

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effects of Emotional Intelligence on Employee Performance in the Hotel Industry in Kenya

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Abstract:

It has been a routine for employers over the years to hire employees based on their intelligent quotient (IQ) according to their academic credentials in their subjects of study. Not only academic qualifications, they also concentrate and invest heavily on technology forgetting investing on human capital emotional competencies. Corporate world applicants are usually hired on the basis of their mental capacity and on cognitive-based qualification like education attainment. Thus study sought to establish how self-awareness, self- management and relationships management influence on employee performance.

The study used explanatory or non-experimental research design. Study population comprised of employees of a prominent Hotel. The study adopted simple random sampling technique. The researcher used questionnaire and interviews to gather information from his selected respondents. The researcher used both primary and secondary data source to collect information for the research study. Interviews were conducted as well as distribution of questionnaires. A pilot study was conducted to ascertain the reliability of research instrument. Quantitative data was presented using templates such as bar graphs and pie charts after analysis. A multiple regression model was applied to determine the relationships between the dependent and independent variables. The study found that self-awareness, self- management and relationships management influence employee performance. It therefore recommends training and encouragement of teamwork in the organization to nature emotional intelligence and therefore improves employee performance.

Keywords: *Emotional Intelligence, Employee Performance, self-awareness, self- management, relationships management*

1. Introduction

It has been a routine for employers over the years to hire employees based on their intelligent quotient (IQ) according to their academic credentials in their subjects of study. Not only academic qualifications, they also concentrate and invest heavily on technology forgetting investing on human capital emotional competencies. According to Sergio (2011), corporate world applicants are usually hired on the basis of their mental capacity and on cognitive-based qualification like education attainment. There is a need to investigate the effect of emotional intelligence on the employees' performance besides the acquired academic knowledge and technologies of the day so that to improve on the diminishing performance in many organizations in this country and the world at large. Since employees are the central targets for any organization's effort to survive then understanding their emotional competencies in relations to service delivery is fundamental because emotions apart from traditional intelligence and physical wellness dictate the outcomes at the end of the day.

According to Longhorn (2005) emotional competence is the ability to control emotions through tolerance supported by the creation of a positive working environment in relation to ability to solve problems. There is a need to find out how employees use their emotional competencies guided by emotional intelligence in dealing with current issues and challenges and help seeking answers to improve where they are not for better performance. In fact Draganidis and Mentzas (2006) defined competence as a combination of tacit and explicit knowledge, behavior, and skills that gives someone the potential for effectiveness in the task performance. Furthermore, Boyatzis (2005) define an "emotional competence" as a learned capability based on emotional intelligence which reflects in outstanding performance at work. Meaning that emotional competencies derived performances inductively and they reflect effectively job performance especially if they are well coordinates by emotional rather than general mental tests (GMT).

Clarke (2009) defines emotional intelligence as the ability to perceive accurately, praise, and express emotions. Boyatzis (2009) Emotions are alternate manifestations of the intent as appropriate in various situations of times and in his argument it is very clear as the sky that emotional intelligence competency is a matter of relating different behaviors that are considered alternate manifestation of the same underlying construct that are harnessed by the organization to realize its goals and objectives coordinated by the emotional intelligence. Mayer and Salovey (2007) define emotional intelligence as the ability to perceive emotions, to access, and generate emotions so as to assist thought to understand emotions and emotional knowledge, and reflectively regulate emotions so as to promote emotional and intellectual growth. Social emotional intimacy helps in the creation

of shared values, perceptions, and mental models (Chaudhury, 2005). In this sense, the study will establish to prove how emotions are intricately linked to performance decline as being experience by many organizations in this country and around the world. Daus et al (2005) social intelligence is the skills of getting a long with other people and they argued that positive relationships do exist between emotional intelligence and job performance at least for jobs with high client or customer interaction and emotional. Love et al (2010) proposed that individuals who possess a high degree of emotional intelligence can positively influence both team and organizational performance. So the study will furthermore endeavor investigate on the side of employees how they are able to make informed decisions to better cope with environmental demand and pressures to handle conflict in effective manner as well as communicating interestingly in assertive ways and make others feel better in their work environment.

