

Investigating the Impact of Hotel Manager Emotional Intelligence on Their Behavioral Job Performance

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Abstract *Hospitality is labour-intensive sector that makes interpersonal relationships challenging for managers. Therefore, emotional intelligence (EI) is of great importance in the workplace, especially with the hotel managers, because this type of intelligence exerts influence on their job performance. This article investigates the impact of hotel manager EI on their behavioral job performance. Regression analysis is used to confirm this positive association. A convenience sample of 273 respondents from 33 resort hotels, which were operated by both international or local chains in Vietnam, were purposively selected to achieve the purpose of the study. The survey hotels were either luxury resort hotels or luxury business hotels, each with a staff force of more than 250 employees and over 200 rooms. The findings indicated that the influence of emotion of hotel managers constitutes the most important determinant of their behavioral job performance. This is followed by others' emotion appraisal, regulation of emotion and self-emotion appraisal. These findings may help hotel managers to understand and express emotions appropriately, improve problem-solving and handle interpersonal issues, as well as increase their well-being which could ultimately improve hotel manager's behavioral job performance.*

Keywords: *Emotional Intelligence, Behavioral Job Performance, Hotel Managers*

INTRODUCTION

Hotels are the leading and major components of the hospitality industry (Lugosi & Jameson, 2017). In the service industry, it is the frequent face-to-face interactions with customers and long working hours that lead to the vulnerability to stress among hospitality workers (Pienaar & Willemse, 2008) and its fluctuation in employment (Lugosi & Jameson, 2017). Therefore, employing efficient, skillful, and acknowledged employees is of great importance to the operation of a hotel, in addition, hiring assertive functional managers who have the ability to handle conflicts, show high empathy with others, and perform successfully through stressful circumstances are key success components of the hotel segment. EI is the center of focus for researches in different areas, including organizational behavior, psychology, and management (Rahman & Uddin, 2016). Studies on EI focus on issues such as the impact of EI on job satisfaction, organizational commitment, job stress and job

performance (Goleman, 2001; Law et al., 2008; Min, 2014; Gorgi et al., 2015; Giao, 2020; Nguyen et al., 2020; Miao et al., 2021). Researchers in EI-related areas have pointed out that EI could help predict personal and professional success (Assanova & McGuire, 2009; Romanelli et al., 2006). Therefore, the EI is of great importance in the workplace, especially with the hotel managers because this type of intelligence exerts influence on their job performance.

The present research takes a closer look at the EI–job performance link to fill in the gap of EI research. First, there are relatively few studies focusing on EI for managerial positions, especially in the Vietnam's hospitality industry. Therefore, few studies have been undertaken to validate the features of the concept and its measurement for hotel managers. Second, that most previous studies have combined the different dimensions of EI into an overall EI score to predict job performance (Miao et al., 2021). Yet this common practice may mask the unique effects of specific EI dimensions (Pekaar et al., 2018). Therefore, the present

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research highlights the potential value of distinguishing hotel manager's EI dimensions in the prediction of their behavioral job performance, in the particular context of the hotel industry and it aims to make recommendations with regard to selection, recruitment, and retention. Customised (re) training, for example, enhances hotel managers' awareness both of those personal traits that influence individual job performance.

There are eight parts of this paper: (1) Introduction; (2) Literature Review; (3) Hypothesis development and research framework, (4) Methodology, (5) Findings; (6) Discussion; (7) Limitation and future research, (8) Conclusion.

LITERATURE REVIEW

Hotel Manager's Emotional Intelligence

Historically, the issues of EI are being stressed by Salovey and Mayer (1990) as the ability of individual to understand his own and other's emotions and feelings, to distinguish between them and to use this knowledge in his decision making process and actions. In this study, the concept of EI is based on the Mayer and Salovey (1997) definition as a set of interrelated skills concerning the ability to perceive, access and generate emotions so as to assist thought, to understand emotions, and to regulate emotions and further more as to promote better emotion and thought of individuals (Mayer & Salovey, 1997, p. 22).

