Employees' service recovery performance: the role of functional manager's emotional intelligence in the hospitality industry

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Abstract

Cultivating a strong presence, emotional intelligence is now firmly embedded within organizations. The emotional intelligence of managers is essential for building a motivated workforce. This study investigates the relationship between functional managers' emotional intelligence and employees' service recovery performance in the context of the hospitality industry. In this study, functional managers' emotional intelligence includes four dimensions: self-emotion appraisal, other-emotion appraisal, use of emotion, and regulation of emotion. A mixed method was employed to explore the influence of functional managers' emotional intelligence on employees' service recovery performance. The data were collected from 238 functional managers at 33 four- and five-star hotels in five provinces and cities in Vietnam. Factor analysis, correlation analysis, and regression analysis were used to analyze the data. The results show that functional hotel managers' emotional intelligence has a positive and significant impact on employees' service recovery performance, with others' emotion appraisal having the strongest impact, followed by emotion regulation, use of emotion, and self-emotion appraisal. These findings deepen the understanding of service recovery and enrich the underlying literature. The study also provides managers with useful advice on managing customer service as a competitive advantage.

Keywords: Functional managers, Emotional intelligence, Employees' service recovery performance, Hospitality industry

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1. Introduction

Emotional intelligence (EI) is recognized as a key behavioral characteristic and significant performance factor (Goleman, 1995; Goleman, 1998). Practitioners have focused on EI because of its broad relevance to workplace concerns such as job satisfaction, absenteeism, organizational commitment, and job performance (Sosik and Megerian, 1999; Duong and Ho, 2022).

A recent study has shown the importance of EI in the hospitality industry. Hoteliers should actively handle their emotions during direct interactions with guests and their employees (Nguyen, 2019). Given such work characteristics, it is essential for hoteliers in a labor-intensive industry to successfully manage the EI of their workforce to enhance business outcomes and the working environment (Jung and Yoon, 2015). Customers in the hotel industry are frequently emotionally attached to service recovery. Customers always express their feelings and opinions about unmet services, affecting their satisfaction with the service recovery (Mattila, 2001).

A functional hotel manager's primary responsibility is ensuring that most hotel visitors are pleased and employees are motivated. Therefore, managers' EI is essential for building a motivated workforce who perform well in the kitchen, dining room, or reception. For service personnel at various hierarchical levels, EI can be useful for dealing with consumers and achieving better work results with coworkers (Koc and Boz, 2020).

As frontline staff deal with consumers directly, they are also the first to learn about service failures (Masdek *et al.*, 2011), and handling service failures falls under the staff's responsibility. An employee's aptitude or level of motivation determines how well they service the customers. As a result, it is critical to manage frontline employee performance effectively. Furthermore, it is essential to investigate how a manager's EI can influence an employee's service recovery performance (SRP) because service recovery is a crucial component of employee performance (Farrell *et al.*, 2001).

This study aims to figure out the impact of functional managers' EI on employees' service recovery performance (SRP) in hospitality to address a gap in EI research. Most research on EI in hospitality practice is limited, particularly in Vietnam. This study focuses exclusively on defining EI and its critical role in work performance in the hotel business (O'Connor *et al.*, 2019). EI research has been conducted from several perspectives; however, the role of functional managers' EI is underrepresented (Cichy *et al.*, 2007; Haver *et al.*, 2014), with the majority focusing on employees' EI (Jung and Yoon, 2015; Nguyen, 2019). An earlier study attempted to determine how employees' EI affects their job attitudes (e.g., job satisfaction and job involvement) and behavior (work engagement behavior and service quality) (Wong and Law, 2002). In other words, earlier research has been restricted to a specific study, with many focusing on employees as a single unit (Han *et al.*, 2017). As a result, few studies have examined how the EI works during service failure and service recovery (Koc and Boz, 2020). According to Keefer *et al.* (2018), studies on EI may benefit from considering the social context in which EI occurs. Nevertheless, this study shows the impact of a manager's EI on an employee's