Humphrey (2008) argued that construction managers who have a positive mood toward problem solving will invariably evaluate things more positively than those who have negative emotions. Emotions knowledge is needed to understand the service proposition and more particularly how it is reflected in emotional response of customers understanding so that it may help shape the cultural and behavioral in the organization (Boyatzis, 2009). Emotional intelligence is an important personal quality that each of us must develop and access to experience a break through in our conceptual, social and technical skills (Lennick, 2005). The study will investigate on effects of emotional intelligence by looking at self awareness, self- management and relationships management in determining employees' performance in the organizations in Kenya.

2. Statement of the Problem

Corporate world applicants are usually hired on the basis of their mental capacity and on cognitive-based qualification like education attainment (Sergio, 2011). This creates a gap between mental intelligence and emotional intelligence imbalance which causes tremendous decline in employee performance (Koman, 2007) which has resulted into intelligence deficit that make them emotionally disturbed hence could not perform as expected. Organizations that rarely recognize employee emotional intelligence report less financial performance (Rocco et al, 2011). Workplace is generally structured to downplay emotions hence disruptive for work performance (Edward, 2008). This performance inconsistency make employees' perform below the targeted standard that is reflected in the decline of organization's performance inform of financial/customers' losses or the fall out of most talented promising employees from the company. Unrestrained anger and uncontrolled emotional contagion among members restrained social relationship in work group (George, 2002 and Liu and Reus, 2011).

This intelligence imbalance has created a need to investigate the effects of emotional intelligence on the employees' performance besides the acquired academic knowledge and technologies of the day in order to improve on their diminishing performance. In this light, the study will however, focus on self awareness, self management and relationships management to find out whether emotional intelligence has something to do with decline performance experienced in both private and public companies. If it is the cause, then the study will come up with a model that aligns emotional intelligence and the intelligence quotient to increase employees' performance in their respective tasks. The study was guided by the following Objectives of the study; to establish whether self awareness, self- management, relationships management influence employee performance in organizations.

3. Literature Review

Mayer and Salovey (2007) defines emotional intelligence as the ability to perceive emotions, to access, and generate emotions so as to assist thought to understand emotions and emotional knowledge, and reflectively regulate emotions so as to promote emotional and intellectual growth. An integrated concept of emotional, social and cognitive intelligence competencies offer more than a convenient framework for describing human dispositions (Boyatzis, 2006). This means that a person with high level of emotional intelligence typically possess better interpersonal skills than someone with low level of emotional intelligence because they have abilities to create and foster the emotional increases that support affect-based trust. Managers who are deemed to be emotionally intelligent should be able to positively utilize charismatic leadership skills to regulate their own and others emotions and use emotional information for decision making to achieve positive and outcomes (Love et al, 2010). Magnini (2010), state that a person's level of emotional intelligence is associated with his/her level of stress and general mood. Base on this perspective he defined emotional intelligence/competence as the "ability to monitor one's own and others' feelings and emotions to discriminate among them and use this information to guide one's thinking and actions. Besides he expanded on the assumption of emotional intelligence to include the capability of a person to accurately perceive, appraise and express emotions. It is the capability to access and/or produce feelings when they facilitate thought; the ability to comprehend emotions; and the ability to monitor emotions to stimulate emotional and intellectual development.

3.1. Theoretical Review

3.1.1. Theory of Planned Behavior

It was developed by Icek Ajzen in 1985 and it is a theory that link between attitudes and behavior. States that personal attitude, subjective norms, and perceived behavioral control shape an individual's behavioral intentions. It is the extension of theory of reasoned Action as perceived behavioral as a factor that can influence intention and behaviors (Ajzen, 2005). The study will adopt this theory in determining the relationship of emotional intelligence and employees' performance in the organization to help develop a model that will be used in combining positive emotional competencies with the traditional intelligence or intelligence quotient (IQ).

3.1.2. Social Capital Theory/Social Judgment Theory

Putnam(1996)define social theory as the features of social life, networks, norms and trust that enable participants to act together more effectively to pursue shared objectives. According to World Bank (2000), social capital concept refers to the institutions, relationships and norms that shape the quality and quantity of society's social interactions. On the other hand Social judgement theory is a persuasion theory proposed by Muzar Sherif and Carl Hovlannd and it focuses on the internal processes of an individual's judgment to a communicated message and it was intended to be an explanatory method designed to detail when persuasive message are most likely to succeed. According to social judgment theory conditions under which change take place prediction the direction and extent of attitude change.