The concept of EI can be regarded within the context of the self-determination theory (Deci & Ryan, 1985), which highlights the importance of individual's evolved inner resources for personality development and behavioral self-regulation. Within the framework of the self-determination theory, to develop optimally, employees are presumed to require the basic psychological needs, classified as competence, relatedness, and autonomy.

Self-determination theory distinguishes between intrinsic and extrinsic motives and asserts that some values and motives are inherently positively associated with well-being. Intrinsic values and motives have the potential to lead to satisfaction as they reflect psychological growth and self-actualization (Deci & Ryan, 1985). Thus, EI can predict our overall ability self-actualize; people with high EI have a greater sense of "self" (Spence et al., 2004). Goleman (1998) reveals that the role of EI at high-level managers in organizations is increasingly important. EI has been proved as one of the most significant contributors to behavioral performance (Goleman, 1998). According to Satija and Khan (2013), the outstanding performance of top managers depends to 85 - 90 percent on EI, which in turn improves job performance by 20 percent.

In the context of hospitality, emotional intelligence is recognized with great importance by recent research (Scott-Halsell et al., 2008; Nguyen et al., 2020; Miao et al., 2021). Managers in this industry should be able to regulate their emotions to interact directly with customers frequently. The hospitality industry is characterized by the cultural, ethnic, and religious variety of both visitors and staff, which necessitates high levels of interpersonal skills and emotional intelligence (Testa & Sangganjanavanich, 2016). Constantly high work demands lead to a high rate of burnout and high staff turnover (Testa & Sangganjanavanich, 2016). As a result, the hotel sector faces labor shortages and a constant demand for trained workers (Lugosi & Jameson, 2017). With the challenges in terms of labor in the hotel sector, the hotel managers are highly required to manage the emotion and feelings of themselves and other employees. EI is a must-have tool for hotel managers to perform tasks and fulfill responsibilities effectively and fluently (Diefendorff & Richard, 2003).

Behavioral Job Performance of Hotel Managers

A definition of job performance should be useful for the full range of strategies and interventions that the field of industrial and organizational psychology might utilize to improve human performance in work organizations. In the hospitality sector, performance is managed and measured from financial and operational (hard), organizational (hard and soft), and human (soft) perspectives (Goldsmith et al., 1997; Komlósi, 2013). Several researchers have developed performance measurement ideas, models, and systems for the hotel industry (Mattsson, 1994; Phillips, 1999; Denton & White, 2000; Doran et al., 2002). These researchers before 2008 solely focus on financial performance based on balanced scorecard theory. After the global crisis of 2008, researchers shifted their interests to human resources when measuring performance, both at the individual level and functional level (Murphy & Murrmann, 2009; Zigan & Zeglat, 2010).

Managerial job performance can be measured by behavioral and outcome job performance (Eder & Umbreit, 1989; Borman & Motowidlo, 1997). Outcome job performance is primarily concerned with financial indicators in the short term, whereas behavioral job performance is closely linked with interpersonal relationships (Smith & Kendall, 1963). The behavioral job performance begins to attract researchers, for example, Smith and Kendall (1963), with the behaviorally anchored rating scale (BARS), and this scale is extended by Campbell (1973) in the service sector since the mid-1970s. Umbreit (1986) has refined BARS by solely analyzing the hotel managers' job performance

dimensions. Eder and Umbreit (1989) employed a critical incident job analysis technique to empirically derive seven key behavioral dimensions of job performance for managers assigned to large hotel properties (i.e., more than 200 rooms). Boyatzis (1991) also suppose that managerial performance is directly impacted by behavior, which means that the team and organizational success or failure significantly depend on the behavioral job performance of managers.