SRP, which necessitates a cross-level examination. Furthermore, most previous studies have combined different dimensions of EI into an overall EI score to predict performance (Miao *et al.*, 2021). However, this common practice may mask the unique effects of specific EI dimensions (Pekaar *et al.*, 2018). Numerous studies on SRP have been conducted in Western nations, but the outcomes have been mixed, making it difficult to draw firm conclusions that apply to the situation in Vietnam. Few studies conducted in Vietnam have examined the SRP of service employees in hospitality. Eastern values determine EI through coping mechanisms such as family support, meditation/exercise, substance use, and optimism (Lei and Pellitteri, 2017). Vietnam shares Southeast, Eastern, and Southern Asia's cultural roots, Chinese ideologies, and religious beliefs (Nguyen *et al.*, 2022). EI research in the Vietnamese context will help better understand self-reflection, contemplation, and meditation in Eastern cultures. According to studies in the hospitality industry (Kim *et al.*, 2012; Nguyen *et al.*, 2022), EI is one of the main factors influencing emotional labor acting strategies, and people with greater levels of EI can manage emotions and regulate behavior in response to emotional demands. Following the literature, this study investigates dimensions of functional managers' EI that affect hospitality employees' SRP. This will improve our understanding of pertinent information and give functional managers better knowledge of EI significance in predicting employees' SRP. The results of this study could add to the body of research on EI and SRP in the context of Vietnam.

The remainder of this paper is organized as follows. Section 2 presents a literature review, research hypotheses, and proposed research model. Section 3 describes the research method, including measurement, data collection, and analysis. The results of the hypotheses testing and discussion of the empirical findings are explained in sections 4 and 5. Finally, section 6 concludes the study and proposes managerial implications.

2. Literature review and hypothesis development

2.1 Employees' service recovery performance in the hospitality

Currently, customers are more aware of their rights and they have higher expectations. In the event of a failure, the organization should satisfy the client's needs by recovering from the service failure. Otherwise, if a company decides to overlook a failure, it might lose customers to its competitors. Due to customers' experiential nature, hospitality services have a higher failure than physical products. Regardless of how well a hotel serves its customers and how highly it is rated in terms of standards, it is still possible for the hotel to fall short of the standards set by today's hotel guests.

When there are mistakes or failures, service recovery is required. It depends on how customers perceive service failure through customer-employee interactions (Wirtz and Mattila, 2004). Therefore, frontline staff must adapt to the situation, anticipate customer needs, and respond to complaints effectively (Chebat and Kollias, 2000). Many studies on customer psychology indicate that customers are more dissatisfied with employees' responses to failure, rather than the initial failure to provide core services. In other words, consumers are less satisfied with service failure and more upset by the lack of employees' SRP (Masdek *et al.*, 2011).

Many researchers and practitioners in the service industry have indicated that employees' job performance should be considered as the service recovery performance (Lin, 2009), which refers to the degree of personal assessment of the service the employee delivers to customers. Wilson *et al.* (2012) define SRP as "the activities taken by a company or service provider in response to a service failure".

When service failure occurs, frontline personnel are crucial in addressing customer dissatisfaction, emphasizing the significance of looking at an employee's SRP. According to prior studies, service recovery strategies include the action plan of managerial teams and how frontline staff deal with service breakdown, in which managers provide training for employees on skills such as acknowledging the problem, apologizing, explaining the problem, rectification, and offering compensation (Patterson *et al.*, 2006). To achieve these objectives, functional managers have attributes that enable attentive listening, open communication, accountability and responsibility for mistakes, and the capacity to develop long-term working relationships. All of which indicate high emotional intelligence. To reduce the negative impact on organizational performance and customer service quality, it is crucial to understand how a functional manager's EI affects frontline personnel's attempts to respond to service failures.

2.2 Emotional Intelligence

Based on Salovey and Mayer's (1990) initial conception of EI, three separate models have been proposed: ability models (Mayer and Salovey, 1997), non-cognitive models (Bar-On, 1997), and competency-based models (Goleman, 2001).

First, from the perspective of emotional information processing abilities, emotional intelligence is the ability to detect and properly estimate emotional responses, to obtain and/or create emotions to support the thinking process, to comprehend feelings and emotional literacy, and to regulate emotions to enhance feelings. There are four competencies of emotional intelligence: self-emotion appraisal, other-emotion appraisal, use of emotion, and regulation of emotion (Mayer and Salovey, 1997).