3.2. Conceptualization

Conceptualize means resolving what to measure in order to find out the effects of emotional intelligence on employees' performance in the organizations. The effects of emotional intelligence on employee performance in the organization will be viewed by looking at variables of self awareness, self management and relationship management at the workplace.

3.2.1. Self Awareness

This is deep understanding of one's emotions, strengths, and weaknesses. It is the ability to currently and honestly self –assess. Boyatzis (2009) refers to emotional self awareness as the ability in recognizing one's emotions and their effects. It concerns knowing one's internal states, preferences, resources and intuitions. Self awareness is going to be measured using indicators of emotions self assessment, emotional self awareness and self confidence.

Emotional self awareness is the aspect of recognizing one's emotions and their effects when dealing with ourselves to avoid performance interferences. Knowing how emotions and their effects enables employee handle work or task positively concerning her/him which results to positive performance.

Accurate self assessment is the awareness of one's own strengths, weaknesses and performance when working on the job. Self awareness of employee's emotional state is very important aspect in determining the outcomes of one's capability because we are our emotions and our emotions are us since we are judged based on our expressions as they first impression is the last impression hence play critical role on one's performance. Self-confidence is the sensing of one's worth and capabilities when acting on the job and it play very crucial optimism performance with self believe and pride which gives employee accountability hence taking the responsibility of giving quality performance.

3.2.2. Self Management

Goleman, the father of emotional intelligence referred as the control and regulation of one's emotions or the ability to stay calm. This involves emotion clearance and focused when things do not go as planned as well as the ability for self motivation and initiative. Boyatzis (2009) also referred to self management as managing one's internal states, impulses and resources. In investigating its effects on performance then aspects will consider the following; Emotional self-control refers to the act of keeping disruptive emotions and impulses in check one's ability to monitor and regulate one's emotional state. This help employee epitomize only positive emotions discard all the negative emotions that hinder good performance to meet our personal and organizational target or goals.

Adaptability factor which is the flexibility of an employee in change in the workplace and it is will measure of employee deals with change within the organization. Change can be either is positive or negative and the ability in perceiving this change is very fundamental within the entire workforce. Job however, requires being able ot change considerable to variety in the workplace and in this scenario being when dealing with change in the organization its greatest good.

Optimism factor which is the employee's persistence in pursuing target goals and objectives despite obstacles based on company's mission. It is that optimistic outlook positively housing one's emotions and pride when performing a task which is very important aspect in determining employee performance and having optimistic workforce is thought to be a competitive advantage for the organization.

3.2.3. Relationships Management

This is an emotional intelligence element that concerns with the skills at inducing desirable responses in others. It is that ability to communicate, influence, collaborate and work with colleagues considering their feelings and views during the process of decision making. In determining relationships management on employee performance, the indicators of conflict management, change catalyst and employee influence.

Conflict management is the act of negotiating and resolving disagreement within the organization either among employees' themselves or between employees and the top management. employees' who initiate and manage positive within the organization are deemed instrumental in spearheading the organization to the right direction of accepting dialogue to churn disagreements that might be very expensive for the company's top level.

Influence is the act through which an employee wield effective tactics for persuasive in dealing with performance among his fellow employees in the organization. Doing little positive could change the organization's outcomes little by little in changing the company in the right direction. Charismatic employees initiate better tactics that bring closer workers to the organization where they can fight as a team against external competitors by improving on bonding and providing outstanding performance.

4. Materials and Methods

The researcher used explanatory or non-experimental research design where an independent variable is not manipulated because the researcher does not have complete control of the conditions of the study. Explanatory research seeks causes of behavior by looking for correlation among variables. This research design was deemed appropriate because of its inability to manipulate some variables independently. Relationships were studied among variables none of which is the actual cause of the other. However, the research is designed in way that allowed respondents explain emotional intelligence factors they perceived encouraging as well as influencing them give superior performance.