This research mainly focuses on behavioral job performance for three reasons. *Firstly*, measuring behaviors are of great importance (Umbreit, 1986). In the past, the job performance of hotel managers is primarily measured by short-term results such as profitability and control of expense (Umbreit, 1986). However, Umbreit (1986) highlights that the behavior of managers is directly associated with the success or failure of a job. He emphasizes that the environment of the hospitality industry is competitive and cutthroat, therefore hotel firms should formulate and implement valid and reliable behavioral criteria to assess the on-the-job performance of managers so that firms could maintain their competitiveness. Besides, if psychology is a science of behavior, and if psychologists want to understand the managing of job performance, it is probably best off to construe job performance as a behavioral phenomenon (Borman & Motowidlo, 1997). *Secondly*, in recent years, the aspect related to the human element has significantly and considerably attracted the interests of academics and practitioners. Holloway et al. (1995) argue that an understanding and accomodating of human elements would significantly help to produce a successful implementation of job performance measurement. "Human behavior" is an indispensable and requisite element in performance measurement and control system (Simon, 2000). Behavioral factors are a crucial factor for the successful implementation and use of performance management systems (De Waal, 2003). *Thirdly*, when compared with other types of performance evaluation, the behavioral evaluation seems to be the most measurable and convenient method among other types of evaluation (Huanget al., 2020).

Therefore, behavioral job performance is defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time (Borman & Motowidlo, 1997). These behavioral dimensions of manager job performance include: handling customer complaints and promoting customer relations; developing market strategy and monitoring sales programs; communicating with employees; motivating and changing behavior; implementing policy, making decisions, and delegating responsibility; monitoring operations and maintaining product quality; and managing personnel responsibilities (Umbreit, 1986).

HYPOTHESES DEVELOPMENT AND RESEARCH FRAMEWORK

Hypotheses Development

In the hospitality sector, Gorgi et al. (2015) argue that the EI of managers is positively associated with the level of their performance. Miao et al. (2021) support that EI is positively related to hospitality workers' job performance; this relationship is consistent across male-dominated and female-dominated studies, across educational levels, between collectivistic and individualistic cultures, between low and high power distance cultures, and between low and high uncertainty avoidance cultures. In terms of pub/restaurant area, Langhorn (2004) mentions that the managers' understanding and awareness of their emotions will positively affect their job performance. In summary, it is evident from previous and relevant literature that the EI of managers has a positive association with the job performance of the managers, employees, and organization. This research is based on Wong and Law (2002), extending Mayer and Salovey's EI model (1997), to measure hotel manager's EI. The four-dimensional hotel manager's EI model includes self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion.

Self-emotion appraisal (SEA) refers to one's ability to comprehend their emotions and feelings (Wong & Law, 2002). They know how to express their profound feelings in a natural way. Others with exceptional talent in this area will be able to detect and accept their feelings well ahead of the majority of people. Those authors point out that self-emotion appraisal has a positive and significant impact on manager job performance. Campbell and Lee (1988) emphasize that self-appraisal is an effective indicator of performance evaluation. Self-emotional appraisal is positively linked with managers' performance (Barling et al., 2000). Leaders with high levels of self-awareness show more competency in recognizing and controlling their emotions on their behavior and thoughts, as a result, they could develop strong personal relationships with others and enhance their effectiveness in the workplace (Diggins, 2004). Sosik and Megerian (1999) indicate that leaders possessing high self-awareness are frequently regarded as transformational leaders. Among 696 managers in international hotel chain conducted by Butler et al. (2014), it is found that leaders with high self-emotion appraisal will have a greater relationship to an increased rating of effectiveness in most cultural contexts. Therefore, it is hypothesize that:

H1: Self-emotion appraisal positively affects hotel manager's behavioral job performance.

