Study on Significance of Emotional Intelligence in the Indian Ministry of Tourism Classified Hotels

Ms. Shreya Gupta[1], Dr. Amol Kumar[2]

[1]Student, Sociology, National Council for Hotel Management
[2]Professor, Sociology, National Council for Hotel Management

Abstract

The Indian hotel sector and hospitality industry consider emotional intelligence vital because it directly impacts service quality together with guest satisfaction. The hospitality sector of India uses a broad spectrum of hotels extending from luxury properties to budget hotels to obtain maximum customer satisfaction and loyalty. To achieve outstanding service capabilities, you need both awareness of yourself and the ability to recognize emotions in others.

More growth in the Indian hospitality industry creates recognition that employee success and customer service enhancement depend on emotional intelligence. Staff members show improved capability to manage tough cases alongside creating good customer encounters because of their strong emotional intelligence skills. Hotels view emotional intelligence development as an essential method to improve their competitiveness while adapting to upcoming customer requirements.

Hotel staff who develop emotional intelligence achieve multiple advantages which result in better customer relationships and enhanced capabilities to resolve difficult scenarios and create better teamwork and foster positive workplace relationships.

The hospitality industry-the hotel sector, especially, puts emotional intelligence (EI) at the center of its service quality and guest satisfaction. This study also discusses EI components: self-awareness, self-regulation, motivation, empathy, and social skills, which boost workplace performance, employee welfare, and effective leadership. High levels of EI increase communication, teamwork, and job satisfaction but decrease burnout and turnover. Emotionally intelligent leaders yield inclusive workplaces, which are conducive to good service delivery and high operational success.

Through the use of mixed research methodologies, this research connects the influence of EI in creating client relationship management, maintaining staff retention, and crisis management in hotels. Therefore, emotional intelligence training combined with hotels' human resources strategy will create emotionally competent employees who alter guest experiences, create brand reputations, and sustain customer loyalty through years. In a time when online reviews affect how hotels are perceived, EI is the key element that holds the solution when it comes to appropriately handling guest concerns. At the end of this research, it shows that investment in EI development means a better service, continual growth in business, and an edge over competition in the changing hospitality environment.

Keywords: Emotional Intelligence, Indian Classified Hotels, Hospitality Industry

1. Introduction

Successful achievement in different sectors depends heavily on emotional intelligence since it serves as a vital factor in service-based industries including hospitality. The diverse hospitality sector of India containing luxury hotels alongside budget accommodations relies on achieving high levels of customer satisfaction and brand loyalty. The delivery of superior service requires both emotional understanding of oneself together with emotional awareness of others. The growing industry recognizes EI as essential because it advances employee success and boosts customer service quality according to Goleman (1995) and Mayer et al. (2008). Multiple service offerings in the Indian hospitality industry require staff to understand deeply the emotions and expectations of diverse clients. Investment in emotional intelligence training has become essential because it represents a basic requirement for hotel industry employees (Kumar & Kumar, 2018). EI development among employees produces individuals who effectively execute service encounters in demanding situations that necessitate emotional work (Hochschild, 1983; Pugh, 2001). The sector relies heavily on empathy because guest emotional needs perception strengthens service quality and results in increased customer satisfaction and loyalty (Zeithaml et al., 1996). Staff development of emotional aptitudes creates strategic business opportunities for organizations in competitive markets that experience continually shifting consumer preferences (Bhatia & Jain, 2019). Companies in the hospitality industry achieve their goals through delivering premium service quality that supports client satisfaction. The ability to fulfill work requirements without emotional skills falls short because employees need these valuable abilities to manage human relationships and establish enduring customer connections. Gamblers developed emotional intelligence at the forefront of hospitality skills because it directly impacts work quality and guest satisfaction. Organizations need to focus on EI development for their teams because it generates both high-performing service delivery and long-term business achievement.

Emotional intelligence includes five fundamental factors that comprise self-awareness and self-regulation together with motivation in addition to empathy and social abilities. The effective control of these elements through emotional intelligence enables hospitality professionals to maintain their emotions while understanding guest and colleague needs. Organizations that support employee emotional intelligence training experience reduced employee burnout and maintain better retention of their workforce. The hospitality sector's evolution requires the integration of emotional intelligence practices because this directly leads to superior standards of service while improving operational efficiency. Researchers worked to demonstrate how EI plays a decisive part in hotel employment while providing management-wise recommendations on service excellence and organizational culture development.

2. Abbreviations and Acronyms

EI - Emotional Intelligence

3. Research Objectives

- To examine emotional intelligence's role in enhancing employees' performance in the Indian hospitality industry.
- To assess the impact of emotional intelligence on customer satisfaction and the general guest experience within hospitality settings.
- To analyze the relationship between emotional intelligence, employee happiness, job satisfaction, and stress management.
- To explore the influence of emotional intelligence on leadership performance and team effectiveness

in hospitality firms.
- To evaluate the impact of emotional intelligence on corporate culture in Indian hospitality.

4. Need for the Study

According to research the human brain processes emotions more powerfully than rational reasoning which creates important industry implications for Indian hospitality services. This service industry which depends extensively on human communication requires deep insights into emotional systems for excellent service performance. Customer interactions achieve effectiveness through emotional processing which enables individuals to identify emotions in others along with self-emotional recognition and regulation. Emotional processing requires three main elements: first is emotional awareness which enables the perception and interpretation of emotions and second is empathy which enables understanding and sharing of others' feelings and third is emotional regulation which allows proper management of emotional responses. The Indian hospitality sector requires emotional processing skills to excel in serving its broad range of different audience demands. People with superior emotional processing abilities handle sophisticated customer dealings with exceptional skill by identifying issues, predicting requirements and delivering extraordinary engagements. The direct result from enhanced emotional processing leads enterprises to deliver improved service quality for satisfied customers. The process of emotional processing creates beneficial working circumstances which in turn decreases worker stress while boosting general happiness. EMI skills work together with emotional intelligence (EI). EI consists of multiple competencies which include self-awareness together with self-regulation in addition to motivation and social competence and empathy functions. EI stands as an essential asset for the dynamic Indian hospitality industry which functions at a fast pace. High EI employees are skilled at managing personal emotions alongside empathetic perception of others which enables them to create strong connections and settle conflicts and deliver remarkable service.

The hospitality industry strongly depends on EI for various reasons. An employee-focused environment develops when staff cultivate emotional contacts with customers which boosts customer satisfaction together with loyalty. Hours of service stay stable because EI trains workers to maintain their composure during difficult moments. Through effective teamwork and collaboration EI allows staff to improve their communication while resolving conflicts. Organization leaders develop superior motivational powers through EI that helps them create organizations with positive productive work cultures. Organizations benefit from employee well-being and retention because EI helps fight burnout and keeps staff satisfied in their jobs. Service quality in the Indian hospitality industry experiences significant effects because of EI. Modern customers want one-to-one service which addresses their feelings and workers who possess emotional intelligence deliver the most optimal experience. High EI enables personnel to detect customer requirements and to handle service breakdowns while building team harmony. High EI leadership facilitates the development of organizational service cultures which give priority to customer satisfaction. Indian hospitality organizations will achieve better service quality when they make EI development a strategic initiative. Organizations should launch detailed training sessions that cultivate emotional intelligence competencies including emotional scrutiny and both empathy and self-regulation features in their personnel. The training programs should contain both methods for managing difficult situations and approaches for conflict resolution along with techniques for establishing good customer relationships. Indian organizations should create an environment which values emotional intelligence while properly acknowledging employees who show advanced EI competencies. Employee training stands as crucial but

leadership development needs equal attention to build a successful security management approach. The emotional intelligence level of leaders shapes their ability to lead their teams while developing positive work places that result in excellent service delivery.

Organizations need to focus on developing their leaders because it proves essential for business success. Leadership teams characterized by Emotional Intelligence drive their teams to success as they both maintain motivating work environments that enable superior service excellence. The commitment to EI development across all organizational layers will assist Indian hospitality companies to enhance service excellence while achieving customer satisfaction and market longevity. The ability to deal with emotions effectively will be crucial to maintaining leadership advantage for the forthcoming prosperous period in India's hospitality industry.

5. Scope of the Study

The research focuses on studying every portion of emotional intelligence and its value within India's hospitality industry. The research examines the intricate role of EI so that it can produce meaningful insights about employee performance as well as customer satisfaction and organizational effectiveness. The research will analyze:

Employee Performance and Productivity: This paper evaluates the performance effects of EI on hospitality staff members starting from front-line workers up to management positions and other supporting roles. Organizational research indicates employees who possess high EI levels function better while remaining flexible under workplace pressures specifically found in hospitality industry environments (Saarni, 1999; Wong & Law, 2002).

Customer Relationship Management: This paper investigates how EI affects the interactions between customers and organizations through relationship management practices. The research examines how empathetic staff members use communication skills with emotional intelligence traits to build customer satisfaction and maintain customer loyalty according to Pérez-Fuentes et al. (2019). The provision of personal service stands as the main factor distinguishing Indian hospitality from other industries.

Team Dynamics and Co-operation: The implementation of emotional intelligence creates positive outcomes that support team solidarity. Numerous studies demonstrate that emotional intelligence shows positive relationships with cooperative communication which leads to reduced conflict and improved group cohesion as key elements for delivering quality service (Druskat & Wolff, 2001). The study examines how EI affects job conditions which enhances workplace performance through environment creation for effective teamwork.

6. Literature Review

The Concept of Emotional Intelligence

The roots of the concept of emotional intelligence (EI) may be traced back to Thorndike's (1936) work on the notion of "social intelligence." Elaborating on this definition, Goleman (1995) describes EI as the capacity to perceive and manage one perception and others' emotions, therefore placing emphasis on its pivotal role in interpersonal relationships.

Freedman (2007) discussed practical applications of EI, observing that while it is partly inborn, EI is mainly developed through life experiences and social learning. Syed et al. (2013) defined EI as emotional consciousness in the regulation of thoughts and actions, with studies showing that it reaches its highest point between the ages of 40 and 50.

Contemporary work in organizational studies (Lopez-Zafra et al., 2019; Sarrionandia et al., 2018) attests to the dual role of EI in workplaces, where it boosts good behavior and slows down bad behavior leading in turn to competitive advantage. Today, EI is accepted as an important skill set that acts as a bridge between psychology and organizational behavior.

Impact of Emotional Intelligence on Employees Performance

Employees who display strong emotional intelligence (EI) according to Dulewicz and Higgs (2000) anticipate management and customer requirements to achieve better career development. According to Singh (2003) companies gain their distinctive advantage from EI which makes top professionals and leaders stand apart in demanding situations. Carmeli (2003) discovered that people with high EI have the ability both to control their emotions and those of other people which generates solid interpersonal bonds and better work achievement and job happiness. Research by Altındağ and Kösedağı (2015) shows that leadership performance depends strongly on emotional intelligence and creative organizational culture as well as their connection to job performance and the need for emotionally intelligent managers. Ghuman (2016) explained that positive emotional connections between team members boost team motivation levels as well as productivity which results in improved job performance. Research by Navas and Vijaykumar (2018) discovered that emotional intelligence levels produce high satisfaction rates among workers which has a positive influence on employee work results. The research conducted by Supriyanto along with Hartono and Wibowo (2019) shows that Emotional Intelligence acts as a significant factor which favors additional responsibilities acceptance by workers leading to enhanced performance outcomes. Public sector organizations need to build emotional intelligence in their employees according to Zaman (2021) Khan (2021) and Ahmad (2021) for improved performance results. The research shows that Emotional Intelligence serves as a fundamental factor in workplaces thus organizations benefit through EI training for staff and leaders with better job performance combined with higher employee satisfaction and enhanced organizational achievement.

Organizational Success

EI has effects that surpass single workers and customer relations and create substantial modifications throughout entire organizations. Research by Sy, Tram, and O'Hara (2006) reveals organizations with emotionally intelligent leadership achieve performance superiority from their staff. Emotionally intelligent work environments in hospitality have the potential to reduce personnel expenses by improving staff retention and reducing recruitment expenses since the industry faces substantial employee turnover challenges.

Organizations that focus on emotional intelligence development through training display enhanced abilities to address altering market requirements and client needs according to Cherniss (2001). The ability to be responsive creates the essential distinction between a profitable sector entry and business failure in the hospitality industry. Modern hospitality industry customers along with all industry sectors continue to show evolving preferences as guests transform.

Daniel Goleman's Model of Emotional Intelligence

The model of emotional intelligence (EI) created by Goleman (1995) strengthens the original work of Salovey and Mayer (1990) to become a leading framework which explains how emotions drive both career achievements and life accomplishments. According to Goleman (1998), emotional intelligence functions as an essential factor for both successful leadership and workplace achievement in his Harvard Business Review article "What Makes a Leader?" Emotional intelligence as described by Goleman depends on five primary elements that include self-awareness combined with self-regulation together with motivation and

empathy and social skills.