Study population comprised of employees of a prominent Hotel. This population was suitable because it is normally distributed, efficient, reliable and flexible. A total population of 76 employees consisting of supervisors, chefs and waiters were used in the study. It consisted of 14 supervisors, 26 chefs and 36 waiters. This research was carried out in Nairobi. The researcher believes this potential population would deliver trustful information that will help in determining the effects of emotional intelligence on employees' performance.

The study adopted simple random sampling technique that assists in selecting the sample at random from the sampling frame of the targeted population using random number. This sampling method was deemed convenient in investigating the impact of employee emotional intelligence on their performance. The sample size considered were 38 respondents being 50% of the target population.

The researcher used interview for purposes of data collection. Structured interviews are those conducted when it is known at the outset what information is needed, the interviewer has a list of predetermined questions to be asked of the respondents. This instrument is very important because more information of great depth is obtained and also greater flexibility to restructure questions in case of unstructured interview to enhance clarity and better comprehension of the research questions.

The researcher personally administered questionnaires to the respondents to avoid biasness to enhance validity and reliability of the information obtained through this instrument. Questionnaire is the most preferred instrument in this study because free from bias since answers are in respondents' own words, respondents have adequate time to give well thought out answers, respondents who are not easily approachable can be reached conveniently and large samples can be made use of hence results can be more dependent and reliable.

The researcher also searched for secondary data in books, magazine, and journal articles and online through the internet to obtain relevant information that was used in assessing the factors that influence emotional competencies to feature strongly on improving employees' performance on their respective jobs. The researcher also carried out pilot testing of the questionnaires before they are issued to the respondents in order to refine the content to minimize the ambiguity and hence understanding of the questions as well as recoding of the data so that to assess value on validity and reliability of information to be collected to overcome bias.

5. Data Analysis

After the collection, data was edited, coded, classified and analyzed through tabulation in terms of statistical measure of central tendency such as means, medians as well as getting the measure of dispersion like range and standard deviation. Statistical analysis of percentages was done in order to simplify study findings presentation and the obtain data was then analyzed using Statistical Packages of the Social Science (SPSS version 17.0) to come up with graphs, and pie charts to explain the outcomes. Moreover, quantitative data collected was summarized to ensure that it is in the right form suitable in addressing research questions; methods of data analysis and after that researcher used templates such as bar graphs and pie charts in reporting and presenting the obtained data.

A multiple regression model was applied to determine the relationships between the dependent and independent variables. The multiple regression models treated employee performance as the dependent variable and the effects of emotional intelligence as independent variables. Finally, the response on the effects of emotional intelligence on employee performance was measured by computing indices based on the information derived from the likert scale. The relationship of the equation will be a linear equation as shown below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \text{ Where;}$$

$$Y = \text{Employee performance, } \beta_0 = \text{Constant term, } X_1 = \text{Self awareness, } X_2 = \text{Self management}$$

$$X_3 = \text{Self relationships management, } \varepsilon = \text{Error term}$$

6. Results and Findings

The researcher targeted a sample of 38 respondents out of which 35 responses were obtained. This represented a 92.1% response rate. According to Babbie (2002) any response of 50% and above is adequate for analysis thus 92.1% is even better.

6.1. Influence between Emotional Intelligence and Employees' Performance

Emotional intelligence was operationalised into 1) Self awareness- which had Self assessment

Emotional self awareness and Self confidence; 2) Self management- which comprised of Self control, Adaptability and Optimism;

3) Relationship management- which comprised Conflict management, Change catalyst and influence as shown on Tables 1 through Table 8

Statement	Mean	Std. Deviation
I am aware of my strengths and weaknesses	4.0571	.80231
I show sense of humor and perspective of myself	3.9143	.85307
I have self-motivation in my job	4.2286	.84316
I know how to calm down myself in crisis	4.0857	1.09468
I am very keen to continually keep myself fit and active	4.0857	.85307

Table 1: Self-assessment

On self-assessment, majority of the respondents indicated that they have self-motivation in their job to a very great extent as indicated by a mean score of 4.2286. Further, it was shown that the respondents to a great extent knew how to calm down themselves in crisis and were very keen to continually keep themselves fit and active as indicated by a mean score of 4.0857, they were aware of their strengths and weaknesses as indicated by a mean score of 4.0571 and that they showed sense of humor and perspective of themselves as indicated by a mean score of 3.9143.