Others' emotion appraisal is defined as a person's capacity to sense and comprehend the emotions of those around them (Wong & Law, 2002). People with high levels of this talent are far more sensitive to others' thoughts and emotions, as well as being able to read their minds. Wong and Law (2002) mention that there are two types of emotion appraisal; one focuses on self and the other focuses on others' emotions. Pekaar et al. (2018) highlight that EI dimensions that focus on the emotions of others have larger positive connections with job performance in social jobs than EI dimensions that focus on the emotions of the self. Pekaar et al. (2018) state that the other emotion appraisal has the strongest and most significant impact on subjective work performance. People who generally appraise the emotions of others seem to perform better than individuals who lack this tendency (Law et al., 2008; Liu et al., 2017; Wisker & Poulis, 2014). EI dimensions that focus on others must be strongly encouraged in the workplace because it has a direct and considerable impact on job performance (Pekaar et al., 2018; Liu et al., 2017). Hence, it is hypothesized that:

H2: Others' emotion appraisal positively affects hotel manager's behavioral job performance.

The use of emotion refers to an individual's capacity to channel and express their emotions into productive activities and improved personal performance (Wong & Law, 2002). In other words, it could be understood as the perceived tendency to motivate the self to enhance performance (Psilopanagioti et al., 2012). According to Umbreit (1986), surveying 131 participants, hotel managers who are able to modify their emotions and behavior have better job performance evaluations. The effective use of emotion helps hotel managers to smoothly and reasonably handle personnel matters and communication areas. Hotel managers who are able to effectively express their emotions in dealing with communication, leadership, influence, change catalyst, conflict management, building bonds, teamwork, and collaborations, and people development are considered as an effective leader (Kamann & Kóvár, 2021). Ashkanasy and Catherine (2003) indicate that emotion in the workplace is a new challenge for managers, leaders who have the capacity to express and channel their emotions could increase their work productivity and achieve a better self-image. Therefore, it is hypothesized that:

H3: Use of emotion positively affects hotel manager's behavioral job performance.

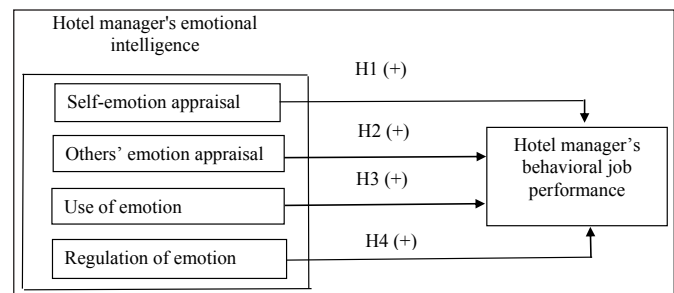
Regulation of emotion is as people's capacity to control their emotions, which will allow them to recover from psychological hardship more quickly (Wong & Law, 2002). High regulation of emotion is interdependently linked with better mental, physical and social adjustment (Kotsou et al., 2011). Furthermore, the emotion regulation is of great importance in response in a pressure situation (Laborde et al., 2013). The result of Laborde et al. (2013) is consistent with the findings of Kotsou et al. (2011) which states that effective regulation of emotion will lead to a reduction in

stress hormones and help people respond and handle more efficiently in pressure situations. Torrence and Connelly (2019) investigated the relationship between emotion regulation tendencies and performance in emotionally-relevant domains of leadership. They found that emotion control techniques, in addition to other emotion-related individual characteristics, account for diversity in leadership effectiveness, besides some regulatory mechanisms that may be more useful for leaders. Thus, they broaden the scope of emotion regulation in the leadership area. As a result, it is hypothesized that:

H4: Regulation of emotion positively affects hotel manager's behavioral job performance.

Proposed Research Model

The research model is constructed based on the EI model of Wong and Law (2002). Emotional intelligence is measured by 4 subscales including self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion. The proposed research model indicates the relationship between four hotel manager's EI's dimensions with their behavioral job performance (Fig. 1).



Source: Authors' proposed.

Fig. 1: Proposed Research Model

METHODOLOGY

Measures

The study measures EI and job performance via self-evaluation whereby the hotel manager rates his or her own EI and performance. Self-evaluation is a natural development in performance evaluation, which has stemmed from the recent growth and popularity of teams and the high level of participation in organizations. Accurate self-evaluations have instrumental value and may be associated with enhanced individual and organizational outcomes. As well, manager involvement in a self-evaluation may be useful for enhancing the developmental and motivational impact of evaluation (Miller, 2001).

