Emotional intelligence among female hotel employees and their impact in job performance

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Abstract: One among the fastest and the largest growing industry sector is the global travel and tourism industry. Being in the service industry one requires to hone interpersonal and intrapersonal skills for an uplifted service culture. Emotional intelligence is an interpersonal skill to deal with people successfully by understanding one's own feelings to understand the feelings of people around us. The study is aimed at analysing the emotional intelligence scores among the hotel employees and the impact on job performance. Data was collected from 343 hotel employees among the hotels located in Kuala Lumpur, the capital city of Malaysia. The data was analysed through AMOS Version 24 and it was identified that female hotel employees exhibited higher emotional intelligence than the male employee's. Results also indicated that emotional intelligence had a direct significant impact on the employee's job performance. Results indicated further implications and recommendations to the current human resources policies and strategies in the hotel industry.

Keywords: emotional intelligence; hospitality industry; job performance; human resources.

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1   Introduction

When compared to the other industries, the hotel employees are expected to work long hours and have minimal holidays (Bustamam et al., 2014). Many people quit hotel industry and hospitality management graduates are not keen for a placement in hospitality sector for it's poor job performance (JP) standards despite the long working hours put in (Santhanam et al., 2015). Major responsibility rests on the Hospitality management education sector to create more awareness on the industry-working environment among its students. One of the key talent gaps identified by WTTC (2015) is that the positions are filled by under-qualified and under-experienced staff that leads to inferior customer service and a host of other human resources challenges. As the existing negative image of the jobs in the hotels and tourism sector is very crucial (Santhanam et al., 2015) and moreover organisational identification is also a common reason for the turnover in the industry (Dukerich et al., 2002). The above are some of the motivational factors for this study.

2   Literature review

In the scope for the 2030 agenda for Sustainable Development Goals (SDGs), tourism is firmly positioned and efforts aimed at enhancing the working environment for it's employees (International Labour Organization, Geneva 2016). It is predicted that more than 150,000 workers in and around 100 countries approximately ranging over 6,000 hotels in about 250 hotel chains would be generated globally (International Labour Organization, Geneva, 2016). The hotel and restaurant subsector is diversified with 20%

employees from multinational organisations and 80% located in small and medium-sized enterprises (SMEs) (International Labour Organization, Geneva, 2016). The global travel and tourism is considered to be one among the largest and fastest growing commercial segments globally through the vast diversification and expansion. Tourism sector is a significant dynamic influence on socio-economic progress with great prospective to motivate organisations and employability opportunities and expedite development. World Tourism Organization (UNWTO) is the United Nations Agency responsible for promoting responsible tourism and in accordance to 2014 statistics, international tourist arrivals have always been on the rise from 25 million in 1950 to 278 million in 1980, 528 million in 1995, and 1,133 million in 2014, and is expected to increase by 3.3% per year reaching 1.8 billion by 2030.

The globalisation in the South Asian economies has been steered through organisations whose performance has excelled through their employee's behaviour (Salahuddin, 2016; Sett, 2004; Choi, 2010). The performance of the organisations is evident in the increased profitability and better employee employer relations (Rogers, 2001; Tsui et al., 1995). A disproportion in the JP in an organisation is caused by the destruction of the organisation's implicit knowledge base (Coff, 1997) the employees. That leads to an increase in the employee costs (Hinkin and Tracey, 2000; Hillmer et al., 2005), which in turn results in the massive decline in the overall structural capabilities (Lado and Wilson, 1994; Blomme, 2003). The working hours being long, workloads being extensize, lack of job security and almost no scope for training and development leads to high turnover in the hotel industry.