Second, emotional intelligence is defined as "an array of non-cognitive capacities, competencies, and skills that impact one's capacity to succeed in coping with environmental demands and stresses" in Bar-On's non-cognitive paradigm. This approach is based on five aspects of emotional and social intelligence (intrapersonal, interpersonal, adaptability, stress management, and general mood). The elements of the model evolve, vary throughout a lifetime, and might even be strengthened via training and development activities; indeed, the model has the potential for achievement rather than actual performance (Bar-On, 1997).

Goleman (2001) considers emotional intelligence as a combination of personal qualities and the training capacity of each person. The construct of emotional intelligence includes two competencies: personal competence (i.e., self-awareness and self-management) and social competence (i.e., social awareness and social skills).

Emotional intelligence is the ability to recognize, analyze, use, and control one's emotions and those with whom one interacts (Mayer and Salovey, 1997). Consequently, EI can be useful for service personnel at different levels of the hierarchy to deal with clients and produce better results with coworkers (Koc and Boz, 2019). Since EI can be learned and grown, unlike intelligence quotient (IQ), scholars and practitioners have become increasingly interested in it over the past few decades (Nguyen *et al.*, 2022).

Based on the literature mentioned above, this study uses Wong and Law's (2002) EI scale to thoroughly investigate the relationship between emotional intelligence and individual performance to understand the impact of functional managers' EI on their employees' SRP.

2.3 Hypothesis development

This study's functional hotel manager EI model was adapted from Mayer and Salovey's (1997) EI model. A meta-analysis found that a leader's EI positively relates to a subordinate's task performance (Miao *et al.*, 2021). This is because many jobs in the hospitality industry are exceptionally high in emotional labor demand and require a set of distinguished display rules. In particular, with low employees' EI, managers' EI will have a more favorable effect on employees' SRP (Sy *et al.*, 2006). Employees gain more from managerial interventions to manage their emotions and expectations better. This would boost their sense of control, confidence, creativity, resilience, cooperation, coordination, organizational citizenship behaviors, and positive interactions, translating into higher SRP.

Appraisal and expression of emotion in the self (self-emotion appraisal - SEA) refer to a person's capacity to comprehend and express their profound feelings in a natural way (Mayer and Salovey, 1997). People with exceptional talent in this domain will be able to detect and accept their feelings well ahead of most individuals.

Atwater *et al.* (1999) and George (2000) found that staff with high self-awareness can accurately identify the emotions they feel as individuals, notice their actions' effect on others, and modify their decision-making processes. By leveraging self-awareness, managers can promote cooperation and establish group goals among their direct reports/subordinates. This, in turn, supports not only their expansion but also the fulfillment and success of their staff, which finally results in higher performance. Therefore, the first hypothesis is developed as follows:

H1: Self-emotion appraisal of functional managers positively affects employees' SRP.

Appraisal and recognition of emotion in others (other-emotion appraisal - OEA) relate to people's ability to perceive and understand the emotions of the people around them (Mayer and Salovey, 1997). Individuals with high levels of appraisal and recognition are far more aware of others' feelings and emotions while still being able to be logical. Functional managers' emotional recognition abilities are important for supporting subordinates when facing customer complaints (Koc and Boz, 2020). Because most customers do not complain or express unhappiness, service staff members' ability to recognize emotions and facial

expressions is important in identifying customer dissatisfaction and associated negative feelings. Service employees who can accurately and quickly identify customers' emotions and facial expressions (e.g., anger, surprise, disgust, sadness, happiness, and joy) can take steps to satisfy unhappy clients and significantly increase their satisfaction with the service provider. The most effective managers are those who can relate to the thoughts and actions of their staff and offer necessary assistance (Humphrey, 2013). Putting oneself in another person's shoes can help managers understand the causes of underperformance. Genuine concern for others and active listening can help build teams and find practical strategies to improve employee service performance (Koc and Boz, 2020). Therefore, the second hypothesis is suggested as follows:

H2: Other-emotion appraisal of functional managers positively affects employees' SRP.