All of the items used in this study were obtained from established measures that have been used widely in other empirical studies.

Emotional intelligence was measured using the scale developed by Wong and Law (2002), which consisted of four constructs with four items each for a total of 16 items. These constructs are self-emotion appraisal, others' emotion appraisal, use of emotion and regulation of emotion. Each statement on the EI questionnaire is rated with five response choices (1 = not true of me, 2 = seldom true of me, 3 = sometimes true of me, 4 = often true of me, and 5 = very often true of me).

Job performance of hotel managers were assessed by the behavioral dimensions of Eder and Umbreit (1989) including, handling guest complaints and promoting guest relations, monitoring operations and maintaining product quality, developing market strategy, communicating with employees, motivating and modifying employee behavior, handling personnel responsibilities, implementing policy, making decisions and delegating responsibility. The behavioral dimensions were both practical and specific enough to capture how managers, as a group, differ across hotel firms in what they believe are key behavioral responsibilities, and to determine the extent to which managers within a given hotel chain share similar beliefs about what behaviors lead to effective performance (Eder & Umbreit, 1989). An overall judgment of behavioral job performance was based on the following five-point scale: (1) unimportant, (2) minor importance, (3) important, (4) very important, (5) critical.

Data Collection and Analysis

Data Collection

A convenience sample of 33 resort hotels (12 five-star and 21 four-star), which were operated by both international or local chains in Vietnam were purposively selected to achieve the aim of the study. The survey hotels are either luxury resort hotels or luxury business hotels, each with a staff force of more than 250 employees and over 200 rooms.

Data were obtained via self-administrated questionnaires with hotel managers from various departments as, front office, housekeeping, food and beverage, maintenance, accounting and purchase, public relations and sales. The data collection process was conducted over three-month period during the moderately summer season in 2021.

The survey questionnaire consisted of two parts. Part one included questions about general characteristics of hotel managers such as gender, age, education level, type of department, length of time in the organization and length of time in the hospitality sector. Part two included questions about hotel managers' EI and job performance evaluation.

Managers completed the personality instruments online as part of their normal job duties. To ensure the confidentiality and honesty of their responses, the surveys were completed online with the knowledge that their data would not be shared with the parent company but that the data would be used to identify characteristics of future managerial candidates at the firm. This is to ensure that all participants respond as candidly as possible. Therefore, 273 respondents were collected and valid for analysis, with a response rate of 62.3%.

Data Analysis

Statistical Package for the Social Sciences (SPSS) software version 20 were used in data analysis. Frequencies, and descriptive statistics were used to analyze the scales, reliability analysis through Cronbach Alpha, Exploratory factor analysis (EFA). Pearson correlation and regression analyses were used to test the research hypotheses.

FINDINGS

Demographic Characteristics

The demographics of respondents in the research are presented in Table 1. Female and male participants accounted for 38.1% and 61.9% of the sample, respectively. The average respondent age was 32 years, mainly 36 years and over (64.8%) and well educated, more than 76% had bachelor and postgraduate education. The distribution of the department type of the manager was rather even: 17.9% Front Office, 15.7% Housekeeping, 19.1% Food and beverage, 13.2% Maintenance, 12.8% Accounting and Purchase, 15.4% Public Relations and Sales, and 5.9% other departments. Additionally, 70% of the surveyed manager had been with their current organizations for three or more years and more than 76% had worked in the hospitality sector six or more years.