Retaining highly educated employees is the biggest hurdle in the hospitality industry (Hoque, 1999a, 1999b; Walsh and Taylor, 2007) that would result in poor JP (Hinkin and Tracey, 2000; Pizam and Thornburg, 2000). Shortage of skilled employees in the hotel industry result in lower JP of the organisation (Lin and Mattila, 2010; Nikolich and Sparks, 1995; Sparks and Callan, 1992). There is a rising need for organisations to relook (Stalcup and Pearson, 2001; Walsh and Taylor, 2007) at their standards of assessing and developing employee's competences (Choy, 1995; Hjalager and Andersen, 2001). Adding on Alonso and O'Neill (2009) proved that the stakeholders and the hotel managers agreed to the fact that sourcing resourceful employees was indeed a difficult job. Hence, JP is very reliant on minimising employee's dissatisfaction and maintaining a stable work force (Kim et al., 2015). This resulted in the loss of potential employees, which is detrimental to an organisation.

A brief review of the female employees in the hospitality industry

Hospitality industry should pay extra attention in selecting effective management strategies and techniques (Cropanzano and Mitchell, 2005) to help the employees in being successful in their JPs. The concept of emotional intelligence is helpful when evaluating ongoing functions and wellbeing of employees and it is quoted that "if the driving force of intelligence in twentieth century business has been intelligent quotient (IQ), then in the dawning twenty first century it will be emotional quotient (EQ)" [Cooper and Sawaf, (1997), p.27]. The direct contribution of travel and tourism to employment is literally dependant on JP of their employees through exhibiting their various social and technical competences. The emotional intelligence being the individual trait of an employee play a major role in the enhancement of the employees' JP as the employees recognise value and trust from the organisation. Ideally, in the hospitality and

tourism sector, women made up between 60% to 70% of the labour force just in the hotel sector (Twining-Ward and Zhou, 2017). With the Hilton's and Marriott's strategies for women leadership through their various women leadership development programmes, individual hotels are also empowering women adding more comparative advantage for women (Twining-Ward and Zhou, 2017). A major concern, for the hospitality industry, as originally stated by Kimbu (2011), is the dearth of it's qualified managerial and non-managerial human resources. The talent imbalances in travel and tourism taking forms in shortage of job-specific skills, shortage of certain skills and recruitment is an ongoing process with the turnover ranging from a high of 36% to 8% (WTTC, 2015). Technically, these issues arise due to the lack of hotel employees' emotional intelligence (Talachi and Gorji, 2013) and it is claimed that emotionally intelligent employees are able to cope with the various challenges poised at workplace (Parke et al., 2015). Although there is a significant growth in the industry, there is room for further development of the employee competences in this sector.

The hospitality industry claims to have a good percentage of women employees 55% of the labour force participation rate hence it is advised to study on the gender influence on JP.

2.1   *Emotional intelligence and JP*

Emotional Intelligence as coined by Goleman (1998, p.317) "refers to the capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships". Intellectual and emotional intelligences explains the various brain actions (Goleman, 1998). Gardner (1983) developed the concept of 'multiple intelligences' and stated the distinction between intellectual and emotional abilities. Later, Salovey and Mayer (1990) first presented the notion of emotional intelligence as a sort of social intelligence, separable from general intelligence. It is, explained that emotional intelligence is the ability to monitor one's own and others' emotions, to discriminate among them, and use the information to guide one's thinking and actions (Salovey and Mayer, 1990). Further, they developed their model and defined Emotional Intelligence as the capacity of an individual to distinguish precisely, appraise, and express emotion; the ability to access and generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge (Abraham, 1999); and the ability to regulate emotions to promote emotional and intellectual growth. People with good emotional intelligence have a good understanding for other people (Schutte et al., 1988) and are positive almost at all times and they possess high work performance (Goleman, 1995).

According, to Scott-Halsell et al. (2008), all sectors of hospitality are service related and Emotional Intelligence has found to play a vital role in the success of the managers in service industries (Langhorn, 2004). Goleman (1995), reports that a single most important factor that distinguishes star performers in a study among workers at all levels was emotional quotient and 67% of emotional competencies are required for excellence and reported that emotional intelligence is very vital in organizations. Research, on emotional intelligence in various fields have been reported for positive results; in a study of 176 undergraduates emotional intelligence positively linked to JP, emotional intelligence was linked to career progress in a study of 58 managers in the UK, emotional intelligence competence was studied among 36 account officers for problem solving skills, a study on 81 unemployed individuals claiming that Emotional Intelligence was a

