

## EXPLORING THE LEADERSHIP QUALITIES OF THE HOTEL MANAGERS FROM THE PERSPECTIVE OF EMPLOYEES

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### ABSTRACT

Leaders play a vital part in the today business context. Effectiveness of the organization determined by the effectiveness of the people who are in the top-level position in the organization. For success at the highest levels, in leadership positions, emotional competence accounts for virtually the entire advantage.

This study focuses on hotels in Pasikudah in Batticaloa district and to achieve the main objective of this study which is to investigate the relationship between Emotional Intelligence and Leadership Effectiveness of the hotel managers from the perspective of employees. In Sri Lanka, hotel industry is more appropriate to fill this empirical gap as very little number of studies has selected hotel industry to study the relationship between Emotional Intelligence and Leadership Effectiveness.

A quantitative survey was carried out with closed structured questionnaire in five selected hotels in Pasikudah. In order to achieve the objective of this study a sample of 152 employees were taken to collect the data and the collected data were analyzed by using descriptive statistics, correlation, and regression analyses.

The findings reveal that from the perspective of employees, the hotel managers' Emotional Intelligence and Leadership Effectiveness are in high level and it was found that there is a positive relationship between Emotional Intelligence and Leadership Effectiveness and Emotional Intelligence positively impact on Leadership Effectiveness.

**Keywords:** Emotional Intelligence, Leadership Effectiveness

### INTRODUCTION

Leaders play a vital part in the today business context. Organizational success depends on the success of the leaders. Effectiveness of the organization determined by the effectiveness of the people who are in the top-level position in the organization. Leadership effectiveness is a longer-term concept that refers to a selected emerged leader's success in influencing followers toward achieving their objectives (Vardiman Houghton, & Jinkerson 2006). Emotional Intelligence plays an important role in deciding leadership effectiveness. This becomes clear through considerable amount of works of researchers. Emotional intelligence is the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions (Salovey & Mayer., 1989; 1990). For success at the highest levels, in leadership positions, emotional competence accounts for virtually the entire advantage (Goleman, 1998b). According to Goleman, Boyatzio and Mckee (2002), Emotional intelligence is one of the key elements of successful leadership and great leadership works through emotions. When leaders drive emotions positively, they bring out everyone's best.

In Sri Lanka private sector made a massive investment on hotel industry and this industry significantly contributes to the country to drive the national economy. Hotel industry distributes 10% of the revenue among their workforce in addition to their salaries and provides free meals to all employees with highly desirable working environment compared with other industries. Even though the industry highly concentrates on their employees, the hotel industry faces challenges in attracting and retaining the employees with the organization. A holistic approach is required to face these challenges in managing the employees working in hotel industry (Wahab, 2013). Hence in hotel industry in Sri Lanka effective leadership needs more attention to face these challenges and encourage the employees to stay with organization. And emotional intelligence competence of the managerial level employees needs special attention in addressing the challenges in attracting and retaining the employees with organization to the improvement of the hotel industry in Sri Lanka. In Sri Lankan context, very little studies have focused on this topic particularly on hotel industry. Therefore, it becomes important to investigate the relationship between emotional intelligence and leadership effectiveness of the hotel managers from the perspective of employees.

## LITERATURE REVIEW

### Emotional Intelligence and Leadership Effectiveness

According to Sechelariu (2012), EI and leadership have common aspects. Golnaz concluded that EI is regarded as either a set of skills or ability to perceive and express emotion to stimulate thought and regulate emotion in one and others, at the same time leadership is seen as an effort to influence, encourage and lead others to the success of organizations that they belong to (as cited in Ha Mi, & Ramsay, 2015). Furthermore, HaMi and Ramsay (2015) stated in determining leadership success, many proponents of EI claim that leadership development programs could be enhanced remarkably though a deeper understanding of the concept of EI practices. Goleman (1998a) states performers with average ones in senior leadership positions, nearly 90% of the difference in their profiles was attributable to emotional intelligence factors rather than cognitive abilities and truly effective leaders are also distinguished by a high degree of emotional intelligence that enable the best leaders to maximize their own and their followers' performance and further he stated EI is the essential condition for leadership. Goleman (1998) and Lewis (2000) found that a leader's lack of emotional control was related to leader ineffectiveness (as cited in Prati, Douglas, Ferris, Ammeter, & Buckley, 2003). Walter et al. (2011) found strong support for the relationship between leader EI and leader effectiveness (as cited in Miao, Humphrey, & Qian, 2016).