Figure 1. Daniel Goleman's Model of Emotional Intelligence
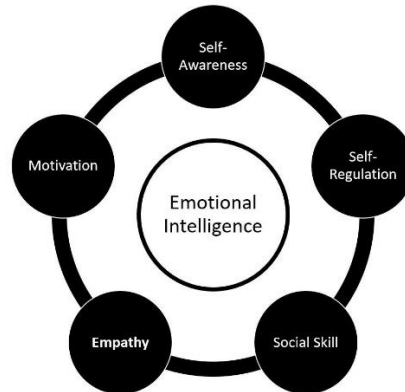
Self-aware people understand their emotions and capabilities and others' reactions therefore they make decisive choices. Self-aware staff working in the hospitality industry use emotional control to give outstanding guest services with stable outcomes. Self-management along with self-regulation enables team members to monitor disruptive emotional responses as well as control impulsive actions to deliver professional responses during periods of high stress. Workplace control and management of intricate customer situations depend heavily on this ability to avoid service quality deterioration from adverse emotional reactions.

The internal behavioral mechanism which derives from personal goals enables individuals to demonstrate persistence and resilience. The hospitality industry gets its best results when teams demonstrate motivation which produces high-quality service that excels both customers and company goals. Through empathy individuals can pick up emotional indicators from others thus allowing them to provide suitable responses to guests and colleagues. Enhancing processing of guests together with staff relationships leads to exceptional guest satisfaction through this skill.

Any individual who possesses excellent social skills through their ability to communicate well and build relationships while adapting their behavior will achieve successful teamwork and managed conflict resolution. Socially competent hospitality employees build quick relationships with customers which leads to enjoyable conditions and team success at work.

The research by Goleman has established major implications in the advancement of leadership development within businesses. The author Goleman (1998) used his article to prove that emotional intelligence surpasses intelligence quotient (IQ) as a measure of leadership achievement. A further explanation of emotionally intelligent leadership appears in the book Primal Leadership: Realizing the Power of Emotional Intelligence (Goleman, Boyatzis, & McKee, 2002). The book shows how emotionally intelligent leaders produce positive work environments.

The hospitality sector achieves multiple advantages from Goleman's EI model which creates personalized services and enhanced employee wellness for decreased burnout while promoting effective team leadership. Hotels that provide employees with EI training develop better customer loyalty while keeping staff loyal and delivering superior service to maintain market superiority.

Through his EI framework Goleman (1995, 1998, 2002) delivers fundamental knowledge about workplace emotion dynamics that influences leadership training and service development programs and human resource advancement initiatives. Staff working in hospitality who demonstrate emotional intelligence

bring better relationships with guests and enhanced workplace relationships and prolonged business success.

The Six Seconds Emotional Intelligence (EI) model

The Six Seconds Emotional Intelligence (EI) model designed by Freedman and Fariselli (1997) establishes a systematic method to develop EI through life practice which combines thinking and emotional processing for better decision making and relationship formation. This model consists of three essential goals that turn into an ongoing developmental cycle by starting with Know Yourself then progressing to Choose Yourself and finally reaching Give Yourself.

Self-knowledge (**Know Yourself**) requires identifying both internal emotions and external actions with precision which leads to improved personal awareness about strengths and weaknesses together with developmental areas. People who pursue this knowledge become better at understanding their emotional triggers which helps them create informed decisions towards their individual and career objectives.

The key element in **Choose Yourself** is taking purposeful action before reacting spontaneously which strengthens both inner control and better decision-making skills. This search forces individuals to take ownership of themselves and keep their activities focused on meaningful objectives which generates beneficial changes both personally and among others.

The **Give Yourself** philosophy teaches individuals how to make choices aligned with important principles while planning for their future. Through this pursuit people maintain ongoing purposeful commitment because it creates clarity about their direction which leads them to support their goals while motivating others.

Figure 2. The Six Seconds Emotional Intelligence (EI) model

Eight competencies found in these three pursuits get measured through assessments in the Six Seconds Emotional Intelligence Assessment (SEI). The first component of Know Yourself teaches Enhance Emotional Literacy for emotional identification and Recognize Patterns for emotional pattern detection. The necessary components to choose yourself include Evaluating Decision Consequences with Apply Consequential Thinking in addition to Managing Emotions through Navigation and Utilizing Internal Motivation with Engagement and Building Optimism through Training. The Give Yourself section offers two major aspects: Increase Empathy for handling others' emotions and Pursue Noble Goals for actions that match long-term goals.

The Six Seconds EI model when adopted in hospitality produces improved relations with customers and better teamwork while boosting employee happiness along with enhancing career possibilities. People with emotional intelligence skills create better management of guests while handling conflicts which leads to higher customer satisfaction. Emotional intelligence at a high level enables staff to deliver efficient communication while building collaborative teamwork and effective stress management which generates a positive work environment. Organizations achieve better success through leaders who possess Emotional Intelligence skills because they create supportive environments while effectively motivating their employees.

The model demonstrates how EI develops as a lifelong learning process which helps people attain maximum achievement through improved self-understanding and intentional choices and purposeful actions. Through this framework people achieve better decisions along with stronger relationships and enhanced achievements in both personal life and professional career.

7. Research Gaps

Inadequate attention has been paid to emotional intelligence and its utility in the Indian Hotel Industry, although EI and its effect on employee performance, leadership, and organizational effectiveness are extensively studied.

Because customer handling is at the core of the hospitality business, and employees facing the toughest emotional demands to deliver service require an even deeper understanding of the relevance of EI in predicting employee behavior, service quality, and business results, several key research gaps need to be addressed.

Limited empirical study on EI exists in Indian hospitality sectors, with most studies directed at Western markets. In the Indian context, the culture is unique, with values, works structures, and diverse expectations of customers. This calls for context planning and research, which would make findings on EI even more relevant. Also, though EI is anticipated to help improve performance of employees and leadership effectiveness in any sector, specific training programs for EI enhancement, relevant to the hospitality sector, have never been conceived or implemented. Therefore, this sector is in need of research that focuses on best practices for developing structured training models for strengthening EI competencies.

Apart from that, retention of employees also requires further research attention. Commonly, high turnover rates related to job stress, long hours of work, and little growth opportunities plague hospitality services, yet little conclusive evidence exists on how emotionally intelligent leadership and workplace culture could elevate retention. Likewise, the role of EI in crisis and stress management has remained under-researched. Considering hospitality's fast-paced work pressure, future research endeavors should look further into how EI helps employees in dealing with workplace hurdles, conflict resolution, and remaining productive.

Another gap exists in understanding what EI directly does to customer satisfaction. While we know that EI contributes to effective service, no empirical study has thus far measured how EI influences loyalty, brand imaging, and repeat business in Indian hospitality. Most studies currently in vogue were anchored on qualitative data, indicating an urgent need to carry out quantitative studies for establishing definite relationships between EI with organizational performance parameters such as revenue generation, productivity, customer(evaluations), and employee engagement.

8. Research Methodology

The research methodology outlines the procedure followed for methodically examining the importance of

Emotional Intelligence (EI) for the hospitality sector in India. The methodology ensures that the study is well-structured reliable, and provides useful results that are relevant to both academic research and industry practices.

The research design, target population, sampling procedures, data gathering methods, data analysis processes, ethical concerns, and limitations of the study are detailed below.

8.1 Research Design

This research employs a descriptive and exploratory research approach to examine the impact of emotional intelligence on employee performance, job satisfaction, and organizational effectiveness in the Indian hospitality sector

The **descriptive** part seeks to quantify levels of emotional intelligence for hospitality employees and explore its relationship with major performance indicators, such as job productivity, customer satisfaction, and employee retention.

The **exploratory** section aims to gain a deeper understanding of how emotional intelligence is viewed and implemented in actual hotel operations employing qualitative data gathering since EI is a personal and a behavioral trait.

To gain a holistic understanding, a mixed-methods method will be applied.

These include:

- **Quantitative Research:** Utilizing structured questionnaires to gather quantifiable data, which can be statistically interpreted to determine trends and correlations between emotional intelligence and staff performance.
- **Qualitative Research:** Structured questionnaire with hotel staffs and field study in a prominent five-star hotel to better understand how emotional intelligence affects leadership, teamwork, and service quality.

This mixed-methods strategy offers both quantifiable data and contextual information, so the findings are statistically significant and practically relevant to the Indian hospitality industry.

8.2 Target Population

The study focuses on hotel professionals, a broad range of employees from several operational departments and career ranks:

- **Front-of-the-House Staff:** Employees who deal directly with customers and play a decisive role in guest experiences. They consist of front office personnel (front desk officers, concierges), food and beverage service personnel (waiters, bartenders), guest relations coordinators and others.
- **Back-of-the-House Staff:** Working behind the scenes, these employees are tasked with the smooth operation of the hotel. They include kitchen staff (chefs, cooks), housekeeping staff (laundry staff, florists), engineering staff and staffs from Human Resource, Marketing, Maintenance and Finance team.
- **Retired Staff:** Experienced industry professionals who have worked in the industry. Their experience provides wonderful insight into long-term industry trends and the emerging role of emotional intelligence in hospitality.
- **Former employees:** Individuals with prior employment history in the hospitality industry, yet they now work in another profession. They help one understand the potential translation of emotional intelligence capabilities earned from the hotel environment into various jobs.
- **Others:** Employees employed contractually, apprentices, as well as specialists acting in consultation on matters that revolve within a hotel establishment and with sector-accumulated exposure.

A large sample audience ensures a well-rounded discussion about the hospitality business aspect of emotional intelligence.

8.3 Sampling Techniques

To collect data effectively, convenience sampling and snowball sampling were employed. These techniques enabled flexibility in accessing appropriate respondents while providing a wide representation of the hospitality industry.

Convenience Sampling: Volunteers were chosen due to their willingness and availability to participate. The method was best suited for enlisting employees who were easily accessible in various hotel environments. Targeting professionals across multiple hotel departments helped the study cover a wide scope of understanding emotional intelligence in day-to-day hospitality operations.

Snowball Sampling: It was utilized to access a larger network of hotel professionals. Respondents made referrals to peers and industry workers who qualified according to the criteria of the study. This came in particularly handy when accessing opinions from retired workers, former workers, and managers at senior ranks who may not have been accessed readily through personal invitations.

8.4 Sample Size and Coverage

100 samples were taken from hotels in Delhi, Bhubaneswar, and Kolkata to ensure diversity from various geographical and cultural hospitality settings in India. The cities were chosen to ensure a mix of views.

By integrating these sampling methods and choosing different locations, the research was able to capture a broad spectrum of views on emotional intelligence in Indian hospitality.

8.5 Data Collection Method

The manner of data collection for this research project was designed to capture a detailed understanding of the role of Emotional Intelligence (EI) in the Indian hospitality sector. By utilizing structured surveys, field observations and secondary data this study was able to obtain measures in both quantified and descriptive forms, from hospitality professionals in Delhi, Bhubaneswar and Kolkata.

Primary Data

Survey using Linkert Scale:

To assess hospitality employees' emotional intelligence levels and its effect on their job satisfaction and performance, a structured questionnaire based on a Likert scale was created to provide in-depth responses to their level of agreement or disagreement on a five-level scale (1 = strongly disagree, 5 = strongly agree). The survey was based on Goleman's Emotional Intelligence framework and examined important competencies related to the hospitality industry: self-awareness—being aware of emotions and how those can impact behaviour in the workplace; self-regulation—the ability to manage the emotional process of responding, and how to respond to negative emotions in the workplace when things become very difficult; motivation—a strong self-motivation to reach a goal and have a positive effect on a situation; empathy—understand and respond to others' emotions, including both colleagues and guests; and social skills—the ability to work on and develop strong professional connections, including communicating effectively with others.

The questionnaire was circulated digitally among departments relating to hotel operations: front office, housekeeping, food & beverage, human resources, and management across Delhi, Bhubaneswar, and Kolkata.

Field Study:

With some surveys and observations that spanned for about two months, the study provided insights into

how emotional intelligence would manifest itself in everyday hotel operations in three areas:

- **Guest Interaction-**High EI employees maintained a degree of serenity in dealing with guests' complaints, actively listening in a way that enabled problem-solving to effect positive guest experiences.
- **Team Dynamics-**Teams with a stronger emotional intelligence set the stage for better cooperation in times of stress, cohesion in furthering the common purpose, and building trust.
- **Leadership Impact-**Good managers help create a great workplace culture that reduces stress and addresses conflicts when emotional intelligence is concerned.

Field notes documented the common behaviour patterns observed in the study, thus lending credence to the survey results which emphasized the importance of EI to the hospitality profession in real-world settings.

Secondary Data

Secondary data sources were reviewed and utilized in addition to primary data to enhance the research findings. The secondary sources included:

- **Academic research and journals:** Emotional intelligence and workplace performance studies provided some theoretical premises for the research.
- **Industry reports and hotel case studies:** Hospitality organisations, human resource studies, and market research firms provided insights into EI in real-world hotel management and customer service.