better predictor for job success, emotional intelligence was claimed for positive performance at work (Mayer et al., 2008). However, with extant literature claiming that emotional intelligence was positively linked to enhance job performance (Parke et al., 2015) in various fields the need for becoming aware of emotions is very essential. The behaviour of the front line employees play a very important role in moulding the customer's perception of service quality because the quality of the interaction between employee and customer is critical in determining customer satisfaction. Emotional Intelligence exhibits abilities to manage one's own emotions and managing relationship with others (Goleman, 1995). Goleman (1998), recommended four basic emotional intelligence sub components; such as Self-awareness, self-management, social awareness and relationship management.

- *Self or perception of emotions*: is the ability to recognise one's feelings and the feelings in others. It is about what we are feeling and why we are feeling that guides our decision making like a good intuition or a moral compass. The specific example given by Goleman (1995) for self aware is to recognise the instant flow of the emotions.

- *Self management or managing self-emotions:* is the ability to practice the appropriate course of action without altering or disturbing the set of actions is the self-management component of emotional intelligence (Scott-Halsell et al., 2008). The ability to adapt and adjust with changing situations at work.

- *Social awareness or social skills emotions:* It is the sub-component that captures emotional competencies such as empathy, organisational awareness, service orientation (Scott-Halsell et al., 2008). Organisational awareness is being completely aware of one's work environment.

- *Relationship management or utilising emotions:* Is the ability to encourage and motivate others to develop them at the workplace. The relationship management is the fourth dimension of the emotional intelligence variable. The sub components of the relationship management dimension are developing others, leadership, influence, communication, change catalyst, conflict management, building bonds and teamwork and collaboration (Boyatzis and Goleman, 1999).

Emotional intelligence is an human resources recruitment tool in the current era. *Time Magazine*, published that Goleman's (1995) book was one of the 25 most influential business management books best sellers and the *Harvard Business Review* article based on this book was a popular reprint. As per the claim by Goleman (1995) emotional intelligence is 80% of success of one's life whereas IQ is about 20% only. Scholars are sceptical about the evaluation and the conformance of emotional intelligence, and endorsed that emotional intelligence is a required competence of ability.

Thus with the above expounded literature review on emotional intelligence and JP it is plausible to study on the relationship between these variables. Although there is extant literature available on emotional intelligence workplace functions but minimal on its application strategies in the hospitality sector (Cavelzani and Esposito, 2010).

2.2   *Emotional intelligence between genders*

The four components of emotional intelligence is treated as a significant antecedent for JP (Vratskikh et al., 2016). In a sports related study, it was claimed that the competent leaders among both genders utilised their technical skills adept to their work place (Abdalla, 2014) and which was also claimed by Kadyrkulova (2008). Emotional intelligence and gender has been correlated consistently in various study settings and in various cultures (Bar-On and Parker, 2000; Jokar, 2007; Mishra and Vashist, 2014; Brackett et al., 2004; Mayer, 2002; Mayer et al., 1999; Ciarrochi et al., 2000; Palmer et al., 2005). Studies proved that the males score higher than women since they perceive themselves to be emotionally intelligent (Bar-On et al., 2000) where the perceived and performed emotional intelligence were similar.

As per Paul (2007), as cited by Abdalla (2014), emotional competence is doubly essential than cognitive ability to achieve outstanding performance in any competent industry. Because a person's self awareness and being aware of others emotions enhances their competence to overcome problems and overcome them at ease thereby increasing the quality of life and achieve more goals, as it the same increases with experience. In a study among various service sectors such as hotels, banks, call centres and hospitals higher experienced employees scored a higher score of emotional intelligence. her study among the Indian executives in various organisations like call centres, hotels, hospitals and banking sectors found that more experienced executives scored high on Emotional Intelligence in comparison to less experienced executives. The same was assured in a another study, among nurses and they also claimed that the experienced staff developed competences such as problem solving and decision making. The same was in par with another study that emotionally intelligent staff were dynamic in getting people to follow them. The study among the Malaysian hotel employees strongly claim a difference between genders in work engagement caused through various behaviours. Study by Kim et al. (2012), on the Korean frontline hotel employees' emotional intelligence impact on service recovery and emotional labour. However, it is recommended (Extremera et al., 2006) that studies on emotional intelligence should take respondents from various genders and ages in various cultural settings. Furthermore, Jung and Yoon (2012), claim that for a positive job performance, emotional quotient is equally important as the employees' intelligent quotient. In a very recent study, it is found that emotional intelligence has a tremendous effect on the employees' job performance (Sharma and Mahajan, 2017). Thus, it is hypothesised that emotional intelligence has significant relationship with job performance. Hence the following hypothesis is proposed;