Table 1: Demographic Profile of the Respondents

Variables	Categories	Number (n=273)	Percentage
Gender	Female	104	38.1
	Male	169	61.9
Age	25 and less	12	4.4
	26 to 35	84	30.8
	36 and over	177	64.8

Variables	Categories	Number (n=273)	Percentage
Educational level	College degree	63	23.1
	Bachelor degree	187	68.5
	Post graduate	23	8.4
Type of department manager	Front office	49	17.9
	Housekeeping	43	15.7
	Food and beverage	52	19.1
	Maintenance	36	13.2
	Accounting and purchase	35	12.8
	Public relations and sales	42	15.4
	Others	16	5.9
	Length of time in the organization	2 and/or less year	82
3 to 5 years		153	56.1
6 and/or over years		38	13.9
Length of time in the hospitality sector	5 and/or less years	64	23.5
	6 to 8 years	58	21.2
	9 and or years	151	55.3

Source: Data processing result by authors.

Hypothesis Testing

Validity and Reliability of Variables

Findings of the EFA analysis with respect to manager's EI items are shown in Table 2. Taking into consideration that the factor loadings of all items are greater than 50 percent, it is accepted that the four dimensions indicated are valid, respectively.

Further, the Cronbach's Alphas coefficients are calculated to measure the internal consistency of each dimension. The values of the Cronbach's Alphas shown in Table 2 are higher than 0.70, confirming that Self-emotion appraisal (SEA), Others' emotion appraisal (OEA), Use of emotion (UOE), Regulation of emotion (ROE), Behavioral job performance (BJP) are consistent. Additionally, the Cronbach's Alpha of the Manager behavioral job performance is 0.940 supporting that this construct is also consistent.

Table 2: Exploratory Factor Analysis

KMO and Bartlett's Test				
Measure of Sampling Adequacy				.844
Bartlett's Test of Sphericity	Approx. Chi-Square			2520.937
	df			120
	Sig.			0.000
Rotated Component Matrix				
	Self-Emotion Appraisal (SEA)	Use of Emotion (UOE)	Regulation of Emotion (ROE)	Others' Emotion Appraisal (OEA)
ROE1			.797	
ROE2			.830	
ROE3			.816	
ROE4			.823	
SEA1	.833			
SEA2	.894			
SEA3	.856			
SEA4	.808			
UOE1		.858		
UOE2		.848		

	Self-Emotion Appraisal (SEA)	Use of Emotion (UOE)	Regulation of Emotion (ROE)	Others' Emotion Appraisal (OEA)
UOE3		.822		
UOE4		.728		
OEA1				.860
OEA2				.732
OEA3				.769
OEA4				.868
Cronbach Alpha:	.887	.863	.859	.876
Cronbach Alpha:	Behavioral Job Performance (BJP)			.940
Total Variance Explained				
Extraction of sums of squared loadings			Cumulative %: 73.53	

Source: Data processing result by authors.

Regression Analysis

Table 3 presents the results from the regression analysis of the Behavioral job performance of hotel managers (i.e. the dependent variable) on the four dimensions of their EI (i.e. the explanatory variables).

Table 3: Multiple Regression Analysis

Model	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
				Tolerance	VIF
Regulation of emotion (ROE)	.233	4.407	.000	.820	1.220
Self-emotion appraisal (SEA)	.148	2.885	.004	.866	1.155
Use of emotion (UOE)	.260	4.829	.000	.791	1.264
Others' emotion appraisal (OEA)	.242	4.325	.000	.731	1.367
Adjusted R square: .377					

Source: Data processing result by authors.

Dependent Variable: Behavioral Job Performance (BJP)

All four explanatory variables, which are Regulation of emotion (ROE), Self-emotion appraisal (SEA), Use of emotion (UOE), Others' emotion appraisal (OEA) are found to have significant and positive influence on Behavioral job performance (BJP) of hotel managers. The R-square of 0.377 indicates that 37.7 percent of the variance in Behavioral job performance (BJP) of hotel managers was explained by the variations in the four explanatory variables. The multiple linear regression equation is represented as below:

$$BJP = 0.148 (SEA) + 0.242 (OEA) + 0.260 (UOE) + 0.233 (ROE)$$

The regression equation shows that Use of emotion (UOE) with the standardized estimated coefficient of 0.260 is the most important determinant of Behavioral job performance (BJP) of hotel managers. This is followed by Others' emotion appraisal (OEA) (0.242), Regulation of emotion (ROE) (0.233) and Self-emotion appraisal (SEA) (0.148) with sig. < 0.05. Considering that all standardized coefficients in the

regression analysis are positive and significant it is argued that all hypotheses are supported.