As cited in Ashworth (2013) considerable number of studies reveal the importance of EI to Leadership Effectiveness. Fullan (2003) found effective leaders have an understanding of the dynamics of change, a strong sense of moral purpose, and more particularly great emotional intelligence as they build relationships. Marzano, Waters, and McNulty (2005) concluded effective leaders are know their emotions, know their strengths and weaknesses, aware of their emotions, and have a knowledge of self-worth and furthermore they manage themselves with discipline, keeping a rein on negative emotions, being flexible, and behaving with integrity. George (2000) stated that emotional intelligence correlates with effective leadership. Furthermore, she agreed that earlier leadership approaches described certain leadership skills that may either be included under or partially overlap with emotional intelligence. According to Maulding (2002), EI is crucial to becoming as a successful leader and he further stated the “key to improving leadership lies in using both aspects of the brain effectively (general intelligence and emotional intelligence) by learning how to utilize our emotions effectively or, in other words, by developing our emotional intelligence” (p.25). Ayiro (2009) also concluded that EI has positive correlation with effective leadership. Based on their study Rosete and Ciarrochi (2005) found that higher EI scores were associated with higher leadership effectiveness. In their study Kerr, Garvin, Heaton, and Boyle, (2005) concluded that employee perceptions of leadership effectiveness has stronger relationship with supervisors” EI. Furthermore, overall results of their data analysis revealed that EI indeed be a key determinant of effective leadership.

Based on the studies conducted by Pierroetal (2005); Yaffe and Kark (2011); Kark, Manor, and Shamir (2012); one the measurement approach for leadership effectiveness is emotion-oriented approach whereby the emotions attached to leaders by subordinates, such as personal identification, perceived reputation, employee satisfaction and organizational commitment are used to measure the leadership effectiveness (as cited in Yan, Wu, & Zhang, 2018). According to Miao et al. (2016), emotionally intelligent leaders are proficient at displaying emotions, invoking emotions in others, and conveying a message of authenticity to their subordinates, thus increasing subordinates’ job satisfaction (p.10.). Antonakis et al. (2009, p. 255.) argue that emotions are important for decision-making and leadership, as we have “one integrated brain, one mind that decides, and one intelligence; this mind requires both emotional and non-emotional processes and feedback systems to function” (as cited in Correia de Lacerda, 2015). Ramchunder& Martins (2014) confirmed a positive connection between emotional intelligence, self-efficacy and leadership effectiveness. Abeykoon (2015) found positive relationship between EI and leadership effectiveness. Riggio &Pirozzolo (2002) stated that leader's ability to arouse, inspire, and lead individuals is thought to be closely connected to the emotional intelligence of the leader (as cited in Prati, Douglas, Ferris, Ammeter, & Buckley, 2003). As cited in Willcocks it was concluded that “emotional intelligence (EI) is a critical factor in the effective leadership of twenty first century organizations”. They go on to translate this into emotional competencies such as listening and sensitivity; motivation and energy; emotional resilience; influence and adaptability; decisiveness; and integrity, pointing out that these are important predictors of long-term managerial advancement (Dulewicz& Higgs, 2003, p. 16). Day (2000) also described the importance of EI in leader effectiveness while discussing the training and development of leaders in organizations (as cited in Wong & Low, 2002). Based on the above literatures the following main hypothesis was developed by the researcher.

**H1:** EI is positively related to Leadership Effectiveness of the hotel managers from the perspective of employees.

**H1a:** EI is positively related to Model the way practice of the hotel managers from the perspective of employees.

**H1b:** EI is positively related to inspire a shared vision practice of the hotel managers from the perspective of employees.

**H1c:** EI is positively related to Challenge the Process practice of the hotel managers from the perspective of employees.

**H1d:** EI is positively related to Enable Others to Act practice of the hotel managers from the perspective of employees.

**H1e:** EI is positively related to encourage the Heart practice of the hotel managers from the perspective of employees.

**RESEARCH METHODOLOGY**

**Method of Data Collection**

**Primary Data**

This study mainly depends on the primary data. The primary data were collected through closed structured questionnaire with 46 questions from 163 respondents at hotels in Pasikudah. The closed ended questions consider as more efficient and reliable than open ended questions. Therefore, the questionnaire for this study is structured as closed ended questionnaire. Questionnaires were issued in three languages as per the respondents' wish.