Secondary data supported and contextualized the primary research findings, allowing for the broader view of the implications of EI in the Indian hospitality industry.

9. Data Analysis and Interpretation

1. What is the age group?

Figure 3. Age Group of the Participants
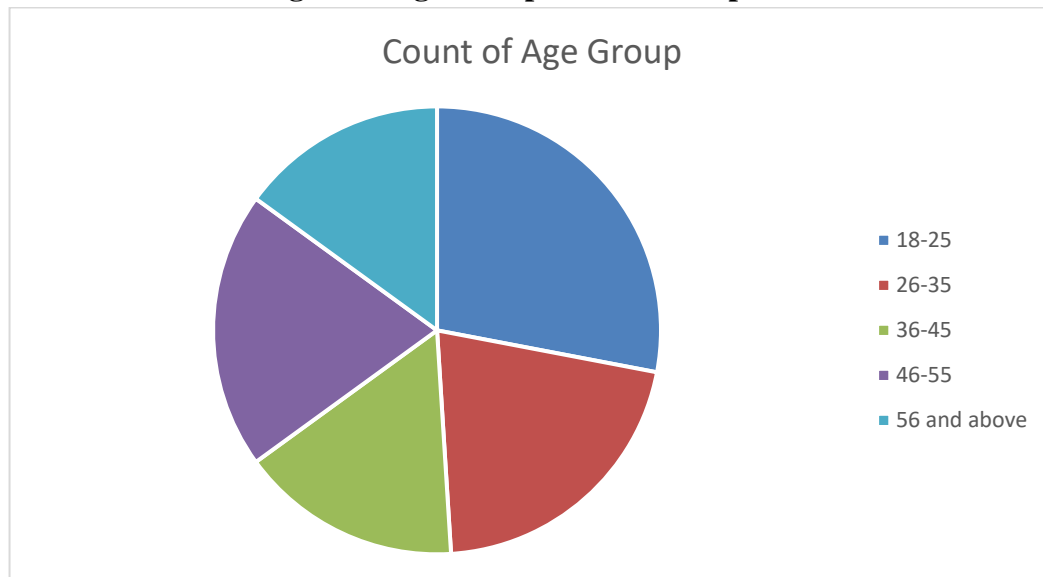
Table 1. Age Group of the Participants

Age Group	Count of Age Group
18-25	28
26-35	21
36-45	16

46-55	20
56 and above	15

2. What is your gender?

Figure 4. Gender Breakdown of the Participants
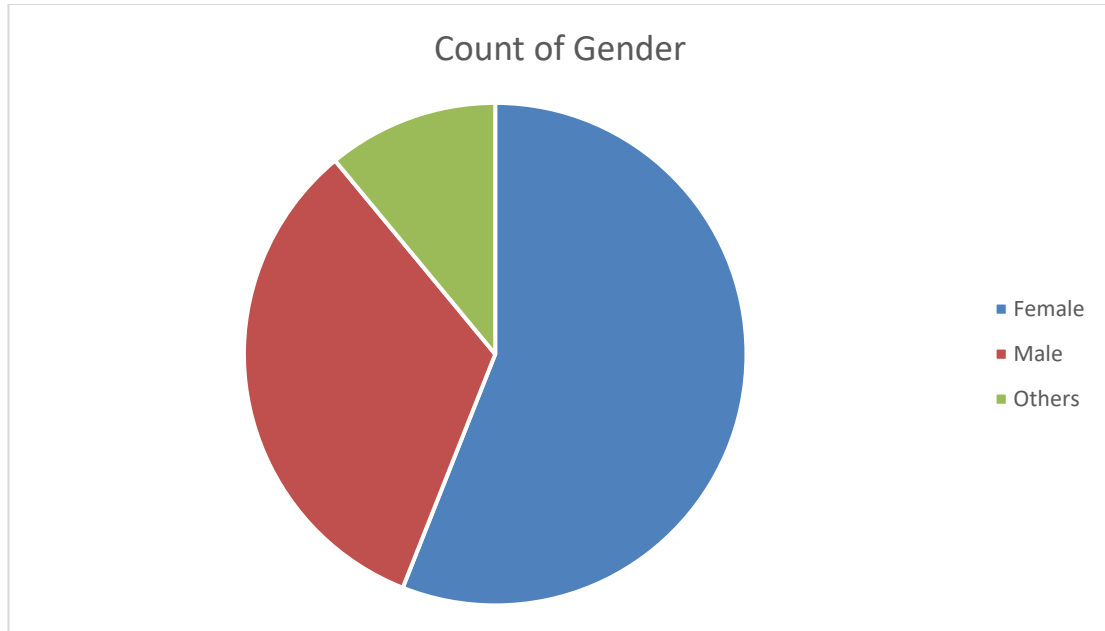
Table 2. Gender Breakdown of the Participants

Gender	Count of Gender
Female	56
Male	33
Others	11

3. What is your current position in the industry?
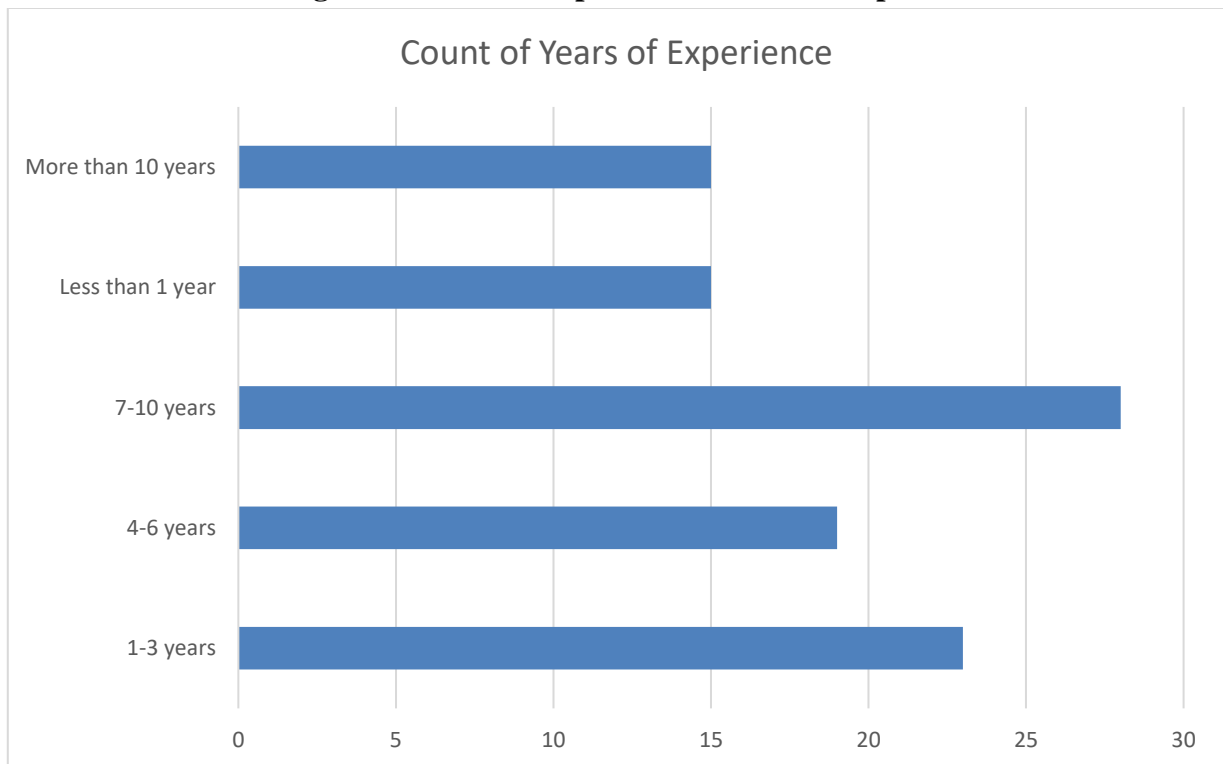
Figure 5. Count of Current Positions of the Participants
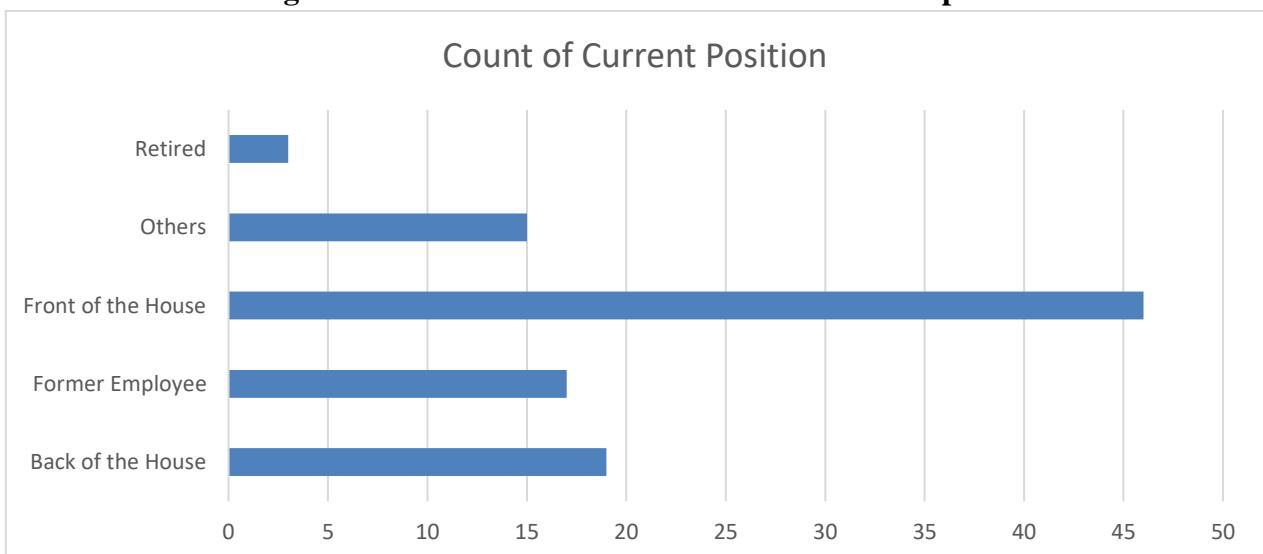
Table 3. Count of Current Positions of the Participants

Current Position	Count of Current Position
Back of the House	19
Former Employee	17
Front of the House	46
Others	15
Retired	3

4. How many years of experience do you have in the hotel industry?

Figure 6. Years of Experience of the Participants

Table 4. Years of Experience of the Participants

Years of Experience	Count of Years of Experience
1-3 years	23
4-6 years	19
7-10 years	28
Less than 1 year	15
More than 10 years	15

5. How well do you understand your emotional triggers in the workplace?

Figure 7. Count of People
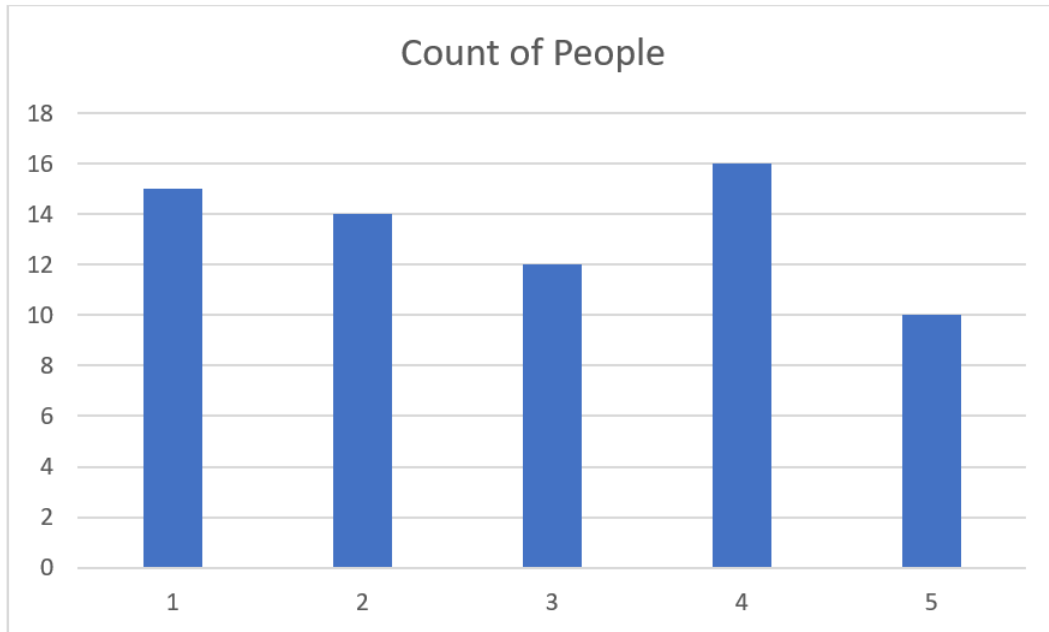
Table 5. Count of People

Scale of measurement	Count of People
1 - Not at all	15
2	14
3	12
4	16
5 - Extremely well	10

The chart demonstrates employees' abilities to understand their emotional triggers when working in the professional environment. The scoring scale indicates stronger self-awareness abilities because these contribute to effective workplace stress management and interaction skills.