DISCUSSION

The finding indicates that self-emotion appraisal has a positive relationship with hotel managers' behavioral job performance, among four variables, this variable shows the weakest relationship with hotel managers' behavioral job performance with an estimated coefficient of 0.148. This result is consistent with previous literature (Wong & Law, 2002; Campbell & Lee, 1988). The self-emotion appraisal is linked closely with an awareness and understanding of feelings, appraisal of one feeling, appraisal of the reason for certain feelings, and ability to express those personal feelings naturally. It is proved by Wong and Law (2002) that self-emotion appraisal exerts a significant and positive impact on manager performance as it helps them to have good emotional labour (as known as surface acting); with the surface acting the manager is well-awareness of their emotions and know how to express them in the most appropriate way in the working environment. In addition, Jung and Yoon (2016)

also indicate that self-emotion appraisal has a positive effect on the problem-solving style. In the hospitality industry, interpersonal problems are unavoidable so managers with good self-emotional appraisal could lead to effective job performance.

It is proved in the findings that others' emotional appraisal is directly and positively correlated with hotel managers' behavioral job performance, according to multiple regression analysis, the estimated coefficient of 0.242, exert the second-largest impact on hotel managers' behavioral job performance among 4 variables. The positive relationship between others' emotional appraisal and hotel managers' job performance is reviewed in previous literature (Pekaar et al., 2017; Wong & Law, 2002; Jung & Yoon, 2016). With this dimension of EI, the managers will have a good understanding of other emotions, sensitivity to others' feelings, a good observer of others' emotions, and appraisal of others emotions from behaviour. Pekaar et al. (2017) mention that people with this dimension of EI perform jobs better than those who are not good at appraising others emotions. Jung and Yoon (2016) also indicate that managers who have the ability to appraise others' emotions will come up with an effective way to solve complex problems that could arise in the hospitality service. In hospitality, the managers have to face interpersonal problems which are frequent and complicated, they have to handle problems with customers, and with other colanguages. Therefore, this dimension of EI could assist them in handling those problems effectively, therefore, this ability would help enhance hotel managers' behavioral job performance.

From the result of empirical findings, it is suggested that the use of emotion and hotel managers' behavioral job performance has the strongest association with an estimated coefficient of 0.260. This result is supported by several previous pieces of literature (Wong & Law, 2002; Jung & Yoon, 2016; Pervez, 2010). The use of emotion could help hotel managers to control and manage the tasks of a middle manager such as leadership, team establishment, and negotiation. Pervez (2010) mentions that the managers with use of emotion could help improve one's job performance, decision making skills, team spirit, and leadership and turnover. Meanwhile, behavioral job performance will relate to handling customer complaints and promoting customer relations; developing market strategy and monitoring sales programs; communicating with employees; motivating and changing behavior; implementing policy, making decisions, and delegating responsibility; monitoring operations and maintaining product quality; and managing personnel responsibilities (Umbreit, 1986). Therefore, Use of emotion could exercise a major impact on hotel manager's behavioral job performance.

Regulation of emotion is verified to have a positive impact on hotel managers' behavioral job performance with an

estimated coefficient of 0.233. Previous literature strongly supports this finding (Wong & Law, 2002; Pervez, 2010). Pervez (2010) highlights those emotions exert a strong and significant impact on a behavioral job performance, one's emotions affect employees in organizations, this author indicates that strong control on emotions plays an essential and important role in behavioral job performance. Pervez (2010) also emphasizes that emotions directly affect decision making, creativity and interpersonal relations of manager's behavioral job performance. In addition, the use of emotion could help hotel managers to reduce stress, burnout, meanwhile, enhancing well-being, and job satisfaction (Jung & Yoon, 2016; Kotsou et al., 2011).