Emotional Intelligence was measured by the Wong and Law Emotional Intelligence Scale (WLEIS) which is a popular self-report measure of EI. WLEIS was designed to be used for self and other ratings. Therefore in this study to measure the EI of managers was measured by the perception of the employees who are working under the direct supervision of them. Leadership Effectiveness was measured by Kouzes and Posner's (2013) transformational leadership framework. This also was designed to be used for self and other ratings. Therefore in this study to measure the Leadership Effectiveness of managers was measured by the perception of the employees who are working under the direct supervision of them.

**Sample Size and Sampling Method**

Population of this study is employees who are working under the direct supervision of managers in the five selected hotels in Pasikudah. The population is known by the researcher through a preliminary survey and there are 274 employees who are working under the direct supervision of 31 managers in five selected hotels. Out these 274 employees 163 employees were selected as sample to conduct this research. There are identifiable subgroups exist within the population therefore to calculate the sample size of subgroups stratified sampling method was used in this study. Table 1 shows population and sample of this study respectively.

**Table 1: Population and Sample**

<b>Hotel</b>	<b>Population</b>	<b>Sample</b>	<b>Collected Questionnaires</b>
<i>A</i>	60	36	34
<i>B</i>	94	56	53
<i>C</i>	75	44	39
<i>D</i>	25	15	14
<i>E</i>	20	12	12
<b>Total</b>	<b>274</b>	<b>163</b>	<b>152</b>

**Methods of Data Analysis**

In this study the collected questionnaires were analyzed and evaluated by using Reliability analysis, Univariate analysis (descriptive static such as mean and standard deviation) and Bivariate analysis (Correlation and regression analysis) and The Statistical Package for Social Science (SPSS 22.0 version) were used to simplify the analysis work of this study.

**RESULTS AND FINDINGS**

The reliability of the instrument was measured using Cronbach’s alpha analysis. It measures the internal consistency of the instrument. According to this study the overall variables reliability analysis of Cronbach’s Alpha Coefficient for the Emotional Intelligence is 0.864 and the Leadership Effectiveness is 0.916. When the Cronbach’s Alpha Coefficient value is above 0.70 is considered as accepted reliable instrument. In this study also, Cronbach’s Alpha Coefficient values for overall variables are above 0.70 so it indicates that all items considered as reliable, which suggests that the internal reliability of each instruments was satisfactory.

**To explore the relationship between emotional intelligence and leadership effectiveness of the hotel managers from the perspective of employees.**

Based on the correlation analysis, it was found that there is a positive correlation between Emotional Intelligence and Leadership Effectiveness of the hotel managers from the perspective of employees with the Pearson correlation value of 0.827 in the significant level (p value is 0.000 < 0.05). This value explains there is a strong positive relationship (r = 0.5 to 1.0) between emotional intelligence and leadership effectiveness.

**Table 2: Correlation between EI and Leadership Effectiveness**

Variable		Leadership Effectiveness
Emotional Intelligence	Pearson Correlation	0.827
	Sig. (2-tailed)	0.00

**Table 3: Correlation between EI and Model the way**

Variable		Model the Way
Emotional Intelligence	Pearson Correlation	0.755
	Sig. (2-tailed)	0.000

**Table 4: Correlation between EI and Inspire a shared vision**

Variable		Inspire a Shared Vision
Emotional Intelligence	Pearson Correlation	0.700
	Sig. (2-tailed)	0.000

**Table 5: Correlation between EI and Challenge the process**

Variable		Challenge the Process
Emotional Intelligence	Pearson Correlation	0.743
	Sig. (2-tailed)	0.000

**Table 6: Correlation between EI and Enable others act**

Variable		Enable Others to Act
Emotional Intelligence	Pearson Correlation	0.520
	Sig. (2-tailed)	0.000

**Table 7: Correlation between EI and Encourage the heart**

Variable		Encourage the Heart
Emotional Intelligence	Pearson Correlation	0.704
	Sig. (2-tailed)	0.000

**To find the impact of emotional intelligence on the leadership effectiveness of hotel managers from the perspective of employees.**

**Table 8: Model Summary of EI on Leadership Effectiveness**

R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change	Sig. F Change
0.827	0.684	0.682	0.23654	324.451	.000
Predictors: (Constant), Emotional Intelligence					