The ability of people to use their emotions by directing them to a positive life and self-performance in the EI field is known as the use of emotion (UOE) (Mayer and Salovey, 1997). Employees can cultivate uplifted mindsets and emotional experiences through EI. This enhances their capacity for effective stress management and communication (Lopes *et al.*, 2005). Managers can foster successful teamwork by developing emotional connections with their staff (Kernbach and Schutle, 2005). George (2000) identified that a manager experiencing pleasant feelings and moods is far more likely to help increase service staff's prosocial conduct, resulting in a pleasurable SRP among service personnel and restaurant guests (Mattila and Enz, 2002). Hence, the third hypothesis is developed as follows:

H3: Functional managers' use of emotion positively affects employees' SRP.

Self-regulation of emotion (ROE) refers to people's ability to manage their feelings better, allowing them to rebound from mental distress (Mayer and Salovey, 1997). The existing investigation has shown that successful managers' EI (especially self-regulation of emotion) shows outstanding work dispositions and altruistic behaviors (Carmeli, 2003). Consequently, subordinates embrace their managers' positive emotions, resulting in higher work satisfaction (Wong and Law, 2002). Successful managers, who effectively share their interests and goals with their employees, assist people in managing their jobs more effectively through emotional regulation and foster self-confidence and the potential to recover from work-related stress rapidly (Scott-Halsell *et al.*, 2008). Therefore, the last hypothesis is suggested as follows:

H4: Functional managers' regulation of emotion positively affects employees' SRP.

2.4 Research model

The conceptual framework of emotional intelligence (EI) is based on the ability approach (Mayer and Salovey, 1997), including four dimensions (self-emotion appraisal, other-emotion appraisal, use of emotion, regulation of emotion). This study shows how functional managers' EI in hotels affects employees' SRP. The framework also explains how each EI dimension impacts SRP differently. The research model shows four causal relationships between the two constructs, as shown in Figure 1.
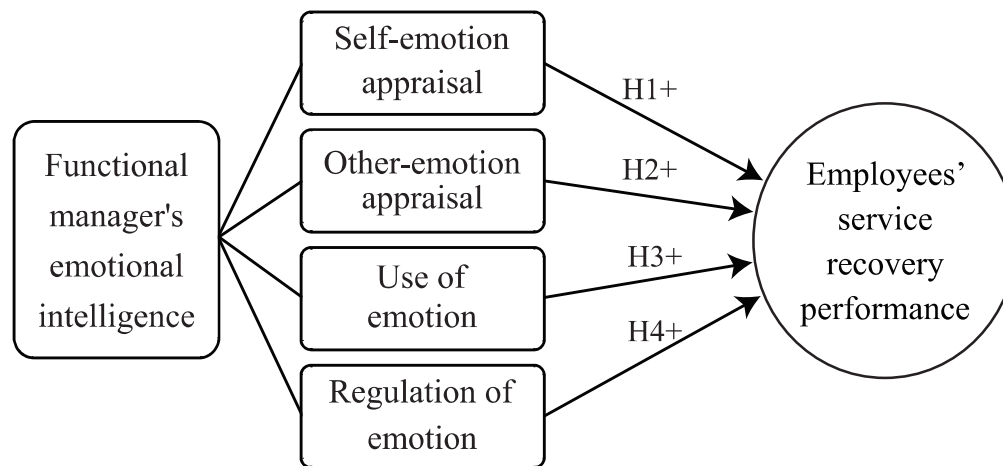
Figure 1: Proposed research model

Source: Authors' suggestion

3. Research methods

3.1 Measurement development

3.1.1 Measures of functional hotel manager's emotional intelligence (EI)

Because the ability of the EI Model to be used in organizational domains (Pettijohn *et al.*, 2010) may be relevant to the goal of this research, this study adopted the ability EI model proposed by Mayer and Salovey (1997). This study aims to investigate the EI of functional hotel managers.

The EI questionnaires were adapted from the Wong and Law Emotional Intelligence Scale (WLEIS). WLEIS is a self-report questionnaire used to test leaders' perceptions of EI. The WLEIS consists of 16 items, each measured using four items. These constructs were self-emotion appraisal, other-emotion appraisal, use of emotion, and regulation of emotion (Table 1). The WLEIS was measured using a 5-point Likert-type scale (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).