6. How often do you seek feedback from colleagues about your emotional responses?

Figure 8. Count of People
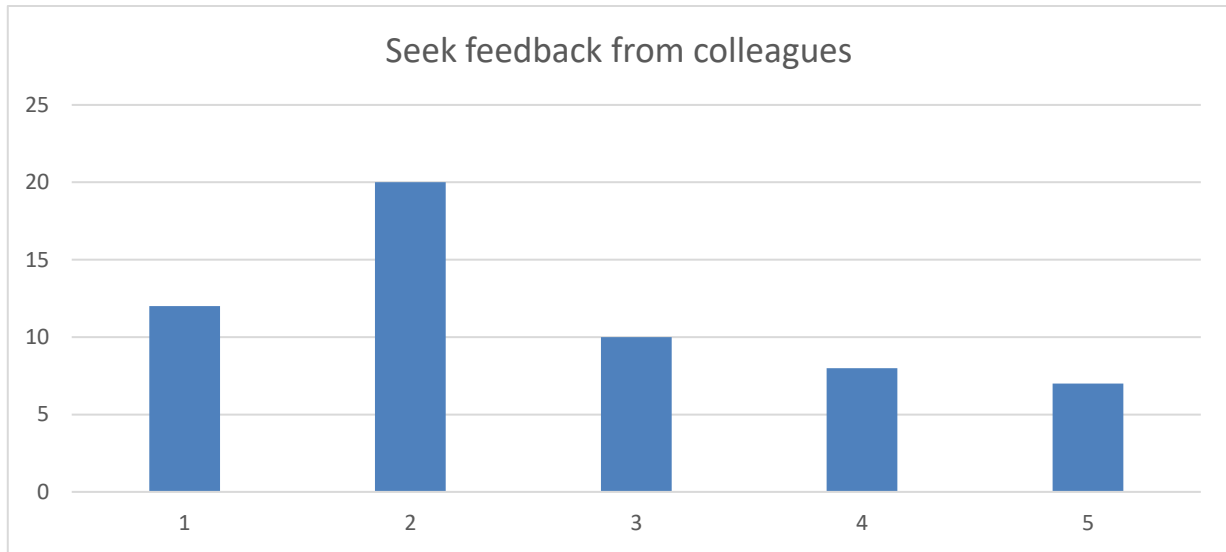
Table 6. Count of People

Scale of measurement	Count of People
1 - Never	12
2	20
3	10
4	8
5- Always	7

The distribution demonstrates employee frequency regarding their searches for feedback directly relating to emotional responses. Workers who actively request feedback tend to build their emotional intelligence capabilities and enhance their social abilities during the duration of their growth.

7. **How confident are you in your ability to remain calm and composed during customer complaints?**

Figure 9. Count of People
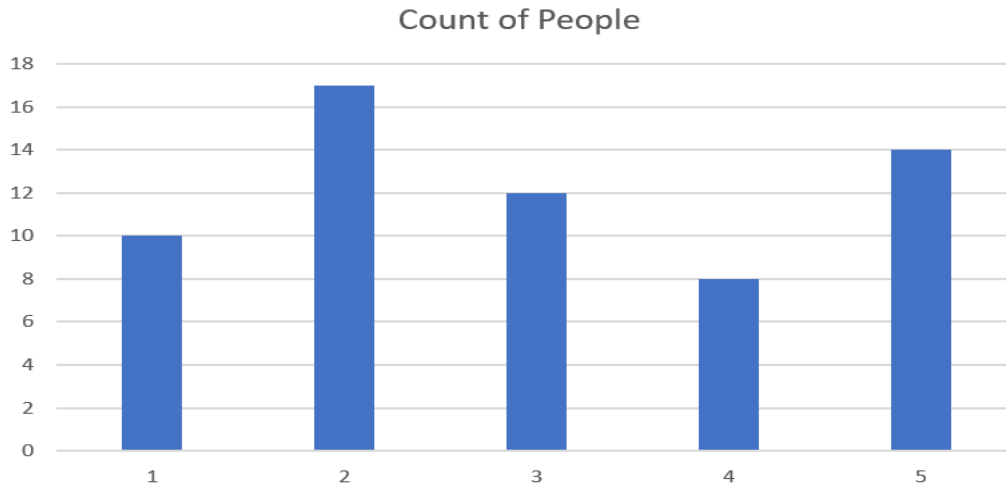
Table 7. Count of People

Scale of measurement	Count of People
1-Not confident	10
2	17
3	12
4	8
5- Very confident	14

The analysis measures employee confidence levels during complaint management situations. Better emotional regulation and problem-solving skills are present when employees demonstrate higher confidence levels and these traits prove essential in hospitality services.

8. **Rate the importance of self-regulation in maintaining a positive work environment.**

Figure 10. Count of People
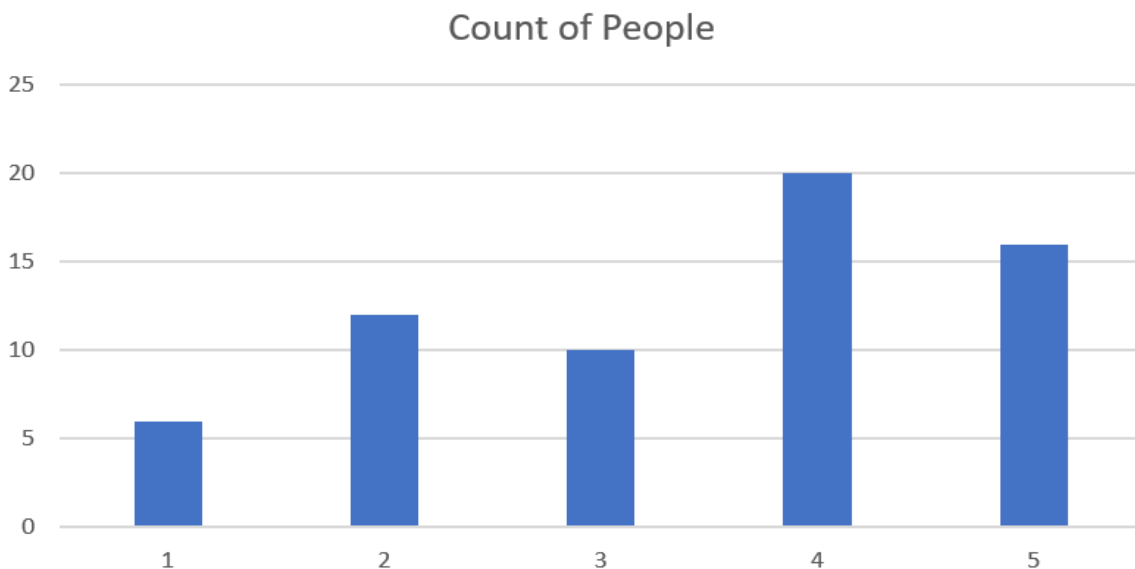
Table 8. Count of People

Scale of measurement	Count of People
1- Not important	6
2	12
3	10
4	20
5- Very important	16

Employee perceptions about self-regulation within the workplace appear in this chart. The majority of employees understand that proper emotional control serves to enhance professionalism and satisfaction of customers.

9. **How often do you find yourself understanding the emotions of customers and colleagues?**
Figure 11. Count of People
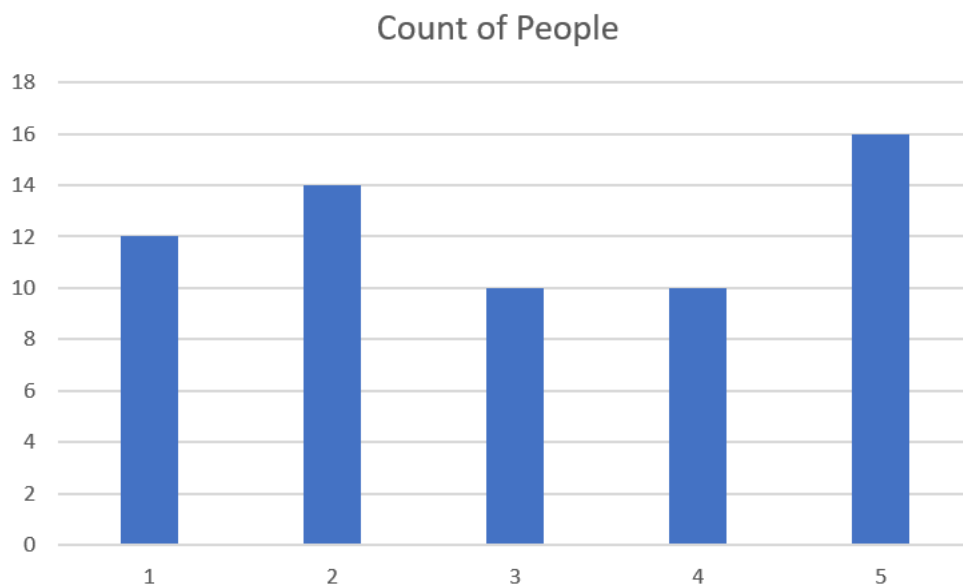
Table 9. Count of People

Scale of measurement	Count of People
1- Never	12
2	14
3	10
4	10
5- Always	16

The graph represents employee frequency in understanding emotions displayed by customers as well as fellow colleagues. A significant number of responses in this segment implies skilled empathy capabilities that benefit guest satisfaction.

10. Do you believe that your ability to empathize has led to improved customer satisfaction?

Figure 12. Count of People
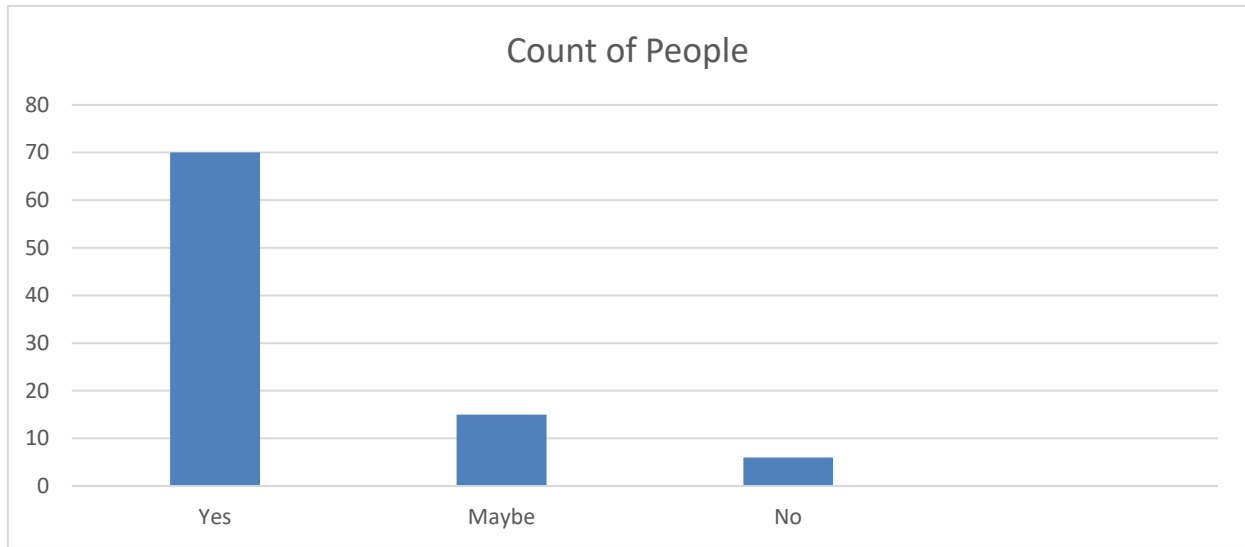
Table 10. Count of People

Response	Count of People
Yes	70
Maybe	15
No	6

Staff members through this distribution demonstrate their belief that empathy plays an explicit role in enhancing customer satisfaction. Such data indicates emotional intelligence creates positive effects on service quality because most employees shared this belief.