**Table 9: Regression Results of EI on Leadership Effectiveness**

	B Value	Beta	t Value	P-Value/Sig	Remark
Constant	0.798		4.189	0.000	
Emotional Intelligence	0.818	<b>0.827</b>	18.013	0.000	Supported

According to regression analysis, the regression model is statistically significant (F=342.451; R<sup>2</sup>=0.684; p=0.000). The proposed model was adequate as the F statistic (F=342.451) were significant as the 5% level (p<0.05). The R<sup>2</sup> is 0.684, which means that 68.4% of the variation in Leadership Effectiveness can be explained by EI of managers from the perspective of employees. The regression model of the relationship between EI and Leadership Effectiveness can be expressed as Leadership Effectiveness = 0.798 + 0.818(EI).

**DISCUSSION AND CONCLUSION**

Study found that, Emotional Intelligence and Leadership Effectiveness is high in selected five hotels from the perspective of employees. It was found that there is a positive correlation between EI and leadership effectiveness of the hotel managers from the perspective of employees with the Pearson correlation value of 0.827 in the significant level (p value is 0.000 < 0.05). This value explains there is a strong positive relationship (r = 0.5 to 1.0) between emotional intelligence and leadership effectiveness. This result is consistent with the studies conducted by some researchers. Based on their study Rosete and Ciarrochi (2005) found that higher EI scores were associated with higher leadership effectiveness. Ramchunder& Martins (2014) confirmed a positive connection between emotional intelligence, self-efficacy and leadership effectiveness. Abeykoon (2015) found positive relationship between EI and leadership effectiveness. And also results of this study consistent with the study conducted by Kerr, Garvin, Heaton, and Boyle (2006) and the overall results of the data analysis indicate that an individual’s EI may indeed be a key determinant of effective leadership. Employee perceptions of supervisor effectiveness are strongly related to the EI of the supervisor. Data analysis found that the total EI score displayed a strong positive correlation with supervisor ratings (r=0.39, p=0.001). Results of this study support the consideration of Hinkin (2011) specified that for hospitality leaders EI is especially necessary for them as they have more interpersonal interaction with their employees and guests. Hence both previous and present findings are show similar results. This study concluded EI has positive impact on Leadership Effectiveness of the hotel managers from the perspective of employees. This result consistent with the study by Edelman and Knippenberg, (2018). They found positive relationship between EI and leadership effectiveness (β=0.26, p<0.05).

## **RECOMMENDATIONS**

As reflected through this study EI is the key for Leadership Effectiveness in the hotel industry. Hence emotional intelligence can be added as additional criteria in recruitment and selection and performance appraisal of employees in the hotel industry to arise effective leaders in the hotel industry.

Training and development programs in the hotels should include the trainings to improve emotional intelligence skills. It will be helpful for the employees and managerial level people as they face a stressful life in the workplace and this will increase the manager capability to face the higher turnover issues in the hotels, if they enhance their emotional intelligence.

Hotel managers always should be conscious when managing their and others' emotions in their every activity and decision making process. This will lead to effective grievance handling in the workplace prevention of conflicts.

## **LIMITATIONS AND DIRECTIONS FOR FUTURE STUDIES**

In this study some limitations were found by the researcher. One of the limitations is small sample size. Only 152 employees participated in this study to reveal their perceptions regarding their managers' EI and Leadership effectiveness. If it is large sample, more reliable findings can be given by the researcher. This study conducted in the period of abnormal situation of the country so it was difficult to get the permission from the hotels to conduct this study. Therefore, researcher selected only five hotels in the Pasikudah Zone. Study is limited to the single geographic location. This study has selected hotels which are located in Pasikudah zone. And another limitation of this study is quantitative approach. Study employees forced to choose answers it restricted the employees to give more explanations. In this study, to find the level of managers' EI study took the perception of their employees but there is a doubt whether the employees know well managers' EI. Future studies can be conducted in other sectors for example in the entrepreneurial sector rather than in same industry and should select a larger sample size. It is better to involve any other variables in testing the relationship between EI and Leadership Effectiveness. For example, future studies can add mediating effect of any other relevant variable. Future studies can be conducted by selecting two populations by measuring the managers EI through self-report measures and for the leadership effectiveness they can select employees' perception approach.

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