3.1.2 Measures of hotel employee's service recovery performance (SRP)

Service recovery performance is "the efficacy of employees to resolve customer complaints" (Boshoff and Allen, 2000), as determined by managers for the staff. In various settings, including hospitality, the 6-item scale created by Hewagama *et al.* (2019) was used to measure the SRP of customer-contact employees. Immediate supervisors assessed each employee's performance using a 5-point Likert scale ranging from "strongly disagree" to "strongly agree".

This study chose managers' ratings of hotel employees' SRP for several reasons. Managers give organizations the highest performance ratings (Rynes *et al.*, 2005). Manager ratings of employee job performance are multidimensional and they consist of managers' evaluations of employee behaviors and results (Aguinis, 2009). Managers' ratings can be used for virtually any type of job, including jobs in which objective performance is difficult or impossible

to measure (Cote and Miners, 2006). The approach for managers to evaluate employees' performance can consider crucial behaviors that are out of the employee's control but impact output. Due to these factors, experts believe manager evaluations are probably the most accurate indicators of employee performance (Cote and Miners, 2006).

3.2 Data collection and analysis

To meet the study's objectives, the research sample consists of four-star and five-star hotels in Vietnam run by both foreign and domestic companies. The hotels participating in the survey are operating in five provinces and cities in Vietnam such as Quang Ninh, Hanoi, Da Nang, Nha Trang, and Ho Chi Minh because these cities have developed tourism industries and a large number of four-star and five-star hotels. Thirty-three hotels agreed to participate in the study, and self-administered questionnaires were distributed to their functional managers through the human resource department. The data were obtained from various departments, such as the front office, housekeeping, food and beverage, maintenance, public relations, and sales. Functional managers completed a supplementary survey including demographic questions, an evaluation of their EI, and their staff's SRP. The time survey conduction was implemented from January to April 2022.

There are two ways to determine sample size: probability sampling and non-probability sampling (Saunders *et al.*, 2009). They are fundamentally different from one another in that probability sampling is performed under the assumption that each object in the population is selected with an equal chance relative to other objects in the population. Conversely, non-probability sampling is predicated on the notion that population-wide features are equally distributed. Respondents were chosen for the study using a nonprobability sampling technique. According to Hair *et al.* (2010), the sample size should be at least five times greater than the number of the observed variable. This study had 22 variables; therefore, its sample size should exceed the minimum of 110. There was a total of 238 responses which were considered suitable for the model.

Qualitative methods such as in-depth interviews were employed to understand the research results better. Experts were consulted on the survey questionnaires, and functional hotel managers were engaged in discussions to shed more light on the issues and reasons behind the findings. Additionally, the accuracy of the measurements was tested using quantitative techniques. Cronbach's Alpha and exploratory factor analysis (EFA) were run to exclude the cross-loading and low-loading items for a more reliable measurement structure. The associations between the variables were tested using regression analysis with latent factor scores for the entire sample.

4. Results

4.1 Demographic characteristics

Table 1 shows respondents' demographic characteristics. Females and males accounted for 35.3% and 64.7% of participants, respectively. The average age of the respondents was 32

years, with the majority (62.6%) being 36 years or older. More than 75% of the respondents held bachelor's degrees or other post-secondary credentials. The department types of functional managers were distributed relatively evenly, with 17.9% working in the front office, 15.7% in housekeeping, 19.1% in food and beverage, 12.2% in maintenance, 13.2% in food and beverage, 15.4% in public relations and sales, and 5.9% in other departments. More than 75% of the functional managers in the poll had worked in the hospitality industry for six years or longer, and 67% had worked with their present companies for three years or more.