11. How effective do you feel your communication skills are in resolving conflicts?

Figure 13. Count of People
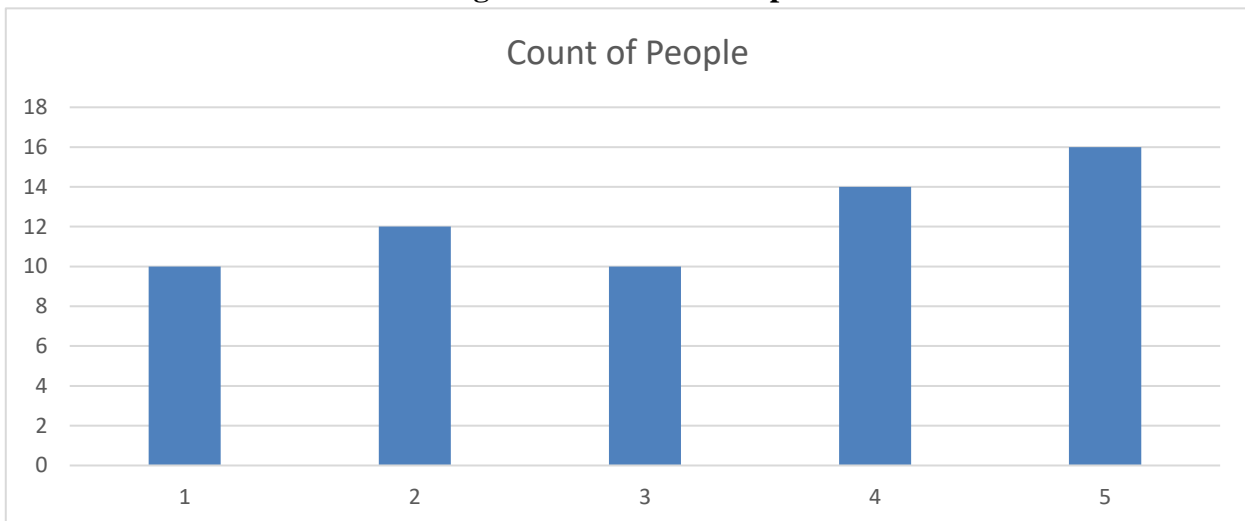
Table 11. Count of People

Scale of measurement	Count of People
1- Not effective	10
2	12
3	10
4	14
5- Very effective	16

This visual display demonstrates the effectiveness of staff members regarding their skills in tackling conflicts through communication. The ability to resolve workplace conflicts successfully becomes stronger when the rating scores here are higher.

12. Rate your ability to build strong relationships with customers and colleagues.

Figure 14. Count of People
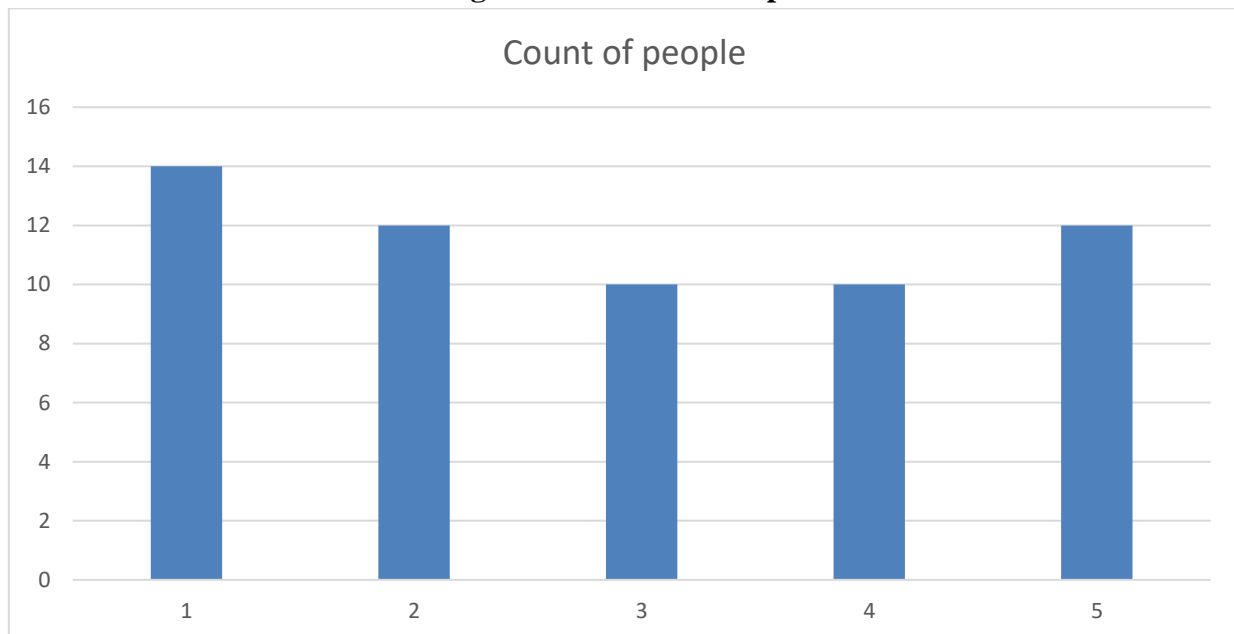
Table 12. Count of People

Scale of measurement	Count of people
1- Very poor	14
2	12
3	10
4	10
5- Excellent	12

Employees discussed their capability to establish strong professional relationships through this graph. A strong bond between colleagues creates superior team dynamics which results in stronger customer retention rates.

13. How significantly do you believe EI contributes to your overall job performance?
**Figure 15. Count of People**
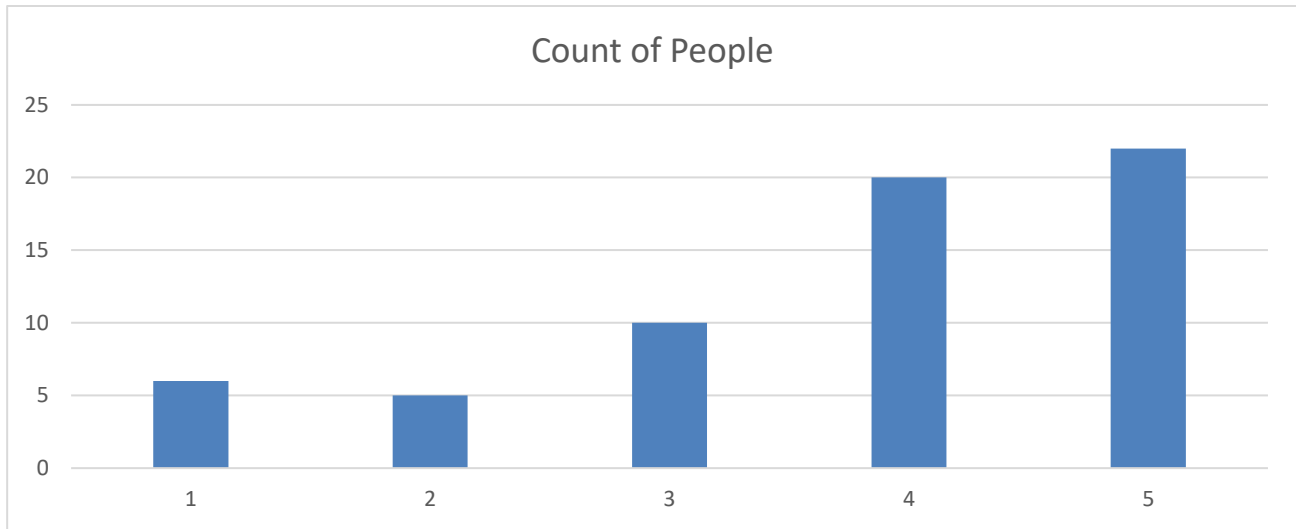
Table 13. Count of People

Scale of measurement	Count of People
1-Not at all	6
2	5
3	10
4	20
5-Very significantly	22

The chart measures employees' assessment of Emotional Intelligence contribution to professional work achievement. High correlation between these variables suggests that workers recognize Emotional Intelligence serves as a crucial factor that leads to their role success.

14. In your experience, does EI influence teamwork and collaboration in your department?
**Figure 16. Count of People**
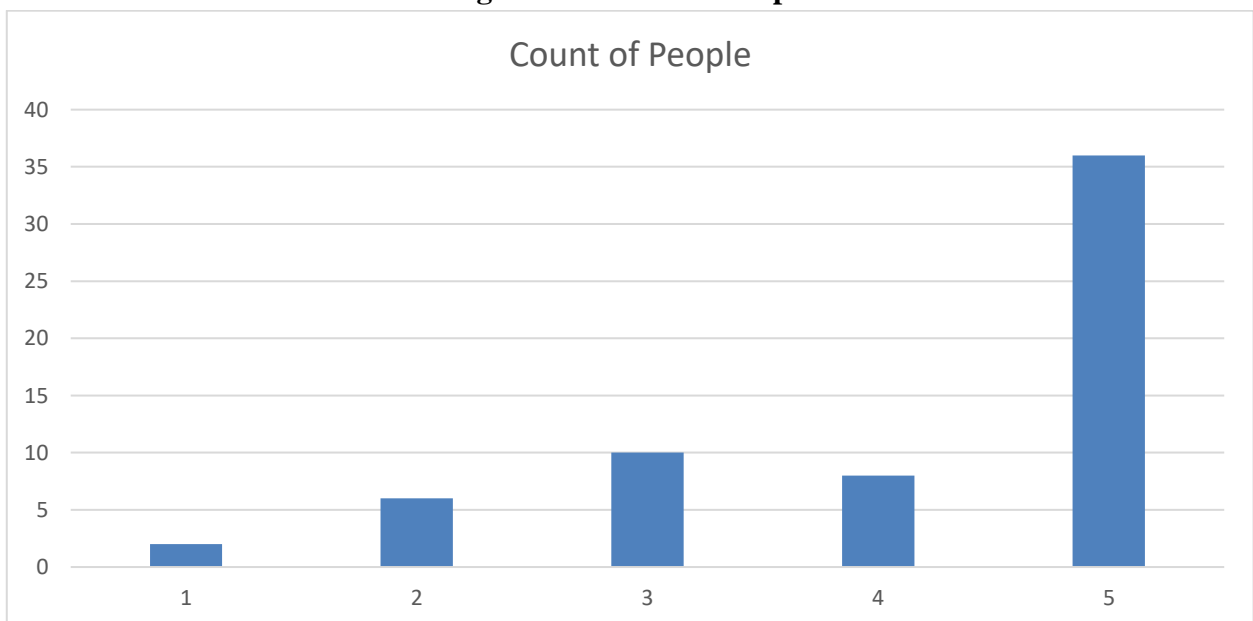
Table 14. Count of People

Scale of measurement	Count of People
1- Not at all	2
2	6
3	10
4	8
5- Very significantly	36

This section evaluates worker beliefs about EI's impact on team-based work relationships. Emotional intelligence teams demonstrate positive distribution as they achieve superior performance while maintaining strong team cohesion.

15. How often do you receive positive feedback from supervisors regarding your emotional intelligence skills?

Figure 17. Count of People
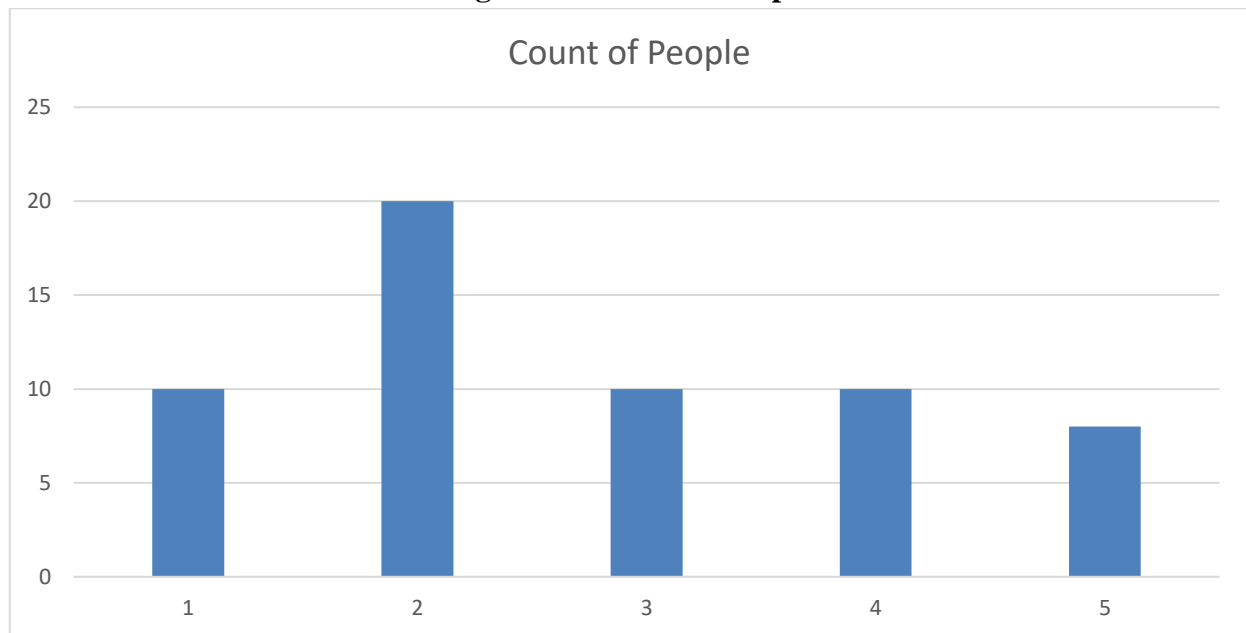
Table 15. Count of People

Scale of measurement	Count of People
1- Never	10
2	20
3	10
4	10
5- Always	8

Supervisor Feedback about Emotional Intelligence provides this frequency to indicate their positive feedback about employee emotional intelligence skills. Emotional intelligence abilities earn regular acknowledgment through positive feedback from organizations that indicate the importance of these skills.