Ha1   Emotional intelligence has a significant relationship on JP.

Ha2   Emotional intelligence in genders has a significant influence in JP.

3   Methodology

Hotel employees in Kuala Lumpur as Malaysia is the sample frame identified for the study. The depiction of elements from the population where from the sample is taken (Sekaran and Bougie, 2013). The research embarked on the simple random sampling was the sampling technique as each element can be considered as a subject and there is a high generalisability of the findings (Sekaran and Bougie, 2013). The hotel human resources

office was contacted and all the front line and the back of the house employees were targeted. This sampling design is carefully selected over the other choices since there is high generalisability of findings and has the least bias (Sekaran and Bougie, 2013). As this study is not specific to operations or administration departments of the hotels any employee in the hotel would be considered as a valid subject for the study.

A self-administered questionnaire was framed from the literature review and amended accordingly to test the research questions. The questionnaire comprised of sections addressing respondents' demographics. Section B addressing the emotional intelligence which consists of 33 items adapted from the self-report emotional intelligence test, the employees self-rated their emotional intelligence quotient using a five-point likert scale ranging from 1 – strongly disagree to 5 – strongly agree. Some of the 33 items were addressed in statements such as "I know when to speak about my personal problems to others", "When I am faced with obstacles, I remember times I faced similar obstacles and overcame them", "When I am faced with a challenge, I give up because I believe I will fail", "When I experience a positive emotion, I know how to make it last", "I seek out to activities that make me happy". The last section of the questionnaire covered the JP construct that measured three variables namely efficiency, efficacy and quality (Borman and Motowildo, 1993; Shore and Thornton, 1986; Lee et al., 1999).

4 Results and discussion

Structure equation modelling analysis using AMOS 24 was engaged data analysis and results interpretation.

4.1 Measurement model

It is common that the initially specified model fit may poorly fit in the data (Kline, 2015) eventually the measurement model is re-examined by checking on the various measures of construct validity. This process known as the confirmatory factor analysis is designed to test the multidimensionality of the specified theoretical construct. The confirmatory factor analysis for this study is done using AMOS 24 to substantiate the factors and its loadings. Tests were run concurrently until the global model fit is achieved by deleting the low loading items (Hair et al., 2010).

4.2 Demographic profile of respondents

This study included 377 respondents, during the data cleaning process 4 responses were removed as a result of incomplete data. Out of the 373 respondents, 203 (54.4%) were men and 170 (45.6%) were women, as depicted in the Table 5.1. In terms of Nationality, 206 Malaysians and 167 non-Malaysians had taken the survey. The hotel talent pool in the Malaysian market is equally made up of Malaysians and non-Malaysians, which explains the respondent's numbers for this study. The age frequency recorded for the study is 7 respondents in the age group 18–20 years, 121 respondents were aged between 21 and 30 years, 151 respondents aged between 31 and 40 years, 77 respondents aged between 41 and 50 years, 15 respondents in the age group of 51–60 years and 2 respondents in the age group of 61 and above.

Level of education background recorded for the respondents were; certificate holders were 81 respondents, diploma holders were 126 respondents, degree holders were 130 respondents, masters holders were, 28 respondents and respondents with professional qualification were 8 respondents. Out of all the all respondents 70 of them were categorised as people with less than a year's work experience.