Table 1. Demographic profile of the respondents

Variables	Categories	Number of respondents	Percentage of respondents
Gender	Female	84	35.3
	Male	154	64.7
Age (year)	25 and less	10	4.2
	26 to 35	79	33.2
	36 and more	149	62.6
Educational level	College degree	58	24.4
	Bachelor's degree	164	68.9
	Postgraduate	16	6.7
Type of functional managers	Front office	49	17.9
	Housekeeping	43	15.7
	Food and beverage	52	19.1
	Maintenance	36	13.2
	Public relations and sales	42	15.4
	Others	16	5.9
Length of time in the organization (year)	2 and less	78	32.8
	3 to 5	125	52.5
	6 and more	35	14.7
Length of time in the hospitality sector (year)	5 and less	58	24.4
	6 to 8	47	19.7
	9 and more	133	55.9

Source: Authors' calculation

4.2 Hypothesis testing

4.2.1 Validity and reliability of variables

To evaluate the validity and reliability of the 22-item measurement model, we used a sample size of 238. Cronbach's Alpha of numerous latent variables composed of various items was first determined. All latent variables had Alpha coefficients much higher than the threshold of

0.8, indicating good measurement accuracy (Table 2). As a result, the following stage of the EFA can use all observed variables.

Table 2. Exploratory factor analysis

KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				0.839
			Sig.	0.000
Rotated Component Matrix				
	Self-emotion appraisal (SEA)	**Use of emotion (UOE)**	**Other-emotion appraisal (OEA)**	**Regulation of emotion (ROE)**
UOE1		0.837		
UOE2		0.795		
UOE3		0.805		
UOE4		0.858		
SEA1	0.823			
SEA2	0.883			
SEA3	0.842			
SEA4	0.795			
OEA1			0.849	
OEA2			0.834	
OEA3			0.809	
OEA4			0.714	
ROE1				0.869
ROE2				0.737
ROE3				0.806
ROE4				0.749
Cronbach's Alpha:	**0.881**	**0.869**	**0.855**	**0.857**
Cronbach Alpha:		Employees' SRP		**0.931**
Total Variance Explained				
Extraction of sums of squared loadings		Cumulative %: **72.399**		

Source: Authors' calculation

Extraction sums of squared loadings is 72.399% (less than 50%), which indicates the presence of sufficient inter-correlations in the data matrix and the suitability of factor analysis, were the results of the EFA analysis with independent variables, which meant that these variables satisfied the requirement of validity for measurement scales. The four constructs of functional managers' EI with 16 items were grouped into four factors, namely self-emotion

appraisal (SEA), use of emotion (UOE), other-emotion appraisal (OEA), and regulation of emotion (ROE). Subsequently, all data were suitable for regression analysis.

4.2.2 The Pearson correlation coefficient analysis

The findings of the Pearson correlation test were used to examine how emotional intelligence and its components relate to employees' effectiveness in service recovery. The results show a substantial positive correlation between the principals' EI and employees' SRP with a Sig. value at a 0.01 level. Additionally, the results show a significant correlation between the emotional intelligence dimensions, including the use of emotion, self-emotion appraisal, other-emotion appraisal, and social awareness, and employees' SRP (Table 3). Therefore, this study's hypothesis can be used for regression analysis.

Table 3. Pearson correlations between

		Correlations				
		Employees' SRP	UOE	SEA	OEA	ROE
SRP	Pearson Correlation	1	0.473**	0.455**	0.523**	0.549**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	238	238	238	238	238
UOE	Pearson Correlation	0.473**	1	0.214**	0.244**	0.415**
	Sig. (2-tailed)	0.000		0.001	0.000	0.000
	N	238	238	238	238	238
SEA	Pearson Correlation	0.455**	0.214**	1	0.367**	0.314**
	Sig. (2-tailed)	0.000	0.001		0.000	0.000
	N	238	238	238	238	238
OEA	Pearson Correlation	0.523**	0.244**	0.367**	1	0.423**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	238	238	238	238	238
ROE	Pearson Correlation	0.549**	0.415**	0.314**	0.423**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	238	238	238	238	238

Notes: **. Correlation is significant at the 0.01 level (2-tailed).

Source: Authors' calculation

4.2.3 Regression analysis

A regression analysis was used to verify the associations suggested by the model. The conceptual model assumes that the EI aspects of functional managers, represented as independent variables, affect workers' SRP. Table 4 lists the outcomes of the multiple linear regression analyses. A multicollinearity test was used to determine whether there was a correlation between the independent variables. The VIF values in Table 4 demonstrate no

multicollinearity issue among the independent variables because the VIF is more than 1 and less than 2.