16. How often do you feel that your emotional intelligence positively impacts customer interactions?
**Figure 18. Count of People**
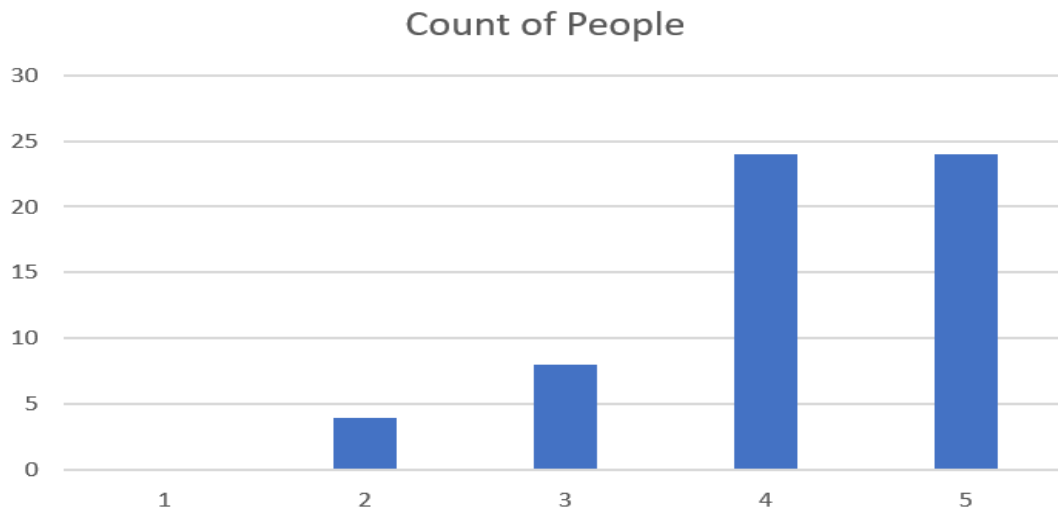
Count of People

Table 16. Count of People

Scale of measurement	Count of People
1-Never	0
2	4
3	8
4	24
5 -Always	24

The EI Impact on Customer Interactions assessment indicates the frequency with which staff believe their emotional intelligence enhances their interactions with customers. The service delivery quality improves substantially when employees demonstrate emotional awareness.

17. Rate the importance of EI in handling difficult customers effectively
**Figure 19. Count of People**
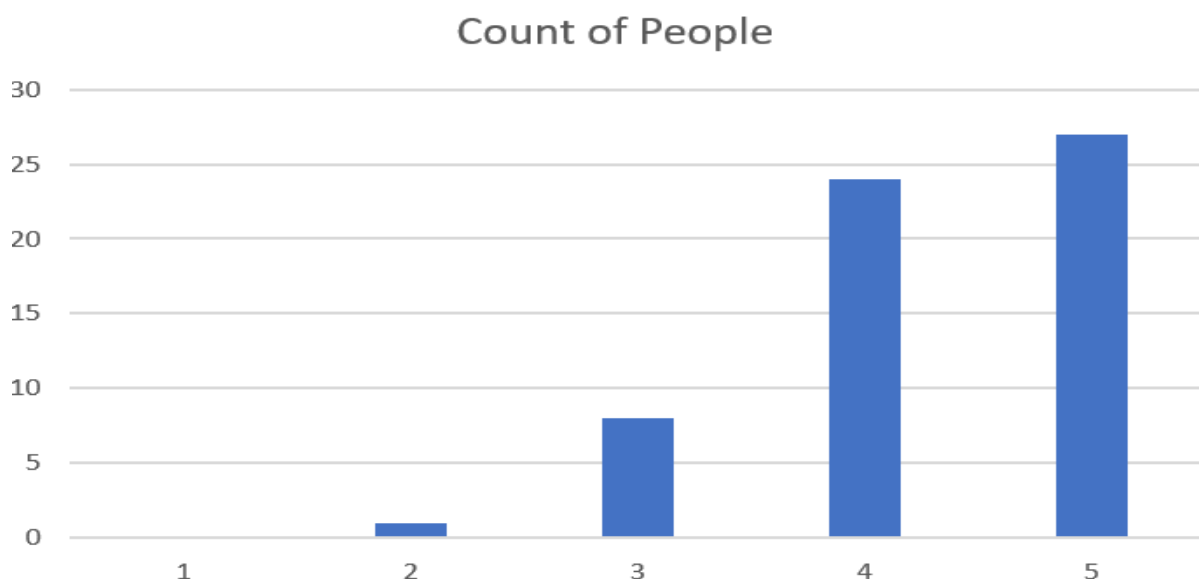
Count of People

Table 17. Count of People

Scale of measurement	Count of People
1-Not important	0
2	1
3	8
4	24
5-Very Important	27

Employees explain the significance of emotional intelligence to handle difficult customer situations through this visual representation. Service recovery requires effective management of emotions according to the responses from individuals with a high level of agreement.

18. Do you believe that emotionally intelligent employees are more successful in upselling services or products?

Figure 20. Count of People
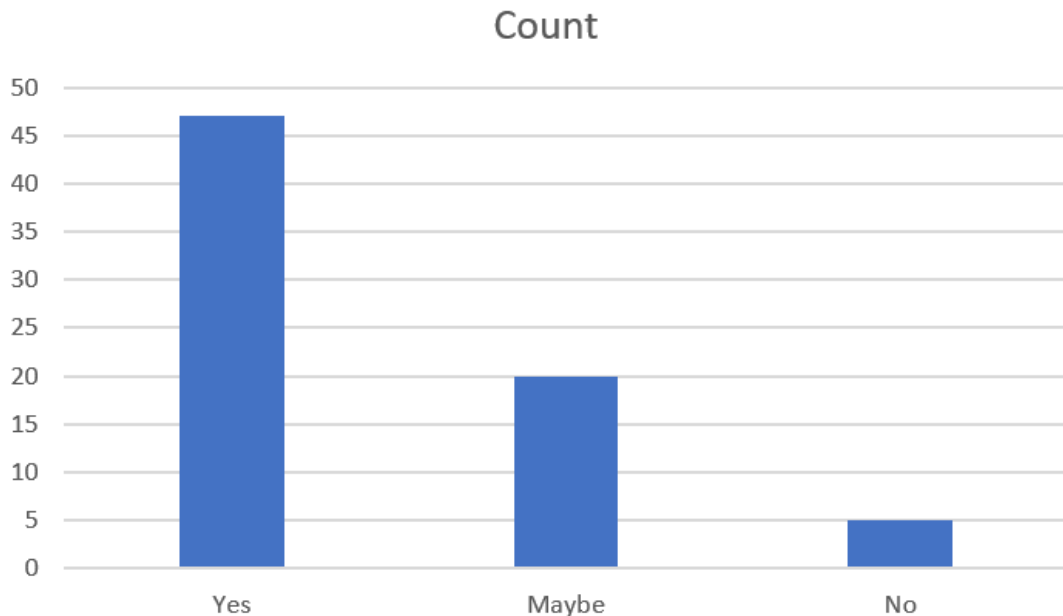
Table 18. Count of People

Response	Count
Yes	47
Maybe	20
No	5

The analysis evaluates employee perceptions on emotionally intelligent staff members being better suited for upselling success. The positive results confirm that employee emotional intelligence boosts their persuasive skills as well as their ability to engage customers.

19. How supportive is your organization in promoting emotional intelligence training and development?

Figure 21. Count of People
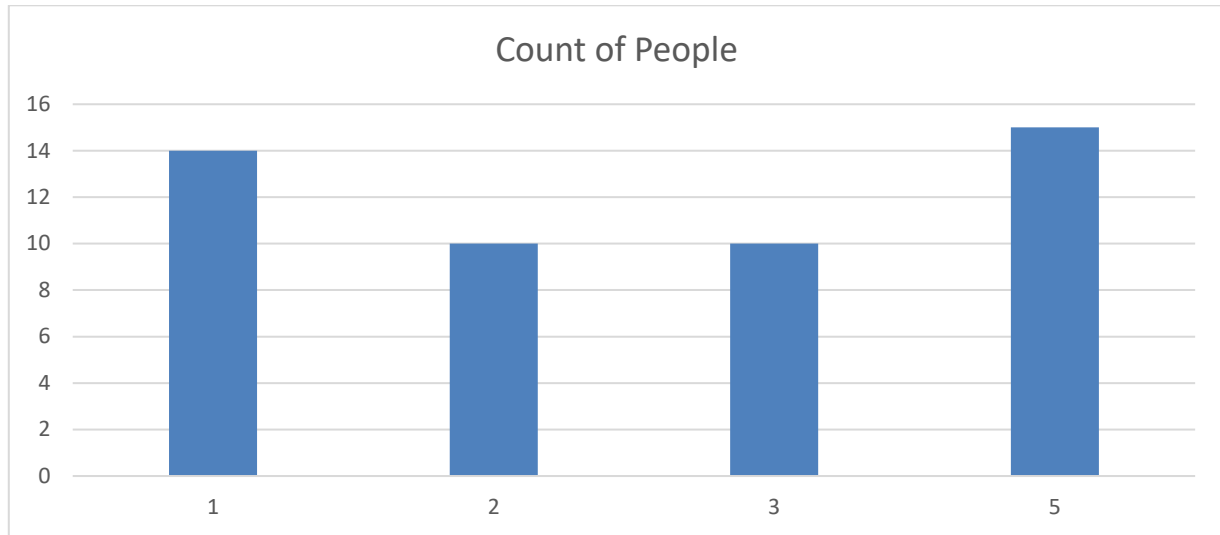
Table 19. Count of People

Scale of measurement	Count of People
1-Not supportive	14
2	10
3	10
4-Very supportive	15

Organizational support for EI training delivers information about how businesses promote EI training initiatives. proficient organizational backing shows that leaders understand the significance of EI within hospitality operations.

20. Does your organization have formal programs or initiatives aimed at enhancing employees' emotional intelligence?

Figure 22. Count of People
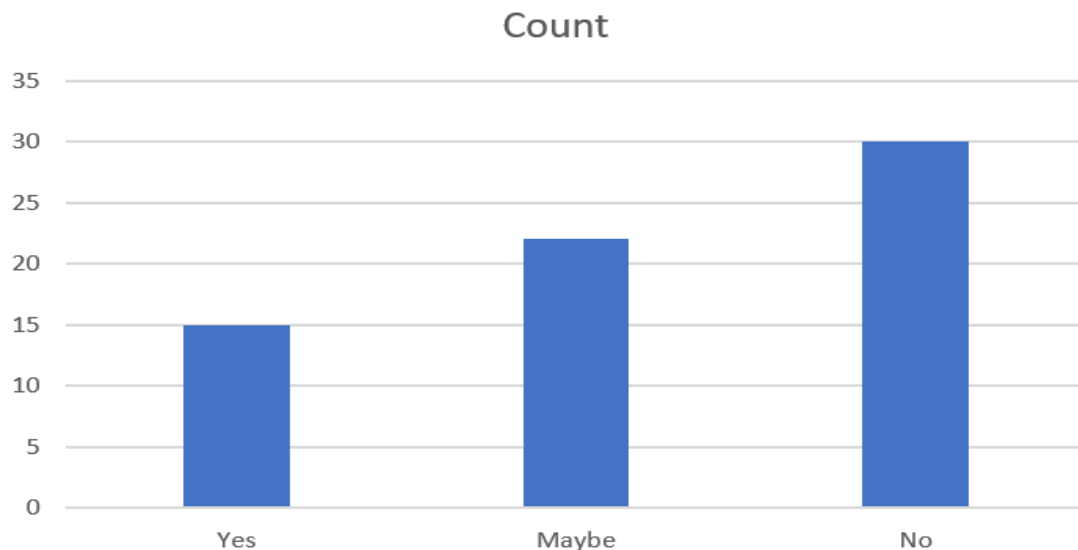
Table 20. Count of People

Response	Count
Yes	15
Maybe	22
No	30

This chart indicates which organizations establish official Emotional Intelligence programs for their employees. Improvements in formally organized EI training programs are indicated by a decreased percentage value.