From a broader perspective, organizations should be cognizant of the value of leaders' emotional intelligence abilities in the workplace, particularly other-emotion appraisals. Meanwhile, regular seminars to improve leaders' emotional competency should be established. Hotel firms should also ensure the long-term commitment and engagement of managers by offering them training sessions that encourage them to increase their EI and employability. Gilar-Corbi et al. (2019) also indicate that emotional intelligence which is assessed by mixed and ability-based measures could be highly improved within business environment. As a result of regular training, leaders may better notice and comprehend others' emotions, be more empathic, use appropriate coping strategies, express positive emotions, and increase employee happiness. In academic institutions that nurture and guide new managers in the hospitality industry, they should also focus on the development of the EI of students and educate them into well-rounded managers with high emotional intelligence. The new generation of hotel managers should be instructed and trained to be excellent at self emotion appraisal, other emotion appraisals, use of emotion, and regulation of emotion.

LIMITATION AND FUTURE RESEARCH

Several limitations are identified of research for this work. The first, the sample size is relatively small and limited in Vietnam. Most of the previous literature supposes that four dimensions of EI have a positive and direct impact on employee's job performance, however, the level of impact of those variables on manager's job performance in different countries. Overall, the results of research support cross-country patterns to some extent as this paper shows agreement with previous studies about the impact of EI on behavioral job performance. It is not possible to verify and explain the differences in results among regions, gender, age, job tenure (as considered control variables) as the sample size of this research is quite small and only restricted to the

Vietnamese region, therefore, a larger representative and diverse sample size should be analysed in further research to assess the effects of cultural differences on the model on EI and hotel manager's behavioral job performance.

Second, there is a limitation directly connected to how EI is measured, since the WLEIS is a self-report instrument. In addition, it is recommended to use both self-reports and performance tests to measure EI. However, WLEIS is still one of the most used instruments to measure EI, and it has been designed specifically to assess the branches proposed by Mayer and Salovey's model. Furthermore, self-report questionnaires have some advantages, for instance, they can be administered and completed in less time.

The findings from the current study have important implications on application of emotional intelligence on manager's job performance, there remain a number of other functions of Human Resource Management in the hospitality where the implementation of emotional intelligence could be equally beneficial. Hence there lies the scope of further study in those areas.

First, future research regarding the EI-job performance relation may have an impact in selection and hiring contexts. It is currently the case that EI is generally not used in personnel selection, while cognitive ability is indeed used. Thus, future research would have the opportunity to build on the present findings and incorporate new, potentially compelling, data from an employee selection and hiring setting.

In addition to the above mentioned limitation, future research would might examine the extent to which the relative importance of control variables by gender, age, job tenure impact on the dependent variables. In particular, researchers may want to focus on the contribution that EI plays in jobs requiring emotional labor and interactions with customers, career success.

CONCLUSION

In conclusion, this research has investigated the role of EI in managerial behavioral job performance. The finding has indicated all the four variables have a positive impact on hotel manager's behavioral job performance. In which, Use of emotion (UOE) has the most significant determinant of behavioral job performance of hotel managers, followed by Others' emotion appraisal (OEA), Regulation of emotion (ROE) and Self-emotion appraisal (SEA). Those dimensions of EI could help hotel managers to understand and express emotions appropriately, improve problem-solving and handle interpersonal issues, as well as increase job satisfaction and well-being which could help the hotel manager's behavioral job performance be significantly enhanced. From a broader perspective, organizations should be well aware of the

value of leaders' EI abilities in the workplace, particularly their use of emotion (UOE). Seminars, training and sharing events should be regulated and organized to improve hotel managers' emotional competence. In academic institutions, university students should properly nurture and educate new managers in the hospitality industry to help new generations to focus on the development of high EI.

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