Table 4. Multiple regression analysis

Model	Standardized coefficients	t	Sig.	Collinearity statistics	
	Beta			Tolerance	VIF
Use of emotion (UOE)	0.252	4.941	0.000	0.817	1.223
Self-emotion appraisal (SEA)	0.220	4.336	0.004	0.829	1.206
Other-emotion appraisal (OEA)	0.271	5.113	0.000	0.758	1.320
Regulation of emotion (ROE)	0.261	4.744	0.000	0.702	1.425
Adjusted R-squared: 0.496					

Source: Authors' calculation

All four independent EI variables significantly and favorably affected employees' SRP. The differences in the four independent variables accounted for 49.6% of the variance in employees' SRP.

The results indicate that the most important factor affecting an employee's SRP is functional managers' other-emotion appraisal (OEA), followed by self-emotion appraisal (SEA), use of emotion (UOE), and regulation of emotion (ROE). Several significant discoveries were made based on EFA and regression analysis findings. The relative importance of the four functional managers' EI aspects and their effects on employees' SRP were also studied. The significance of each weight demonstrated the applicability of the four EI dimensions in constructing the SRP for employees.

5. Discussion of findings

The accepted hypothesis H2 proves that other-emotion appraisal has the most significant impact on hotel employees' SRP. This finding is similar to prior studies (Langhorn, 2004; Fernandes *et al.*, 2018). Hotels are important for promoting a nation favorably, maintaining the returns of visitors, and attracting new ones. Customers expect high-quality and cost-effective entertainment while wanting to be treated as distinguished guests. To some extent, all organizations can gain a competitive advantage by promptly and effectively understanding and responding to customers' needs. Employees must be sensitive to the needs and sentiments of others and can consider other people's viewpoints. General managers who can relate to their workplace, to the team they work with, the organization's role in the community, and perhaps even to the brand itself are more likely to perform well (Langhorn, 2004). Leaders may use the proper method of detecting and managing employees' emotions to generate a far more pleasant emotional atmosphere during employees' service interaction and tailor the service to fit the wants and wishes of customers best (Fernandes *et al.*, 2018).

Functional managers' regulation of emotions has a positive impact on employees' SRP. The approved hypothesis H4 states that effective leaders must be able to control their own emotions when interacting with others and have a solid awareness of their and others' emotions. This result is in line with Boal and Hooijberg (2000) and Langhorn (2004) who emphasize the claim that behavioral complexity is a key component of leader effectiveness. Leaders had to fulfill numerous roles at distinct periods, and far more essential, competent leaders must be ready to choose the appropriate role for the occasion. The self-control of emotions is crucial for effectively communicating ideas, fostering teamwork, and building cohesiveness (Langhorn, 2004). Additionally, leaders adept at managing their behavior can better influence others to adopt new behaviors (Ferres *et al.*, 2004). Dasborough and Ashkanasy (2002) indicated that leaders with high EI could better control their impressions of others and use those impressions to influence their subordinates to attain the required goals. Employees' satisfaction is higher when their leaders have strong EI levels (Langhorn, 2004; Wong and Law, 2002).

The testing result of hypothesis H3 suggests that the use of emotions of managers and hotel employees' SRP has a positive association. This is the ability of a person to control their emotions and channel them toward productive professional activities. For example, team leaders should be able to control their anger and display courage when necessary to accomplish their goals. Leaders who excel at managing their relationships through the use of emotions can "motivate and inspire followers by challenging them, by creating a sense of teamwork and shared goals, by articulating and communicating a shared vision, and by inspiring followers to accomplish more than they would have believed was possible" (Ployhart *et al.*, 2001). Managers who aspire to provide a service-oriented environment that results in a more favorable experience for employees and customers should foster a positive climate and reduce negative feelings (Bardzil and Slaski, 2003). Supervisors with high EI and emotional maturity are more likely to utilize supportive behavior and treat their subordinates psychologically well because they are more sensitive to their own and their subordinates' feelings. As a result, high EI and emotional maturity should benefit employees' SRP.