21. How would you rate the overall emotional intelligence of your team?

Figure 23. Count of People
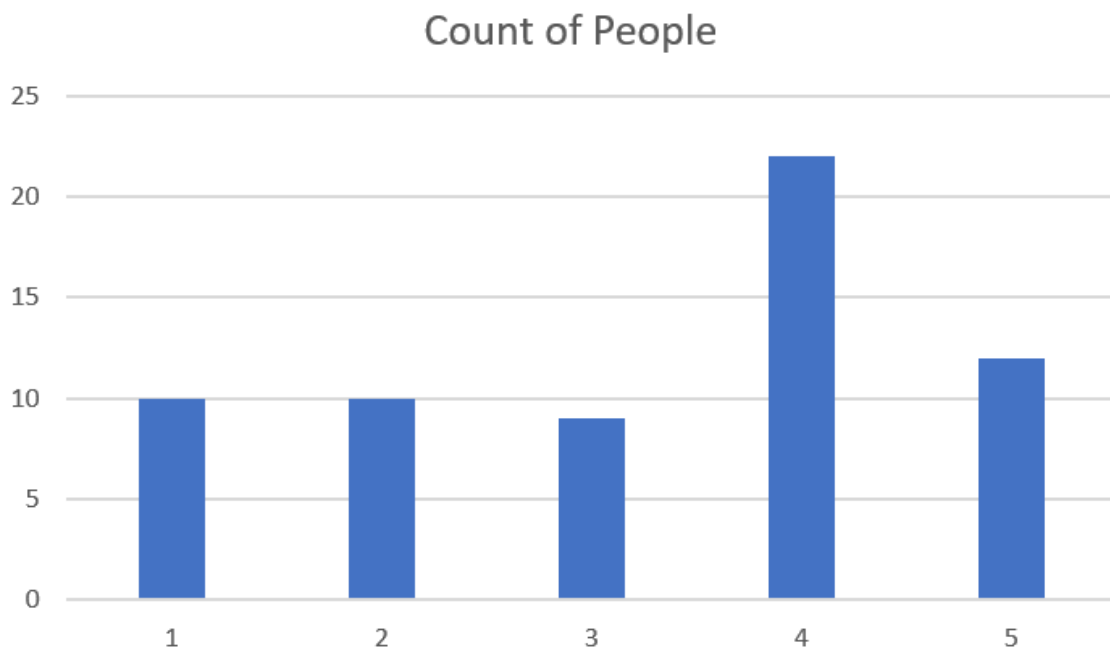
Count of People

Table 21. Count of People

Scale of measurement	Count of People
1-Very poor	10
2	10
3	9
4	22
5-Excellent	12

This graph gauges employee assessments regarding the emotional intelligence of their teams. The rating indicates excellent emotional intelligence among personnel who maintain balance and emotional awareness.

22. In your opinion, does emotional intelligence differentiate high-performing employees from average performers in the hotel industry?

**Figure 24. Count of People**
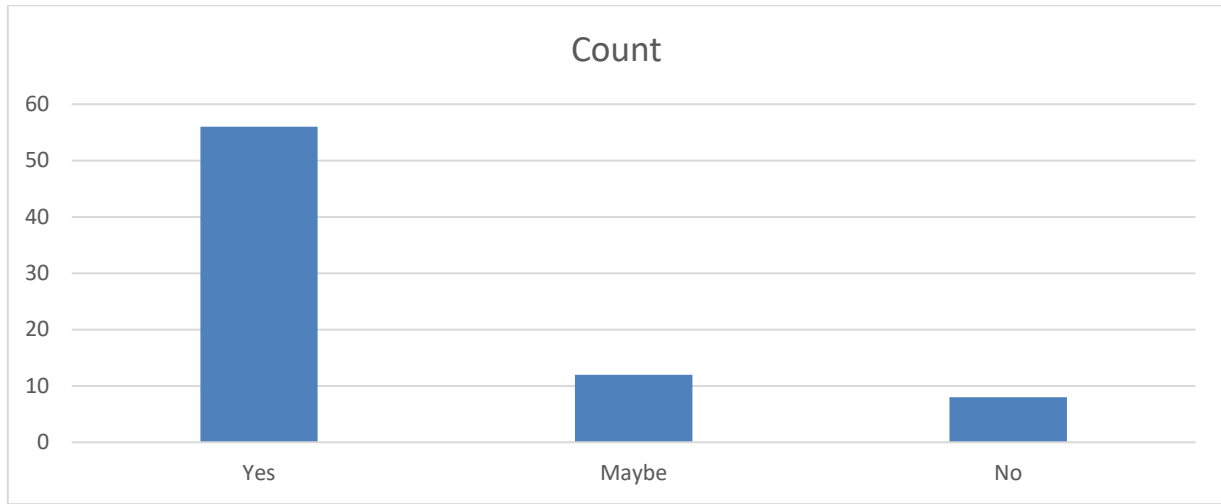
Table 22. Count of People

Response	Count
Yes	56
Maybe	12
No	8

This research measurement analyses if employees who perform at high levels demonstrate different EI capabilities than workers who perform at average levels. The survey results demonstrating high agreement would provide evidence to support the conclusion that emotional intelligence plays a vital role in professional achievements.

23. Do you believe that cultural factors in India influence the expression and importance of emotional intelligence in the workplace?

Figure 25. Count of People
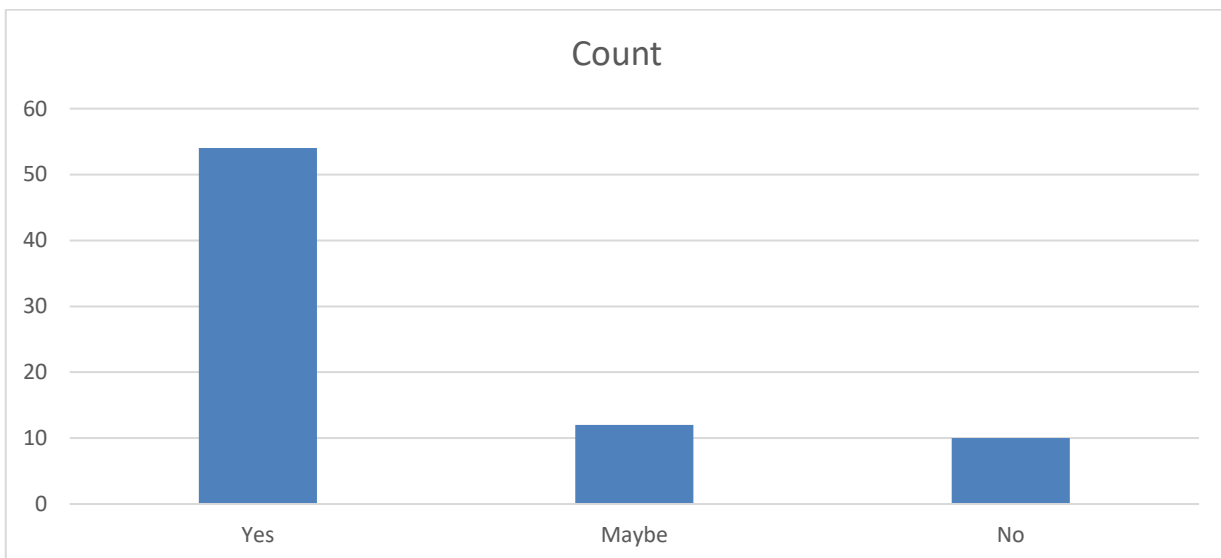
Table 23. Count of People

Response	Count
Yes	54
Maybe	12
No	10

The tool examines whether workforces perceive cultural elements to impact Emotional Intelligence at their organizations. A substantial increase in employee agreement about cultural awareness importance reveals the central role of cultural awareness in EI development.

24. How critical do you believe emotional intelligence is for career advancement in the hotel industry?

Figure 26. Count of People
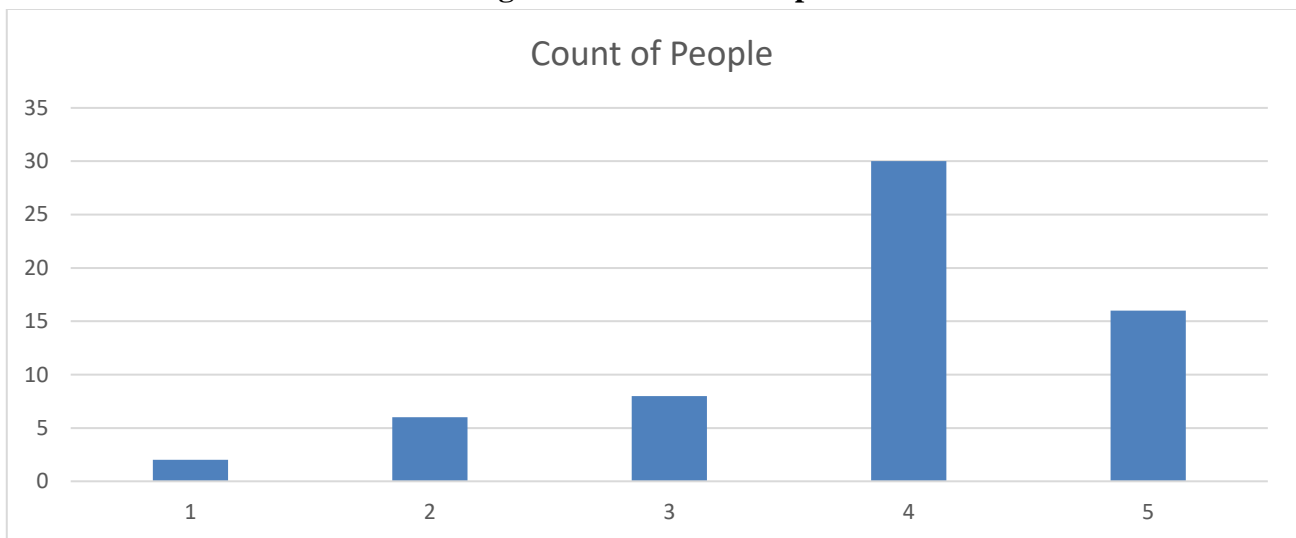
Table 24. Count of People

Scale of measurement	Count of People
1- Not critical	2
2	6
3	8
4	30
5- Extremely critical	16

Workers display their strong belief that emotional intelligence serves as a critical factor for professional advancement according to this study. The identification of EI as a proficiency leading to career growth marks employee agreement regarding professional development through emotional intelligence.

25. How likely are you to seek out additional training in emotional intelligence to improve your job performance?

Figure 27. Count of People
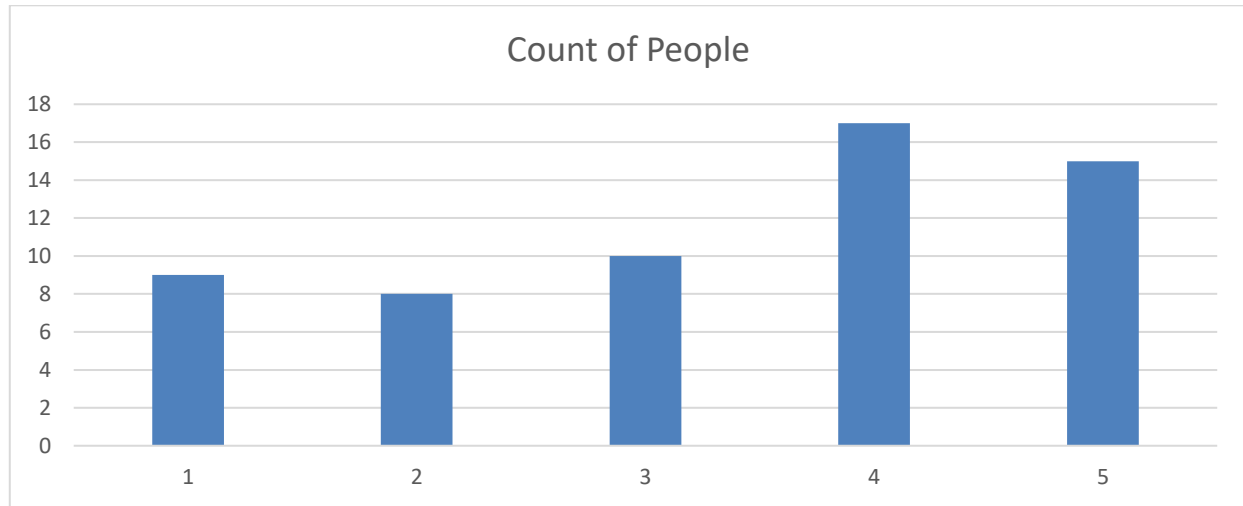
Table 25. Count of People

Scale of measurement	Count of People
1-Not Likely	9
2	8
3	10
4	17
5-Very Likely	15

The given chart demonstrates employee willingness to pursue EI training for the purpose of enhancing their job performance. High numbers of employees show interest in training as evidence points to active demand for EI development programs.