Table 1   Profile of the respondents (n = 373)

Variables	Categories	Frequency	Percentage (%)
Gender	Male	203	54.4
	Female	170	45.6
Nationality	Malaysian	206	55.2
	Non-Malaysian	167	44.8
Age	18–20 years	7	1.9
	21–30 years	121	32.4
	31–40 years	151	40.5
	41–50 years	77	20.6
	51–60 years	15	4.0
	61 and above	2	.5
Experience	Less than a year	70	18.8
	1–5 years	129	34.6
	6–10 years	95	25.5
	11–20 years	58	15.5
	21–25 years	17	4.6
	26 years and above	4	1.1
Education	Certificate course	81	21.7
	Diploma	126	33.8
	Bachelor	130	34.9
	Masters	28	7.5
	Prof. qualification	8	2.1
Department	F&B	94	25.2
	Kitchen	48	12.9
	Front office	71	19.0
	Housekeeping	44	11.8
	Admn.	76	20.4
	Others	40	10.7

4.3   Confirmatory factor analysis for emotional intelligence

The observed latent variable has four sub constructs with 33 items measuring the whole latent variable. The sub constructs are namely;

- perception of emotions: this section includes 5 items
- managing self emotions: this section includes 7 items

- social skills emotions: this section includes 13 items
- utilising emotions: this section includes 8 items.

However, the initial model did not globally fit in the required criterion of Hair et al., (2010). Hence, further analysis was carried out by dropping a few items until the global fit for the variable is established. The standardised estimate of the modified emotional intelligence variable is enlisted in Table 2.

Table 2 Final confirmatory factor analysis model for emotional intelligence with AVE and CR

Variable	Items	Sub-construct	Standardised factor loadings
Emotional intelligence	Emotional Intelligence1.1	PerEmo	.697
	Emotional Intelligence1.2	PerEmo	.782
	Emotional Intelligence1.3	PerEmo	.741
	Emotional Intelligence1.4	PerEmo	.690
	Emotional Intelligence2.2	ManSelEmo	.735
	Emotional Intelligence2.3	ManSelEmo	.784
	Emotional Intelligence2.5	ManSelEmo	.687
	Emotional Intelligence2.7	ManSelEmo	.691
	E3.5	SocSkiEmo	.721
	E3.4	SocSkiEmo	.736
	Emotional Intelligence3.3	SocSkiEmo	.725
	Emotional Intelligence3.2	SocSkiEmo	.739
	E4.7	UtiEmo	.744
	E4.6	UtiEmo	.791
	E4.5	UtiEmo	.717
	E4.4	UtiEmo	.686
	E4.2	UtiEmo	.640
Average variance extracted (AVE)		0.526	
Construct reliability (CR)		0.824	

Out of 33 items, 17 items were retained to measure the observed latent variable emotional intelligence after the entire confirmatory factor analysis process for emotional intelligence variable. According to Hair et al. (2010), the lower factor loading < 0.5 items are candidates for deletion. The model fit statistics for the observed latent variable emotional intelligence after the confirmatory factor analysis is, chi square < 3 was 2.46, goodness of fit index (GFI) value was 0.920, adjusted goodness of fit index (AGFI) value was 0.891, Tucker and Lewis Index (TLI) was 0.932 and comparative fit index (CFI) value was 0.944. All the values reported were (greater than 0.9) confirming a good fit, with RMSEA value = 0.063 (lesser than 0.06) and root mean square residual (RMR) value = 0.048 which has to be < 0.1.

4.4 Confirmatory factor analysis for JP

The dependent variable JP was measured with 15 items under 3 sub-constructs namely:

- efficiency: this section includes 3 items
- effectiveness: this section includes 3 items
- quality: this section includes 3 items.

The standardised factor loadings for the endogenous variable JP after due modification by dropping 5 items 1 from efficiency, 2 from efficacy sub-construct and 2 from quality sub-construct is represented in Table 3.