Statement	Mean	Std. Deviation
I am able to recognize my emotions	3.8571	.87927
I do not lose control when I am angry	3.4571	1.17180
I am aware of the impact of my emotions on other people	3.8571	.91210
I am able to express my emotions in an appropriate manner	3.7714	1.05957
I am aware of situations that cause me to think negatively	4.0286	.89066

Table 2: Emotional self-awareness

The respondents were also required by the study to rate their emotional self-awareness. The study has indicated that to a great extent, the respondents were aware of situations that caused them to think negatively as shown by a mean score of 4.0286, were aware of the impact of their emotions on other people and that were able to recognize their emotions as shown by a mean score of 3.8571. Further, they said that to a great extent, they were able to express their emotions in an appropriate manner as shown by a mean score of 3.7714 and that they did not lose control when angry as shown by a mean score of 3.4571.

Statement	Mean	Std. Deviation
I present myself with self-assurance	4.0000	.84017
I decisively able make sound decisions despite uncertainties and pressure	3.8000	.83314
I voice views that are unpopular and go out on a limb for what is right	3.6857	.86675
I make opinions known when it is prudent to do so	4.1714	.82197
I accept myself for who am	4.4000	.91394
I assume responsibility for my actions	4.2571	1.17180
I believe in being fair and unprejudiced	4.4000	.84714
I set myself and others timescales deadlines	4.0857	1.01087
I believe in the power of positive thinking	4.6000	.73565
I usually feel excited and enthusiastic when doing my job.	4.1429	1.08852

Table 3: Self confidence

The study further sought to assess the respondents' self-confidence. Majority of the respondents to a very great extent expressed that they believe in the power of positive thinking as indicated by a mean score of 4.6, they accept themselves for who they are as indicated by a mean score of 4.4, they believe in being fair and unprejudiced as indicated by a mean score of 4.4 and that they assume responsibility for their actions as indicated by a mean score of 4.2571. It has further been indicated that to a great extent they make opinions known when it is prudent to do so as indicated by a mean score of 4.1714, they usually feel excited and enthusiastic when doing their job as indicated by a mean score of 4.1429 and that they set themselves and others timescales deadlines as indicated by a mean score of 4.0857. The respondents, also indicated that to a great extent they present myself with self-assurance as shown by a mean score of 4, they are decisively able to make sound decisions despite uncertainties and pressure as shown by a mean score of 3.8 and that they voice views that are unpopular and go out on a limb for what is right as shown by a mean score of 3.6857.

Statement	Mean	Std. Deviation
I do manage my impulsive feelings and distressing emotions well	3.7429	.78000
I stay composed, positive, and unflappable even in trying moments	3.6000	1.06274
I think clearly and stay focused under pressure	3.6286	.94202
I do not become despondent when things go wrong	3.6000	.84714
I am able to press my case in the face of opposition	3.7429	.85209
I am able to balance my short and long term goals effectively	4.0571	.87255
I am able to pursue my goals in the face of rejections or questioning	3.9429	.87255
I act decisively when faced with tough decisions including workmates or staff issues	3.8571	1.00419

Table 4: Self-control

In assessing the respondents self control, the study found that the respondents to a great extent are able to balance their short and long term goals effectively as shown by a mean score of 4.0571, are able to pursue their goals in the face of rejections or questioning as shown by a mean score of 3.9429 and that they act decisively when faced with tough decisions including workmates or staff issues as shown by a mean score of 3.8571. Further, the to a great extent manage their impulsive feelings and distressing emotions well as shown by a mean score of 3.7429, are able to press their case in the face of opposition as shown by a mean score of 3.7429 and that they think clearly and stay focused under pressure as shown by a mean score of 3.6286. Finally, the respondent said that to a great extent they stay composed, positive, and unflappable even in trying moments as shown by a mean score of 3.6 and that they do not become despondent when things go wrong as shown by a mean score of 3.6.