26. How important do you think emotional intelligence will be for the future of the hotel industry in India?

Figure 28. Count of People
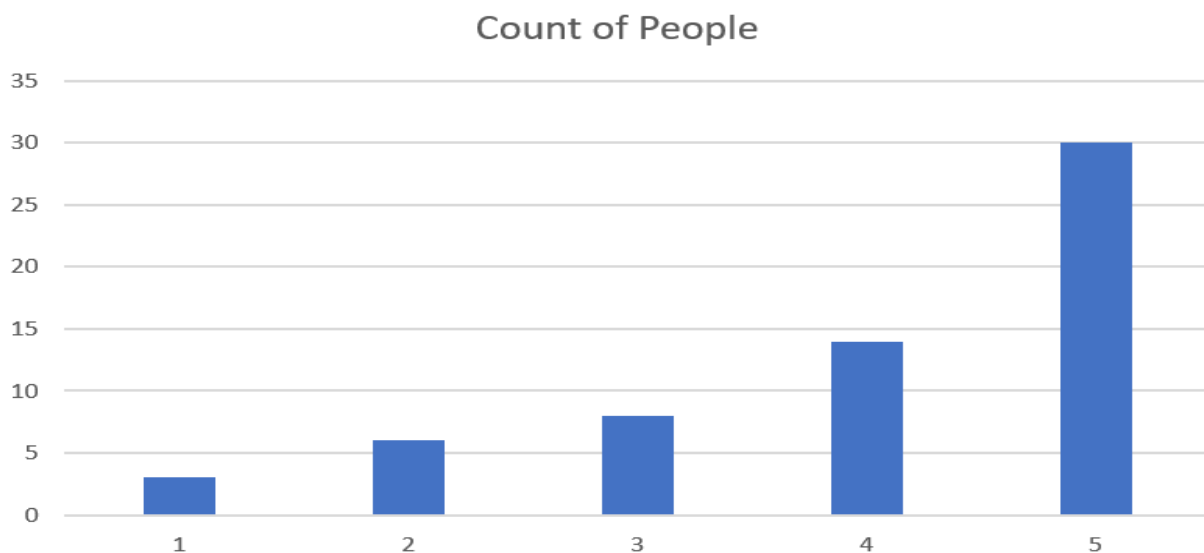
Table 26. Count of People

Scale of measurement	Count of People
1 - Not Important	3
2	6
3	8
4	14
5 - Very Important	30

This section investigates employee estimates about how essential EI will remain for hotel industry development through the future. Numerous hotel employees agree that Emotional Intelligence represents the fundamental skill needed for sustained business achievement.

9.1 Data Interpretation

General Trends in Emotional Intelligence (EI) Perception

The evaluation of gathered data demonstrates that most professionals in the hotel industry understand Emotional Intelligence (EI) holds critical importance for their daily operations. Staff members from front office, housekeeping, food and beverage and sales departments stressed how emotional intelligence supports their work activities including customer relations and conflict management and teamwork. Individuals show good understanding of Emotional Intelligence together with its effects on workplace achievements according to survey results. A large number of staff members acknowledged that increased EI leads to enhanced problem-solving abilities together with better interpersonal communication.

Guests require management professionals to demonstrate high empathy levels and strong communication abilities since these EI elements emerge as most essential for conflict resolution. Workers who displayed strong competence in these aspects received fewer complaints from guests while achieving greater satisfaction from their customers.

Survey participants exhibited different approaches regarding their competency to handle emotional triggers. Younger staff members between 18 and 25 years old had stronger confidence in regulating their emotions while older personnel who reached 56 showed diverse responses which might be shaped by their accumulated work experience.

Employees with high emotional intelligence levels received better supervisory feedback in comparison with other workers. The positive relationship between emotional intelligence and supervisor feedback indicates that solid emotional competence helps employees receive superior performance evaluations that lead to career development opportunities.

EI and Job Performance

Job performance was selected as the fundamental topic for assessment between EI and job performance in this research. Staff members uniformly acknowledged EI serves as an essential factor for achieving satisfied customers. Emotionally intelligent professionals received superior customer feedback outcomes which demonstrates how emotional intelligence drives service quality.

Young employees between 18 to 25 years of age demonstrated superior confidence in dealing with customer complaints than employees in the older generation.

The older workforce (above 45 years) displayed more rational thinking regarding emotional control in stressful situations because their professional background has matured these abilities. Researchers examined how Emotional Intelligence related to sales performance along with upselling strategies in hotel services through their investigation. People who scored highly in emotional intelligence demonstrated

superior ability to sell additional services while maintaining guest-focused service relationships. Hotels probably generate more revenue from businesses which employ emotional intelligence as a strategic element.

Training and Organizational Support for EI

The implementation of employee emotional intelligence training together with organizational support for its development remains limited in the hospitality industry of India. Guests need emotional intelligence training but the hospitality industry in India shows a deficiency in organized educational programs for developing these skills. Most participants from the hospitality sector indicated their organizations failed to deliver standardized EI training. Staff members develop Emotional Intelligence capabilities mainly through practical job-related experiences instead of official educational programs. A substantial number of employees indicated they would take part in emotional intelligence training programs because the sector demonstrated high interest in professional growth in this field. The analysis indicates hotels would obtain higher employee delivery and customer satisfaction by establishing trained EI programs.

Influence of Culture on Emotional Intelligence

The study further examines how the factors of culture play a role and express emotional intelligence in the Indian hotel industry.

Cultural Factors in India: Most of the respondents were in consensus regarding the fact that cultural norms affect how employees manifest their emotions in an act of work. For example, Indian hospitality professionals tend to show a greater attachment that emphasizes politeness as well as emotional restraint while dealing with guests as it falls under the canopy of traditional hospitality.

Self-Assessing Team EI: Employees rated the team collective EI in the moderate bracket, thereby indicating that although individualistically they might have excellent EI skills, team work dynamics and collective emotional intelligence are still to be improved.

Using EI for Career Progression

Another main focus during the research was to analyze the influence of EI on career development.

EI as Career Differentiator: Those respondents who have evidently reported a greater extent of emotional intelligence have tended to have better recognition from management along with promotion to higher positions. This indicates that emotional intelligence is not only useful for immediate job performance but also has its mention with respect to the future career of a person.

The Future Importance of EI: Some majorities of respondents have stated that emotional intelligence tends to assume an even greater future role in the hospitality industry as customer expectations keep changing with time. Accordingly, this would necessitate hotels keeping in-mind the investment in emotional intelligence within their employee capacity-building and professional development strategies.

10. Limitations

Limited Sample Size

- It cannot be assumed that 100 respondents from 3 cities (Delhi, Bhubaneswar, Kolkata) of India are sufficient to represent the varied hospitality sector in India.
- Does not consider smaller cities, rural areas, and alternative accommodations (resorts/homestays)

Methodological Constraints

- The self-reported EI data are subject to social desirability bias.
- The cross-sectional design does not allow measuring the long-term impact of EI training.
- Qualitative data might get influenced by researcher bias.

Cultural & Structural Gaps

- Unexamined region/gender differences in EI expression.
- Generational patterns of adoption (Gen Z vs older generations) not studied.
- No hierarchical analysis conducted (frontline vs senior management EI impacts).

Comparative Deficits

- No cross-national comparisons for intercultural understanding.
- With respect to other industries, there is no benchmarking.

Measurement Limitations

- It is subjective perception rather than objective KPIs.
- There is no quantitative measurement for impacts on organizational culture.
- No evaluation on the effectiveness of existing EI training programs has taken place.

11. Recommendations For Future Study

- Further study towards increasing the sample of respondents from varied segments of hospitality-neither luxury nor budget hotels.
- Collaborate using mixed-methods approaches (for example, 360-degree EI assessment followed by behavioural observations).
- Longitudinal research to show the impact of EI over time.
- Cultural and organizational comparison of EI trends.

12. Conclusion

The greatest significance of Emotional Intelligence in Indian hospitality is proved to attain, among other things, superior employee performance, customer satisfaction, and organizational success within the hospitality landscape. Emotional Intelligence, which can be defined as self-awareness, self-regulation, motivation, empathy, and social skills, becomes a basic core competency for hospitality professionals to work along with the tourism industry's dynamic and high-pressure environment.

High-EI employees also show resilience, adaptability, and stress-handling capabilities so that they can give exceptional service in situations that can be described as particularly difficult. Having a solid bond with guests and co-workers leads to better teamwork with fewer conflicts and a culture of people working together. Emotionally intelligent leaders can sometimes inspire their team members, mediate conflicts, and build emotionally healthy environments in which people work. This, in turn, raises the levels of employee engagement and retention.

The research establishes the direct relationship between EI and satisfaction. The employees having empathy and communication skills would perform better in meeting guest needs, complaint resolution, and customized experiences, which cause soaring customer loyalty and reputation for hotels.

EI also supports better service recovery in crisis management by converting a bad guest experience into a positive one.

Despite all this, EI training protocols are currently poorly housed in the Indian hospitality sector. Most organizations do not have tangible initiatives to develop EI in their workforce and mostly offer experience learning.

This marks an opportunity for hotels to pay for EI training development processes in the human resource framework, potentially yielding large returns on service quality, staff well-being, and business performance.

Indeed, culture in India also determines the expression of EI, as most traditional factors influence how emotions are controlled and displayed in the professional environment. Understanding the cultural dynamics becomes critical in designing effective EI development approaches for the Indian context. Emotional Intelligence, thus, is not simply a desirable trait but rather a strategic necessity for the Indian hospitality industry. As this sector is maturing increasingly in terms of competing with others and the expectations of customers are changing, the cultivation of EI among employees and leaders is the way ahead for continuous growth, excellence, and customer experience. Those hotels that prioritize developing such EI will have an edge over others in this industry and will be ensured a long-term future in an industry where human touch points create the highest excellence in service. Future studies should focus on expanding empirical studies, developing industry-specific EI training modules, and an environment friendly evidence-based perspective on EI and its longitudinal consequences.

References

1. Altındağ, E., & Kösedağı, Y. (2015). The relationship between emotional intelligence and job performance: A study on call center employees. *Social and Behavioral Sciences*, *210*, 150–157. https://doi.org/10.1016/j.sbspro.2015.11.359

2. Bhatia, A., & Jain, S. (2019). Emotional intelligence in the hospitality industry: A review. *International Journal of Hospitality Management*, *76*, 1–10. https://doi.org/10.1016/j.ijhm.2018.06.012

3. Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior, and outcomes: An examination among senior managers. *Journal of Managerial Psychology*, *18*(8), 788–813. https://doi.org/10.1108/02683940310511881

4. Cherniss, C. (2001). Emotional intelligence: What it is and why it matters. In J. Ciarrochi, J. P. Forgas, & J. D. Mayer (Eds.), *Emotional intelligence in everyday life* (pp. 3–24). Psychology Press.

5. Druskat, V. U., & Wolff, S. B. (2001). Building the emotional intelligence of groups. *Harvard Business Review*, *79*(3), 81–90.

6. Dulewicz, V., & Higgs, M. (2000). Emotional intelligence—A review and evaluation study. *Journal of Managerial Psychology*, *15*(4), 341–372. https://doi.org/10.1108/02683940010330993

7. Freedman, J. (2007). *The business case for emotional intelligence*. Six Seconds.

8. Ghuman, K. (2016). Impact of emotional intelligence on work motivation and job satisfaction. *International Journal of Applied Business and Economic Research*, *14*(3), 2015–2030.

9. Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.

10. Goleman, D. (1998). *Working with emotional intelligence*. Bantam Books.

11. Hochschild, A. R. (1983). *The managed heart: Commercialization of human feeling*. University of California Press.

12. Kumar, A., & Kumar, S. (2018). The role of emotional intelligence in the hospitality industry: A study of Indian hotels. *Journal of Hospitality and Tourism Management*, *36*, 1–10. https://doi.org/10.1016/j.jhtm.2018.06.001

13. Mayer, J. D., Salovey, P., & Caruso, D. R. (2008). Emotional intelligence: New ability or eclectic traits? *American Psychologist*, *63*(6), 503–517. https://doi.org/10.1037/0003-066X.63.6.503

14. Navas, M., & Vijaykumar, S. (2018). The influence of emotional intelligence on job satisfaction among hotel employees. *International Journal of Hospitality Management*, *75*, 1–9. https://doi.org/10.1016/j.ijhm.2018.03.002

15. Pérez-Fuentes, M. C., Gázquez, J. J., & Oropesa, N. F. (2019). Emotional intelligence and its relationship with job satisfaction and burnout in the hospitality industry. *International Journal of Hospitality Management*, *77*, 1–10. https://doi.org/10.1016/j.ijhm.2018.06.002

16. Pugh, S. D. (2001). Service with a smile: Emotional contagion in the hospitality industry. *Academy of Management Journal*, *44*(5), 1018–1027. https://doi.org/10.2307/3069445

17. Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition, and Personality*, *9*(3), 185–211. https://doi.org/10.2190/DUGG-P24E-52WK-6CDG

18. Singh, D. (2003). *Emotional intelligence at work: A professional guide*. Sage Publications.

19. Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, *68*(3), 461–473. https://doi.org/10.1016/j.jvb.2005.10.003

20. Thorndike, E. L. (1936). Intelligence and its use. *Harper's Magazine*, *140*(835), 227–235.

21. Wong, C.-S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly*, *13*(3), 243–274. https://doi.org/10.1016/S1048-9843(02)00099-1