Table 3   Final confirmatory factor analysis model for JP with AVE and CR

Variable	Items	Sub-construct	Standardised factor loadings
Job performance	JP1.2	Efficiency	.746
	JP1.3	Efficiency	.855
	JP1.4	Efficiency	.725
	JP1.5	Efficiency	.718
	JP2.1	Efficacy	.815
	JP2.2	Efficacy	.869
	JP2.3	Efficacy	.738
	JP3.2	Quality	.891
	JP3.3	Quality	.864
	JP3.4	Quality	.800
Average variance extracted (AVE)		*0.655*	
Composite reliability (CR)		*0.862*	

Out of 15 items, 10 items measured the variable JP and the model fit statistics are after the CFI are GFI = 0.970, AGFI = 0.947, TLI = 0.983 and CFI = 0.988. All these values were (greater than 0.9) with RMSEA 0.050 RMR= 0.026 (lesser than 0.1). Indicating that the endogenous variable organisational citizenship behaviour has a good model fit for the observed sample from the drawn population.

Table 4   Measurement model fit statistics

| Indices	Values
Chi-square	3,540.174
df	1,739
P > 0.05	0.000
CMIN/DF (<3)	2.03
CFI (>0.9)	0.881
TLI (>0.9)	0.875
RMSEA (<0.05)	0.053

The measurement model fit statistics is reported in Table 4. The AVE and CR is depicted in Table 5 and it is reported that there are no discriminant validity issues for this measured model.

Table 5 CR, AVE, discriminant validity for the full model

Variables	CR	AVE	MSV	MaxR(H)	EmoInt	JobPer
EmoInt	0.901	0.696	0.659	0.902	0.834	
JobPer	0.938	0.836	0.621	0.983	0.788	0.914

5 Discussion

The relationship was examined through the maximum likelihood process in Amos 24. The direct effects of emotional intelligence and JP is significant as the t value = 4.96, the ***p = <0.001 as per the minimum threshold. Inferring, that the coefficient determination shows that emotional intelligence explains 0.17 of JP. Statistically, it can be explained that for every standardised change of value in emotional intelligence, 0.17 or 17% of variance in JP is expected.

Figure 1 Relationship between emotional intelligence and job performance
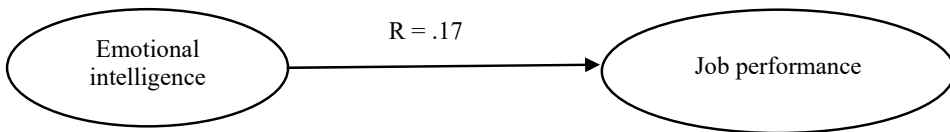
Support for Ha1 hypothesis claim that Emotional Intelligence significantly and directly predicts Kuala Lumpur hotel employees' JP. The study's findings is in par with the research by Shooshtarian et al. (2013).

A study on the impact of emotional intelligence on JP has predicted that emotional intelligence influenced 14% of change in JP. The results in the emotional intelligence → JP relationship in this study reported a 17% change of JP. The study among 354 employees from the University of Jordan reported an emotional intelligence → JP: ($\alpha = 0.216$, t-value = 4.334, p< 0.01) reporting a 29% of variance explained by Emotional Intelligence in JP.

The results reported among 289 employees from the Fars Province industries in Iran, showed a weighty association between emotional intelligence and JP with a correlation significant at the 0.01 level (Shooshtarian et al., 2013). The study also claimed that with higher emotional intelligence a desirable JP can be achieved as the employees are capable at managing and utilising their self-emotions and with enhanced level of social skills emotions.

Table 6 Results of the standardised estimates for the direct effects of the model

Hypothesis	Path	Path coefficient value	S.E.	C.R.	P-value	Significance? [Yes / No]
Ha1	EmoInt → JobPer	0.642	0.129	4.960	***	Yes

Notes: EmoInt – emotional intelligence, JobPer – job performance.
     ***p = <0.001, **p = <0.0, *p = <0.05, SE – standard error,
     CR – critical ratio (t-value)

It is theoretically hypothesised that gender influences the path of emotional intelligence and JP. However, this model is aimed at verifying if both men and women were exhibiting equal level of emotional intelligence that would enhance their JP.

