and assess themselves regularly. Most of the participants approved their supervisor does not create an environment of trust. This means that the employees cannot count on their supervisors to evaluate the operation’s overall potential, and they must judge it themselves. For that reason, its importance to organizational performance is evident. Furthermore, also proven in our collected data, the supervisors seem to not be concerned of their employees as individuals, and it has an immense impact on employee performance. The lack of supervision motivates employees to assess and rely on themselves in the workplace which confirms its weight to the performance. Finally, because the industry is service based, an employee’s ability of accurate examination is crucial for financial performance because they work to satisfy consumers. It is mandatory of hotel employees inspect how they supply the service since they depend on it.

In the contrary, emotional self-control is insignificant to all organizational performances. In accordance with our data, it is clear that the employees are not regulating their emotions. Supervisors do not equip their employees with the proper environments. Consequently, their work conditions and operations affect performance. Secondly, the acknowledgment of the supervisors’ and employees’ relationships authorized us to infer those employees, our participants, are not coping well in the workplace. The employees are under constant anxiety, and it signifies its importance in employee performance. To conclude, financial performance relies on emotion (Danquah, 2015). As mentioned previously, the hotel industry depends on service, so the dysregulation of emotions will not enhance the finances of the industry.

The ability to manage a study on Kuwait’s hotel industry is a major opportunity. Because of its rarity and the limitation of resources, an intense analysis of the relationship between emotional intelligence and organizational performance must be done. Because of the pandemic, the hotels are becoming more utilized as a form of local tourism. Additionally, it gave businesses an insight of the necessity to refine “emotional intelligence to better counteract negative effects and encourage a higher level of organizational performance” (Strugar Jelača et al, 2022). Besides, Kuwait’s hotel industry should consider developing evaluation surveys for all departments because, as we understood, the supervisor-employee relationship is the root of the issues and hotels are advised to perform continuous tests on all employees.

### 4.b. Implications

In this research, we found that not all skills are associated to organizational performance. Certain skills established to be insignificant to the particular organizational performances. Prior research state that EI, as a whole, is crucial to perform well in organizations. Yet, it is important to remind ourselves that the studies are conducted in foreign countries where the hotel industry is lively. Because of the lack of local studies, deep investigations of the industry in Kuwait had to be done. However, because of the demonstrated supervisor and employee relationship, it is verifiable that managers have trouble in exhibiting their skills and it is undeniably affecting performance. Our analysis ratifies the importance of assuring a manager’s, or in our case a supervisors’, capabilities to improve Kuwait’s hotels’ performance. It is imperative to encourage them to be aware of themselves and their skills not only to boost the industry, but to advance and level with foreign countries. The improvement of the industry will permit more research on the subject and future investigators do not need to rely on outside studies.

### 4.c. Limitations

Managers’ work and emotional skills in post-covid. The pandemic created a new and sensitive work environment. Managers’ traditional skills also require a new approach to organizational development. The second limitation is that no previous research has been investigated of managers’ emotional intelligence competencies on organizational performance in Kuwait. Individual performance is more affected by the development of managerial skills than organizational outcomes. To our knowledge, Kuwait does have an Emotional Intelligence Training Course (BlackBird Training Center, 2022). The company Blackbird for Training, the course’s main objective is to equip participants with the knowledge and abilities needed to comprehend emotional intelligence.

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