Statement	Mean	Std. Deviation
I do smoothly handle multiple demands, shifting, priorities and rapid change	3.7143	.85994
I able to adapt my responses and tactics to fit fluid circumstances	4.0000	.72761
I am flexible in how I see events	4.0857	.85307
I adhere to expected standards of personal conduct	4.2857	.82503
I learn from everything around me and I even take advantage of difficulties	4.2286	.84316
I am able to respect and well to people from different back ground	4.1714	.78537
I am able to understand diverse worldviews and sensitive differences	4.4286	.77784

Table 5: Adaptability

On adaptability, the study has indicated that the respondents to a very great extent are able to understand diverse worldviews and sensitive differences as shown by a mean score of 4.4286, adhere to expected standards of personal conduct as shown by a mean score of 4.2857 and that they learn from everything around them and even take advantage of difficulties as shown by a mean score of 4.2286. In addition, to a great extent, the respondents are able to respect and relate well to people from different back ground as shown by a mean score of 4.1714, they are flexible in how they see events as shown by a mean score of 4.0857, are able to adapt their responses and tactics to fit fluid circumstances as shown by a mean score of 4 and that they smoothly handle multiple demands, shifting, priorities and rapid change as shown by a mean score of 3.7143.

Statement	Mean	Std. Deviation
I am able to persist in seeking goals despite obstacles and setbacks	4.2571	.78000
I do operate from the hope of success than fear of failure	4.2286	.97274
I perceive challenges as due manageable circumstances rather than a personal flaw	4.0286	.82197
I cut through red tape and bend the rules when necessary to get the job done.	3.7429	1.09391
I am result oriented with high drive to meet my objectives and standards	4.3429	.68354
I pursue goals beyond what is required of me to improve my performance	4.1714	.78537

Table 6: Optimism

The study also wanted to establish the respondents' optimism. To this quest, majority of the respondents said that they are to a very great extent result oriented with high drive to meet their objectives and standards as shown by a mean score of 4.3429, are able to persist in seeking goals despite obstacles and setbacks as shown by a mean score of 4.2571 and that they operate from the hope of success than fear of failure as shown by a mean score of 4.2286. They further indicated that to a great extent they pursue goals beyond what is required of them to improve their performance as shown by a mean score of 4.1714, they perceive challenges as due manageable circumstances rather than a personal flaw as shown by a mean score of 4.0286 and that they cut through red tape and bend the rules when necessary to get the job done as shown by a mean score of 3.7429

Statement	Mean	Std. Deviation
I do handle difficult people and tense situations with diplomacy and tact	4.1429	.77242
I do encourage debate and open discussion on the subject of disagreement	4.1714	.82197
I orchestrate a win-win solution between the warring parties through enthusiastic participation	3.8571	.87927
I help bring the disagreement into the open and help deescalate	3.9143	.81787
I demonstrate integrity and honesty when resolving conflict	4.5143	.56211

Table 7: Conflict management

Further, the study aimed at establishing the respondents' conflict management skills. Majority of them indicated that to a very great extent they demonstrate integrity and honesty when resolving conflict as shown by a mean score of 4.5143. They also to a great extent encourage debate and open discussion on the subject of disagreement as shown by a mean score of 4.1714, handle difficult people and tense situations with diplomacy and tact as shown by a mean score of 4.1429, help bring the disagreement into the open and help deescalate as shown by a mean score of 3.9143 and orchestrate a win-win solution between the warring parties through enthusiastic participation as shown by a mean score of 3.8571

Statement	Mean	Std. Deviation
I first recognize the need for change before removing the barriers	4.1143	.71831
I challenge the status quo to acknowledge the need for change	4.0000	.64169
I champion for change and persuade others in its pursuit	3.8571	.84515
I model the change expected of others	3.7714	.91026
I foster open communication and stay receptive for both bad and good	4.0000	.87447

Table 8: Change catalyst

On change catalyst, the respondents indicated that they to a great extent first recognize the need for change before removing the barriers as shown by a mean score of 4.1143, challenge the status quo to acknowledge the need for change as shown by a mean score of 4 and that they foster open communication and stay receptive for both bad and good as shown by a mean score of 4. They further indicated that they champion for change and persuade others in its pursuit as shown by a mean score of 3.8571 and that they model the change expected of others as shown by a mean score of 3.7714.