Hypothesis H1 indicates that the self-emotion appraisal of functional hotel managers has a positive relationship with hotel employees' SRP. Self-aware leaders better understand themselves and their impact on others. They are better at avoiding causing misunderstandings because they are aware of their reactions (Dess and Picken, 2000). People's job pressure decreases, and their self-worth is improved by leaders who communicate well with them, which inspires more employees to engage in higher SRP (Liaw *et al.*, 2010). Janssen and Van Yperen (2004) stated that a self-aware manager may assist employees in overcoming work issues. The stronger the work performance of service personnel, the more an employee perceives that a manager understands the personnel and provides socio-emotional encouragement.

6. Conclusion

This study explores the impact of managers' EI on employees' SRP. The findings confirm a positive correlation between functional managers' EI and the outcomes of their employees' SRP. The strongest impact was observed in managers' ability to appraise the emotions of others,

followed by their ability to regulate, use, and appraise their own emotions. As an exploratory effort, this study provides sufficient support for future leadership and management studies examining the function of emotions in the workplace. In addition to providing managers with useful advice on managing their customer-contacting employees as a source of competitive advantage, this study aims to build a foundation for future research on SRP and service performance.

The results of this empirical study strengthen the theoretical connection between EI and SRP in the hospitality industry. While current EI research tends to ignore the latter and examine how hotel employees use EI in interactions with customers, the research provides an understanding of how each construct of EI influences SRP (Pekaar *et al.*, 2018). The research findings show that EI is closely intertwined with how hotel workers manage their emotions and help customers receive better experiences after failed services. According to the conservation of resources theory, EI serves as a resource that enables service providers to interact with customers (Kim *et al.*, 2012). As an exploratory effort, this study focuses on demonstrating these relationships. As the results of this study support these relationships, it is worthwhile to further investigate the role of managers' emotion regulation in impacting employees' SRP, which turns dissatisfied customers into satisfied ones. It is also necessary to examine the specific actions that leaders and incumbents take in the workplace. Our findings suggest that not only do customer emotions play a crucial role during service recovery (Kozub *et al.*, 2014), but managers' EI also actively contributes to explaining how their attitudes and actions affect employees' SRP, thus adding to the literature on service recovery and broadening previous knowledge about how interconnections are handled.

The findings of this study have practical implications for hospitality management. The critical role of EI in fostering employee performance should not be omitted in an era of strong emphasis on improving quality and productivity (Suifan *et al.*, 2015). EI is an ideal component that allows managers to inspire, satisfy, and motivate employees to achieve better job performance. Hence, functional hotel managers should increase their EI across the four dimensions: self-emotion appraisal, other-emotion appraisal, emotion usage, and emotion regulation. First, to be more self-aware, it is suggested that they pay attention to their feelings and notice how their emotions contribute to their decisions and actions while taking stock of their emotional strengths and weaknesses when communicating with hotel staff and customers. Second, to increase self-regulation, managers can consider finding techniques to deal with work-related stress and allocate time to thinking and planning before making big decisions. Regarding other-emotion appraisal, hotel managers should put themselves in hotel employees' positions to understand their needs and wants and the existing obstacles in their working process. Functional hotel managers can facilitate their use of emotion by working on persuasion and influencing skills and taking on leadership roles when needed to handle conflicts, whenever appropriate and necessary.

Hotel service firms should include EI as one of the primary requirements for recruitment and promotion when selecting managers and staff. Hotels should consider EI a strategic tool

for personnel planning, training, and employee orientation. Managers need to empathize with their staff, be aware of social events inside and outside the organization, and commit to self-improvement to reduce conflict within the company. Fundamentally, hospitality businesses want to provide visitors with a good experience. Therefore, one of the fundamental duties of hospitality workers is to increase their client satisfaction. Hospitality businesses must ensure managers' long-term participation by providing training sessions to motivate them to improve their EI. Leaders who receive frequent training may be better able to observe and interpret others' emotions, be more communicative, apply appropriate coping mechanisms, convey positive emotions, and boost employee satisfaction. Academic institutions that foster and assist new managers in the hotel business should also focus on developing students' EI and educating them to become well-rounded leaders with high EI.

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