A multi-group confirmatory factor analysis in AMOS 24 was established to test the emotional intelligence → JP relationship. A two group structural model was set up based on gender. The structural model in the path of emotional intelligence → JP, the two constructs path estimates were constrained to be equal (Hair et al., 2010). Both models exhibited acceptable fit indices (CFI and RMSEA), indicating their global fit (Gaskin, 2012). The Chi-square difference between the models were identified to be 7.621 with one degree of freedom significant at ($p<0.001$). The results reveal that by constraining the emotional intelligence → JP to be equal between groups doesn't fit. Therefore, the unconstrained model in which the emotional intelligence → JP path is freely estimated in both the groups did support the analysis showing evidence that gender moderates emotional intelligence and JP behaviour.

Results show that women employees exhibit a stronger association between emotional intelligence and JP with standardised estimates of 0.51 compared to the standardised estimates of men, which was 0.45. Proving that our hypothesis gender influences the association between emotional intelligence and JP. The results are depicted in Table 7.

Table 7   The Chi-Square difference for the multi-group analysis for gender

	Constrained model	Unconstrained model	Chi-square difference	Result on moderation	Result on hypothesis
Chi-square	9,079.213	9,071.592	7.621	Significant	Supported
DF	3,027	3,026	1		
					Supported

Ha2 gender have a significant positive relationship between emotional intelligence and JP.

As per the rule of thumb of Hair et al. (2010) if model 1 is weaker than model 2 then moderation effect is evident. A significant moderation fit explains that the difference in chi-square must be > 3.84 with 1 degree of freedom, which was validated in this study. The findings of this study were found to be similar with Sharma and Mahajan (2017), Pedersen and Hartley (2012), Afolabi et al. (2010), Carmeli and Josman (2006) and Cote and Miner (2006). Hence, it is evident that the women and men employees exhibit different levels of JP based on their emotional intelligence. Wherein, women are exhibiting more than men in this sample.

The study's findings are in par with the extant literature review where by the JP was enhanced through the employees individual factors namely emotional intelligence. As was the case with the study among the Taiwan hotel employees (Chiang and Hsieh, 2012). This study also identified that gender had an impact on the employees Emotional Intelligence, In addition, working in the hotel industry women generally may have to involve in activities for work and social life and females tend to be driven by communal goals and a sense of nurturing (Eagly, 1987). Thus, the female's emotional intelligence capacity is higher than males and that enables them to exhibit better JP.

6 Conclusions

Just like any other developed country Malaysia also has its share of difficulty in recruiting talents with needed competence. The findings of this study directly address the prevalent challenges of hotel industry. A disproportion in the JP leading to the overall organisation's effectiveness with long hours of work, overload of jobs, no job security or less talent development scope. This study revealed that the employee's emotional intelligence when activated, leads directly to positive JP. The study also identified that gender exhibits an important role in the hotel industry employees population and the effects are completely variant among the genders score of emotional intelligence and their impact on JP.

6.1 The recommendations to HR policy and strategies for hotels:

The training and development department is hereby recommended to include policies such as Emotional Intelligence training to be part of the employees training calendar. Hotel learning and development managers should be equipped to providing training on emotional intelligence traits for all levels of employees and from all the departments. As per the study's findings it is evident that employees do exhibit a good proportion of emotional intelligence and that leads to good JP.

The study makes it very specific to the Human Resources managers of the industry to look for emotional intelligence traits during the interview process, which would enable the hotel industry to overcome the perplexing concerns of the dearth of qualified human resources.

7 Limitations

As like every other study this stud also has its own limitation. The JP was self-reported which is another limitation as the study was time bound. The supervisory evaluation of their employee's JP would solicit enhanced findings and contributed much better in terms of the whole model. As the study's focal point was based on individual perceptions the results may not be viable to relay the organisation's perceptions.

8 Future research directions

It is recommended to explore further on the different variables that positively influences JP such as organisational citizenship behaviour and its effect on JP. This study has been conducted in the Malaysian context and similar study could be explored in different geographical contexts and difference industry contexts to widen the scope of the findings.

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