Statement	Mean	Std. Deviation
I listen the perspective of others before trying to persuade them	4.4571	.70054
I provide a rationale for change when trying to persuade others	4.2857	.71007
I do not have difficulty in persuading others to change their points of views	3.6000	1.26491
I receive positive response to my views on direction and goals	4.0000	.76696

Table 9: Influence

The study also sought to establish the extent the respondents were able to influence others. Majority of the respondents indicated that to a very great extent they would listen the perspective of others before trying to persuade them as shown by a mean score of 4.4571 and that they provide a rationale for change when trying to persuade others as shown by a mean score of 4.2857. They further indicated that to a great extent they received positive response to their views on direction and goals as shown by a mean score of 4 and that they do not have difficulty in persuading others to change their points of views as shown by a mean score of 3.6

6.2. Regression Analysis

The researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on the employee performance. The researcher applied the statistical package for social sciences (SPSS V 17.0) to code, enter and compute the measurements of the multiple regressions for the study.

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (employee performance) that is explained by all the three independent variables (self-awareness, self-management and self-relationships management).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.874	0.763	0.749	0.3541

Table 10: Model Summary

The three independent variables that were studied, explain 74.9% of the employee performance as represented by the adjusted R². This therefore means that other factors not studied in this research contribute 25.1% of the employee performance. Therefore, further research should be conducted to investigate the other factors (25.1%) that affect employee performance in hotel Industry.

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2.534	2	1.267	5.572	.0274 ^a
	Residual	9.307	33	2.327		
	Total	3.465	35			

Table 11: Analysis of Variance

The significance value is 0.0274 which is less than 0.05 thus the model is statistically significant in predicting how self-awareness, self-management and self-relationships management affect the employee performance in the hotel industry. The F critical at 5% level of significance was 3.27. Since F calculated is greater than the F critical (value = 5.572), this shows that the overall model was significant.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.139	1.348		1.615	0.367
self-awareness	0.834	0.185	0.182	4.425	.0185
Self-management	0.439	0.383	0.056	3.732	.0253
Self-relationships management	0.572	0.292	0.132	3.893	.0251

Table 12: Coefficient of determination

Multiple regression analysis was conducted as to determine the relationship between employee performance and the three variables. As per the Table 12;

$$Y = 1.139 + 0.834X_1 + 0.439X_2 + 0.572X_3$$

According to the regression equation established, taking all factors into account (self-awareness, self-management and self-relationships management) constant at zero, employee performance will be 1.139. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in self-awareness will lead to a 0.834 increase in employee performance; a unit increase in self-management will lead to a 0.439 increase in employee performance and a unit increase in self-relationships management will lead to a 0.572 increase in employee performance. This infers that self-awareness contribute most to the employee performance followed by self-management. At 5% level of significance and 95% level of confidence, self-awareness had a 0.0185 level of significance; self-management showed a 0.0253 level of significance and self-relationships management showed a 0.0251 level of hence the most significant factor is self-awareness.

7. Conclusions and Recommendations

The study concludes that self-awareness influence employee performance to a great extent. The employees have self-motivation in their job and know how to calm down themselves in crisis and were very keen to continually keep themselves fit and active. It has also been indicated that they were aware of their strengths and weaknesses and that they showed sense of humor and perspective of themselves.

The study also concludes that self- management influences employee performance. Positive emotions can be disruptive to work performance and thus it is important to manage them. The employees to a very great extent are able to understand diverse worldviews and sensitive differences, adhere to expected standards of personal, learn from everything around them and even take advantage of difficulties and that the respondents are able to respect and relate well to people from different back ground improving the performance.

Finally, the study concludes that relationships management has influence on employee performance. In this study the employees listens the perspective of others before trying to persuade them, provide a rationale for change when trying to persuade others, they received positive response to their views on direction and goals and that they do not have difficulty in persuading others to change their points of views.

The study recommends that the organization should carry out training on the employees to increase their ability for self-assessment to increase their self-awareness. The study also recommends that the organization encourages teamwork to sharpen relationship management skills of their employees which is key to employee performance.

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